



REPORT OF THE TRUSTEES AND AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

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 2020/21	7
Public Benefit Entity Compliance	8
Strategy Objectives and Activities	8
Our main activities	9
Our positive outcomes and impact	10
Significant Impacts and Factors.....	11
Departmental Achievements and Performance	12
Oaks and Acorns Respite Units	12
Family Services	12
Community Services.....	13
Avenues@Rose Road	13
Fundraising.....	14
Fundraising Statement	15
Our Five Year Plan for 2019-24	15
COVID-19	16
Review of the year	19
Fund Movements.....	20
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.....	30
Notes to the Financial Statements	31
Cash flow Statement.....	40

The Rose Road Association
Report of the Trustees for the Year Ended 31st March 2021

This is the report of the Trustees for the year April 2020 to March 2021. 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, our members, special ambassadors, many supporters and the children and young people we support who helped make a difference this year. We specifically acknowledge the following grant-giving organisations for their significant support during this period.

Asda Foundation
BBC Children in Need
Beaulieu Beaufort Foundation
Bothwell Charitable Trust
Broyst Foundation
Card Factory Foundation
Charity of Stella Symons
Co-op Food Fund
Department for Digital, Culture, Media & Sport
DWF Charitable Foundation
Edward Gostling Foundation
EF and MG Hall Charitable Trust
Garfield Weston Foundation
Gerald Micklem Charitable Trust
Graham High Charitable Trust
Hampshire & Isle of Wight Community Foundation
Hampshire County Council
Julia and Hans Rausing Trust
LCP Foundation
Leathersellers' Company Charitable Fund
Manali Charitable Trust
National Emergency Trust Fund
Olwen McPherson Trust
O'Sullivan Family Charitable Trust
Peter Harrison Foundation
Richard Kirkman Trust
South Western Railway
Southampton City Council
Southampton Voluntary Services IT Support Fund
Tesco Charity Trust

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) Chris Cundy Jane Lyon-Maris Sarah Parker Zoe Evans Sam Clough Paul Best Sheila Stokes-White
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	www.roseroad.org.uk
Auditors	Mazars LLP 5 th 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, Karl & Kim Simmonds, Nina Basset, Bruce Elkins FCA, Gabby & Pauline Gibbons, 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

Message from the Chair – Douglas Miller

I'm sure everyone will remember my closing comments from my message in the 2020 annual report. Of course, you do. What.....no? Here is a little reminder. "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."

At that time, we were still in the grip of the first lock down. We were implementing a new testing system that was essential to the provision of a safe service. It was keeping our young people and staff safe. In the months that followed there was no let-up in the pressures and challenges facing our staff, and yet our service continued, and dare I say thrived in providing our essential services to those most in need in our community.

Without staff, none of it would have happened, and I cannot say thank you enough from the trustees to them. Every challenge was met and overcome. There was never a comment of "we can't" only, "how and when will we do this?" We are proud that we only required minimal use of the Coronavirus Job Retention scheme.

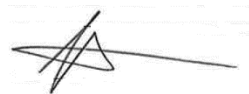
Of course, a key issue in such a time of national crisis was communication. I must say that our lines of communication at Rose Road were always impeccable but, in a time when we were not able to even see each other, we found new ways of keeping those lines clear and flowing. At no time do I recall needing to ask a question about what was going on, as updates from Juno to staff and trustees were full and comprehensive.

The information and feedback was so quick for all concerned, that decisions and revisions of policy could take place with lightning speed. Regulations and guidance were being interpreted daily and provided to all. I found I got better guidance from Juno than the daily briefing from Downing Street. Most of all, everyone was supported. We learned that the evolving pandemic was not in any way a static problem. It changed every day and what worked at first needed to evolve as everyone's experience would also evolve. We now all know that how we felt in the first lockdown, had really changed by the third one. I am so proud of our staff in their dynamic response to the national emergency.

Of course, it is not just about staff. I am so pleased that our families have provided such positive feedback about our efforts during the pandemic. We knew our services would be needed. It would have been possible to shut down and wait it out. But we all know that's just not the Rose Road way. We are also extremely grateful to our supporters and donors for their continued support and flexibility during the year, enabling support to the many emergency placements that resulted from the pressures of the pandemic.

So back to last year's closing comments. Resilient, planned, achieved, and loved every minute.....

I was hoping I could quote a Meatloaf song and say 2 out of 3 ain't bad, but 3 out of 4 just does not have the same ring to it. I will not ask anyone to say that they should love what they have experienced since last year. But I will ask everyone to be proud of it.



Doug Miller, Chair of Trustees

Our Year in Numbers 2020/21

OUR YEAR IN NUMBERS

2020/2021



FAMILY SERVICES

Have helped **1,046** families

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



COMMUNITY OUTREACH

Provided **23,650** 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"



OAKS AND ACORNS

Provided **3,624** 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, THANK YOU"



ACTIVITY & HOLIDAY SCHEMES

Ran **175** play sessions for **93** families

"I can't say 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"



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 is outlined under "activities" and "outcomes" below.

Strategy Objectives and Activities

Our key aims for 2020/21 were to begin to address the challenges laid out in year two of our five-year Business Plan 2019-24, with a focus on:

- Embedding a new offer around supported holidays (delayed owing to COVID-19 in 2019/20 and 2020/21)
- 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

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 young adults
- 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

Read what our families have to say:

"The Rose Road team have been amazing during the last 6 months, they called every 2 weeks to check that our family were ok and if they could help us with shopping or support.

They have managed to support my son with outreach and playschemes, it is the only break we get, and he loves going. Thank you."

Person Centred

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 practice 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. #Destinations is a service that provides young adults that attend Rose Road all day with activities and sessions with purpose. We create a person-centred plan to help them to achieve their own personal goals and to inspire them. Each individual has 1:1 staffing to help them to work towards their targets.
Activity Schemes	We offer a range of activity schemes in the school holidays and on Saturdays across Southampton and Hampshire. 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.

<p>Young adult specialist provision</p>	<p>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.</p> <p>For college leavers that require a combination of education and community-based services we have The Hut @ Rose Road. This service is run in the building next door to the Bradbury Centre and we see it as a stepping stone to #Destinations. This provision is for young adults aged 24-26. It supports young adults in a positive environment allowing them to thrive in a safe space.</p>
-----------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Our positive outcomes and impact

<p>Support for family units</p>	<p>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.</p>
<p>Removing barriers and supporting young people out of social isolation</p>	<p>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.</p>
<p>Increased social confidence and emotional wellbeing</p>	<p>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 services support young people to progress towards preparing for adulthood key outcomes of employment, independent living, community inclusion and health.</p>
<p>Wider impact</p>	<p>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).</p>

Read what professionals have to say:

“Staff have been extremely supportive in a very complex situation with a child. They have gone above and beyond with the support they have provided” – Ofsted Nov 2020

Trust and Respect

Significant Impacts and Factors

Despite the global pandemic we have been able to achieve significant outcomes this year against our Business Plan, these include:

- Staying open throughout the pandemic to all services
- Delivering additional emergency placements for social service referred families
- Doubling our playschemes provision during school holidays to compensate for other local providers closing owing to the pandemic
- Maintaining high standards with our regulators – achieving excellent Ofsted COVID-19 Assurance and Monitoring visit reports and also meeting the requirements for the Ofsted registration for our Bradbury Centre registered playschemes
- Achieving 92% uptake of our target 90% for our community outreach packages
- Achieving 81% of our target 85% overall occupancy in overnight respite despite the COVID-19 new, highly transmissible variant meaning that we had to reduce overnight capacity to 50% from mid January 2021 to the end of March 2021, effectively we would have been on track to exceed this target had the reduction in capacity not been mandated by our commissioners
- A significant reduction in our agency staffing levels maintaining agency at no more than 1 FTE at any one time
- Using virtual methodologies to maintain swift transition through recruitment services keeping to our 30 day ‘application to appointment’ targets
- Significant capital improvements including the refurbishment of Oaks adult overnight respite home, the provision of an additional medications room, replacement baths and hoists and the purchase of three replacement vehicles
- Successful opening and continued delivery of service of The Hut day service
- Excellent staff feedback relating to the support and provision given to them during the pandemic

Read what professionals have to say:

“The ambition, drive and determination to continue providing this service has had a significant impact. It has helped to support families who need the respite service, especially when considering the additional pressures, the COVID-19 pandemic has placed on them. ‘Their care is amazing’ said a parent of a child. ‘They go above and beyond to ensure professional and parental confidence is assured’ reported a senior manager from a local authority. Consequently, families have received a highly valued service when other support networks in the community have closed. This is a credit to the organisation and the staff working in this home” – Ofsted Feb 2021

Pride and Passion

Departmental Achievements and Performance

Oaks and Acorns Respite Units

We provided a total of 3,624 bed nights over the course of the year, and we operated at 81% occupancy which was slightly below our 85% target. This was due to having a reduced capacity between January and March 2021 owing to COVID-19 and restrictions placed on us by the local authority. This year we provided overnight respite to a total of 130 families, and we continue to see an increase in referral of both children and young adults with complex health needs.

Key successes in Oaks and Acorns

- We remained open throughout the COVID-19 Pandemic
- We had 2 inspections with Ofsted both being of high standard
- We remain Good with an Outstanding judgment in both CQC and Ofsted
- Refurbishment of Oaks to provide more space within the social area
- The installation of 2 new much needed baths for both Oaks and Acorns
- A high level of success in our recruitment drive providing some dedicated staff to the team

Challenges experienced

- COVID-19 has had a huge impact on the wellbeing of both staff and service users over the past year
- Having to delay some referrals throughout the year due to COVID-19

Family Services

We continued to deliver SEND Information Advice and Support in West Berkshire, Southampton and Portsmouth and supported 1,046 families during the year. We also supported Parent Carer Forums in West Berkshire; Windsor & Maidenhead; Bournemouth, Christchurch & Poole, Southampton and Hampshire, enabling parent carers to have a say in strategic decision making about the services delivered by the Local Authority and CCGs. We added a new project this year with funding from South West Rail – the All Aboard project which seeks to improve accessibility of rail travel for people with profound and multiple learning disabilities.

Key successes in Family Services:

- We successfully delivered a series of online training sessions for Parent Carers which were well attended and received very positive feedback
- We now have 8 ways to access advice from our SENDIASS Services – calling the helpline, webchat, form on our website, calling the adviser directly (for Young People), text, email, Facebook messenger and weekly SENDIASS virtual drop-in sessions
- Our Parent Carer Forums have been delivering engagement events and coffee mornings online, and have reached parents who previously hadn't engaged with them at all due to difficulties travelling to face-to-face meetings
- The All Aboard Project rose to the challenge of giving experience of rail travel while under national restrictions by developing a board game and sensory story sack which we will be circulating to families and other organisations this year

Key Challenges:

- Central government funding has reduced significantly for our SENDIASS services, and demand far outweighs our staffing capacity. We are working on how we can continue to deliver a high-quality service with reduced funding in the future

Community Services

Community Outreach

We continued to provide face to face outreach support throughout the pandemic. Alongside this we adapted some of our ways of delivering support to help the young people and their families who were isolating. This included Zoom calls as well as providing additional support to families for basics such as shopping. We encouraged young people we support to develop their independent living skills and to make their own choices about their care, promoting a person-centred approach. This year we delivered 23,649 hours of support across all the services in Outreach to 104 families and managed to achieve a 92% uptake of our services over the year.

Activities

We continued to offer a reduced range of Activity Schemes & Saturday Clubs across Southampton & Hampshire due to some local authority COVID-19 restrictions. Providing much needed opportunities for play for children and young adults. During this year we have delivered 75 Saturday clubs and 100 playscheme sessions, with over 90 families accessing the sessions. Thanks to the flexibility of our funders and commissioners we have been able to offer extra sessions for children/young adults of key workers during school holidays when local special school staff took a well-deserved break.

Read what young people who use our services have to say:

"I'd just like to take the opportunity to say a big thank you from a service user's point of view to everybody at Rose Road. Thank you to all the care team who have all gone above and beyond to keep life as normal as possible for all of us service users. Thank you to all the fundraising team. Thank you to all the supporters who have donated generously to this incredible place!"

Quality and Standards

Avenues@Rose Road

During this year Avenues@ Rose Road remained open for those most in need. Avenues@Rose Road is an interim day services provision with an educational component for 19-25 year olds with complex physical and/or health needs. Rose Road is 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 College.

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

During the last year, our supporters and donors have shown flexibility and responsiveness in unprecedented levels. They have removed restrictions, so we have been able to target funds where they were needed most. They have worked with us to re-design project outcomes and targets and they have provided emergency funding to support the most vulnerable families get the help they needed during the Pandemic.

At the beginning of the year we adapted our 3 year Fundraising Strategy to take account of the reduced event fundraising opportunities, reduced ability of our corporate partners to support us and potential impact on the incomes of our community supporters and braced ourselves for a significant drop of income.

To mitigate a potential drop in income we focussed on the following aims:

- Creating an emergency respite campaign to support families struggling due to COVID-19
- Increasing our digital capacity, awareness and engagement
- Improving stewardship of our existing supporters – we wanted to reach out and check in on our extended community family
- Improving how we report and tell family stories to our supporters
- Restructuring and training staff to be able to diversify specialisms across multiple funding sources
- Building better partnerships with other local charities to share support and mentoring opportunities with each other
- Being more confident in discussing restrictions and changes to outcomes with funders

We have been overwhelmed by the support we have received in the year and the negative impact of the pandemic was less than we feared. Our better-than-expected organisational financial performance supports our current reserves policy, the last year has shown us that it is essential for our families that we are stable and secure.

Some highlights of this year have been:

- The first year of our corporate charity of the year partnership with Ordnance Survey has been very successful and extended to take account of missing events and opportunities
- As significant grant from the Garfield Weston Foundation for support towards our core costs has enabled us to continue with planned pay rises for our frontline care staff and improve outcomes for those with the most complex of health needs
- A significant grant from the Julia and Hans Rausing Trust replaced lost income from fundraising events and enabled us to continue with our services and planned projects
- Our skydiving events have really 'taken-off' with 25 keen jumpers already booked for next year
- The Edward Gostling Foundation helped us to continue with planned capital improvements, making vital changes to the social spaces in our adult respite centre

The Rose Road Association
Report of the Trustees for the Year Ended 31st March 2021

For the year ahead we plan to restructure the team and are already recruiting to a vacant post, continue developing a methodology for recording impact of our charity partnerships and get back to supporting the events industry which has been so integral in helping Rose Road over recent years. We are thankful and grateful to all our donors and supporters who have continued to support us during this difficult year.

Fundraising Statement

In accordance with Charities (Protection and Social Investment) Act 2016 section 13:

All fundraising activities at Rose Road were undertaken by staff employed directly by the association and no professional fundraiser or commercial participator carried out any of those activities in the year 2020-21.

The Association is voluntarily registered with the Fundraising Regulator and practices its fundraising activities within the regulator's Code of Fundraising Practice. Senior fundraising staff are members of the Institute of Fundraising and abide by its Compliance Framework.

There have been no instances of failure to comply with Fundraising Regulator standards and 0 complaints have been received since our registration with them.

Fundraising staff and volunteers adhere to the Association's Ethical Fundraising Policy and relevant safeguarding policies to ensure vulnerable people are protected.

Read what our families have to say:

"Our son absolutely loves attending Rose Road respite unit and the playscheme. Staff are very helpful and have given me well deserved breaks, I always know he is safe and well taken care of - I couldn't thank this place enough!"

Pride and Passion

Our Five Year Plan for 2019-24

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

- Embedding a new offer around supported holidays (delayed owing to COVID-19 in 2019/20 and 20/21).
- Opening our new accessible Family Cinema
- Publishing a book to support siblings of disabled children and/or young people
- 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 a young people-led activities programme
- Continuing to explore the possibility of collaborating in a supported living programme
- Increasing the number 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
- Increased use of digital technology across all of our services through a new digital strategy
- Better planning and implementation of our volunteer programme

The Rose Road Association
Report of the Trustees for the Year Ended 31st March 2021

- Starting to implement the Charity Governance Code
- Recruit proactively to be representative of our client group demographic
- Grow our payroll giving programme
- Explore how we increase private payments through personal allowances
- Increasing the number of organisations we deliver disability awareness training to and for

COVID-19

COVID-19 has had a significant impact on us as an organisation and so considerable detail is given to the impacts of this here:

Staffing

Staffing has been the key factor in ensuring that we have been able to continue to deliver our vital services to families throughout the pandemic.

Without our direct service staff continuing to come to work, despite their fear, we could not have stayed open. Likewise, our office and home-based staff were flexible and creative, accommodating home working while home schooling for some time to continue to provide support to families.

Furlough

We furloughed very few staff during the period as we continued to run all our services and demand was extremely high after an initial spike in cancellations due to understandable concerns.

We claimed from the government Coronavirus Job Retention Scheme only as follows:

- 1 events fundraising staff member for one month – no events possible
- 1 weekend lettings caretaker – no weekend lettings
- 1 cleaner for 3 months - due to childcare needs
- 2 FTE private care support and staff who were clinically vulnerable – where we had a small number of private payers cancel until after lockdown and therefore income was not protected

Support and motivation

We learned some key lessons about supporting staff during COVID-19, many of which we wish to continue.

- We learned that communication was the key to making decisions. All major COVID-19 decisions were taken in consultation with the most affected staff – and we changed some decisions very quickly as a result of frontline staff feedback
- We learned that providing a modern Employee Support Programme offering 24/7 telephone support and counselling is not always sufficient in the moment. Staff needed most to talk to managers and colleagues that they knew and could trust and who already knew some of their own family context, it was immediate and imperative that we created time in managers' diaries for this
- We learned that one of the most valuable roles that we could have was to interpret guidance for our staff and help them to understand how it impacted their day-to-day life outside of work as well as at work

The Rose Road Association Report of the Trustees for the Year Ended 31st March 2021

- We learned that regular, personal, tailored and honest emails and communications were hugely valuable when they were transparent and shared personal experiences of the pandemic and the challenges it brought
- We learned that we had to grow in our understanding of the psychology of a pandemic and ensuing lockdown and come up with new and creative solutions to those psychological challenges as they presented.

Finances and ethics

Government Procurement Policy Note PPN 02/20 meant that Local Authorities were advised by Government to honour contracted payments where possible even if the pandemic meant that these services might not always be fulfilled, to ensure organisations were available when they were needed again. This was known as 'pay to plan'.

Whilst demand remained high for us, and we fulfilled that demand, it was still helpful to have this certainty of a portion of our funding going forward.

Pay to plan funding came to an end at different times throughout the year depending on the service and the commissioner.

Some health funders added an additional 10% to the cost of a service for a short period to allow for additional PPE requirements.

Southampton City Council awarded Infection Control Fund, Rapid Testing Funds and Workforce Development funds in different waves across different services. This enabled us to pay staff in full whilst self-isolating, pay staff to attend for testing, pay additional staff to carry out and administer testing and vaccination planning, cover additional cleaning and venue hire costs and a little additional income for the additional managerial burden of COVID-19 planning.

In time, free PPE portals for care home settings such as Oaks and Acorns enabled us to access PPE and testing supplies free of charge.

As we remained open and were asked to provide additional emergency placements, and as we received pay to plan income, we were in a fortunate position and were able to maintain a well-balanced budget. When a number of our familiar funders offered additional financial support to help during COVID-19 we felt that it would not be right for us always to uptake that additional support and we chose not to apply for some of those funds as we felt they should be targeted at charities more in need than we were at the time. This may well change of course going forwards now that pay to plan etc has ceased.

Guidance and infection control

We responded to all Government guidance as it came out, which meant that the senior management team met frequently, daily in the early months, to ensure that we could remain open safely.

This meant we were frequently:

- Updating and publishing service and organisational risk assessments
- Creating COVID-19 individual risk assessments for both our young people and our more vulnerable staff

- Attending infection prevention and control webinars and disseminating learning
- Updating families
- Changing our practice
- Reading the daily Government updates and consulting with our regulators to ensure that we understood how they were to be interpreted in practice, this was not always clear
- Supporting our children and young people who were inevitably thrown by the changes happening around them that they could not understand.

Often, we had to amend guidance overnight as changes were made that had huge operational impact on us, as a 24/7 service it was not always possible to go out to consultation on this or wait until the next working day, we had to act immediately.

Going forward, we remain committed to our highly rigorous and effective testing routines. Our new infection prevention control measures will remain in place as long as they need to, and we remain extremely responsive to new variants of concern.

In addition, we are proud to have one of the highest staff vaccination rates for a care provider in the local area.

Families

The families that we serve were the reason that we stayed open.

The feedback that we have had from them has been tremendously important for all of us as a staff team.

Many of the families' support networks shut down and we knew that the risks of them not coping were extremely high. We believed that we could have a positive role to play in keeping them going and supporting them. This meant that we carried out a number of tasks that are normally outside our brief such as shopping and collecting prescriptions, providing checking in telephone calls and broadening the reach of our Family Services team who saw numbers calling into the helplines increase considerably.

Morale and hope

All of us have struggled at times with morale but we can all identify with some of the positives that have come out of this last year.

Our relationships with our commissioners and regulators feel stronger than ever. We feel that we have been able to work together as a powerful team around the most vulnerable families and this is a way of working that we want to continue.

We have also worked strongly with other sector partners, learning from each other, supporting each other and coming together to help provide solutions for families.

Going forward we know that the transition into the 'new normal' will be just as hard for our children and young people and their families as was the transition into lockdown.

Our intention is to remain as a consistent source of ongoing support for our families for as long as they need us.

Review of the year

Financial performance for the year ending 31st March 2021 has been strong with the Association posting a surplus of £478,157 (including capital income) against a budgeted surplus of £112,715.

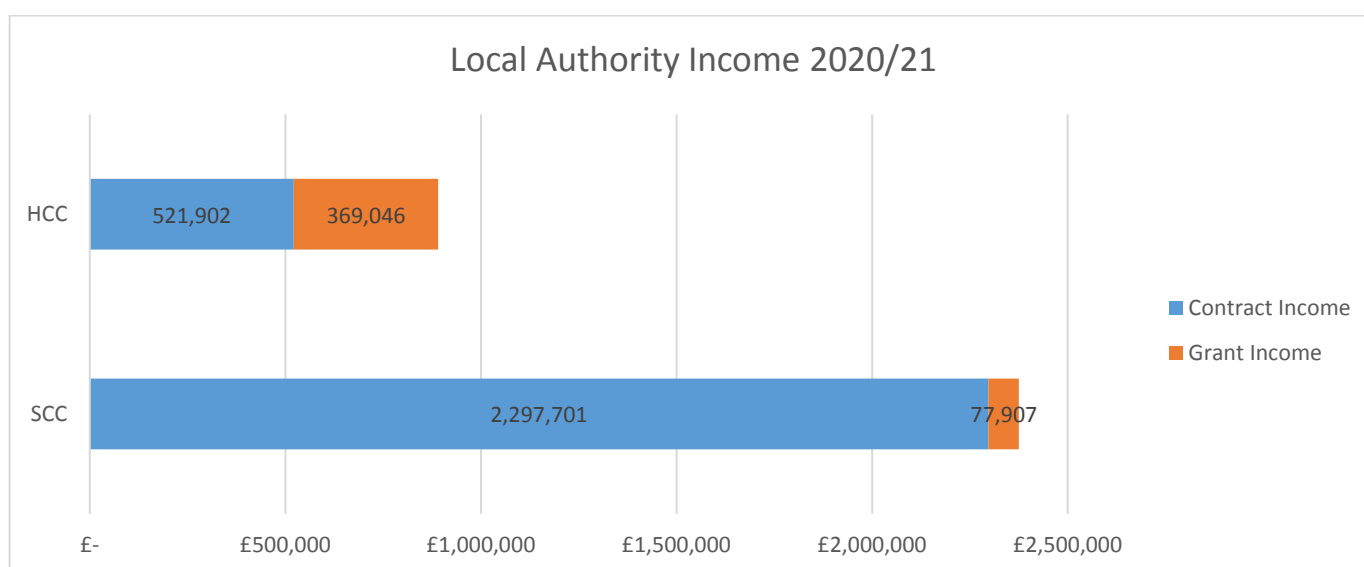
The revenue surplus, excluding capital income of £32,060, was £446,097 compared to a revenue budgeted surplus of £36,523.

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

- The main reason was our commissioners continuing to pay contracts to plan during the pandemic, together with staff savings resulting from cancelled services and a large reduction in agency costs due to COVID-19, which resulted in high surpluses in both our Respite and Community Services
- Fundraising produced an unrestricted surplus of £120,299 for the year - 10% better than budget due to an increase in unrestricted Trust income
- The Association received a number of COVID-19 grants
- Robust financial and resource management including the use of the government's Coronavirus Job Retention Scheme has resulted in cost savings
- 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 fundraising and grants for our work with families and individuals.

The principal funding sources are derived from incoming resources from charitable activities, which accounts for 89% or £3,603,190 of Association's total income.

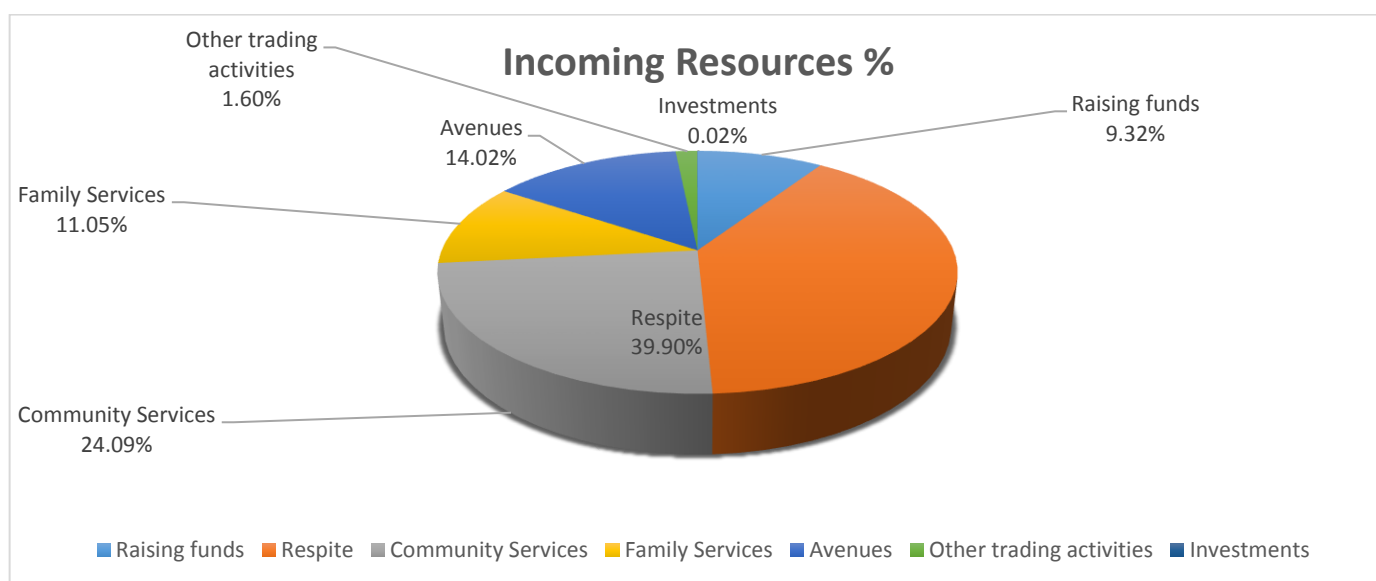
Fund Movements

Net Incoming Resources for the Year

Total net incoming resources from all operations for the year amounted to £478,157, compared to £262,331 in 2019/20 and represents 11.82% (19/20: 6.82%) of total incoming resources for the period.

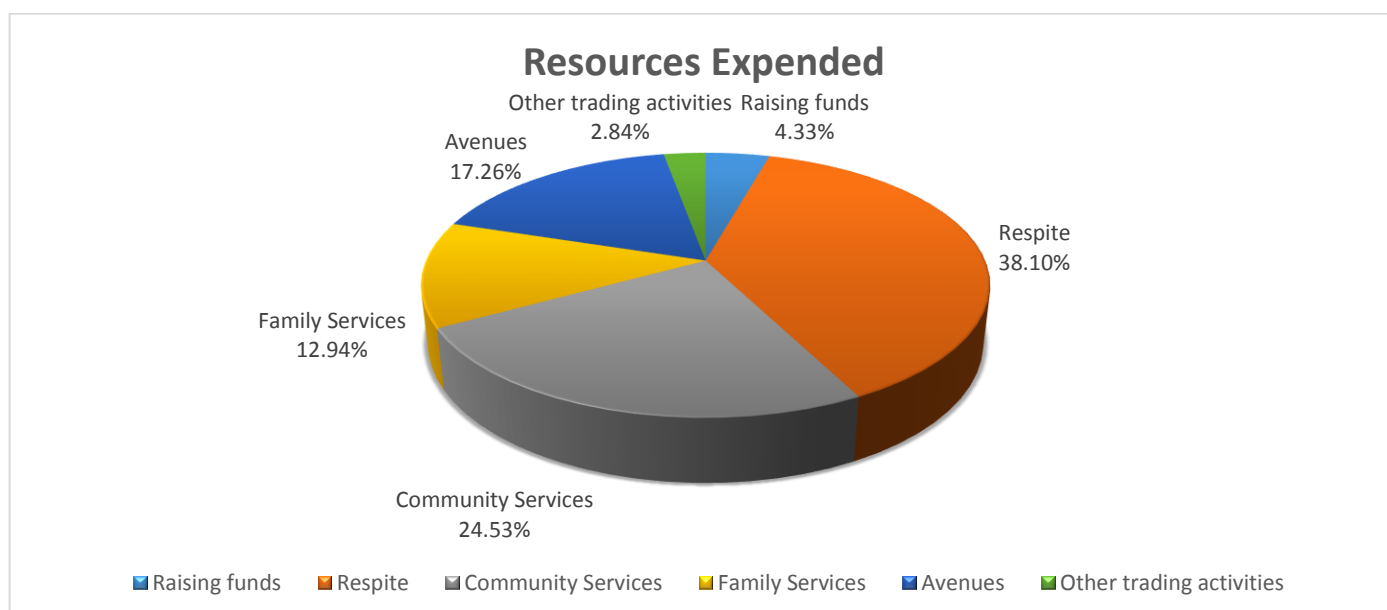
Incoming Resources

Incoming Resources for the year totalled £4,045,882 an increase of 5.18% (£199,109) on last year (2019/20: £3,846,773).



Resources Expended

Resources expended for the year totalled £3,567,725 a decrease of (0.46%) (£16,717) on last year (2019/20 £3,584,442).



Capital Expenditure

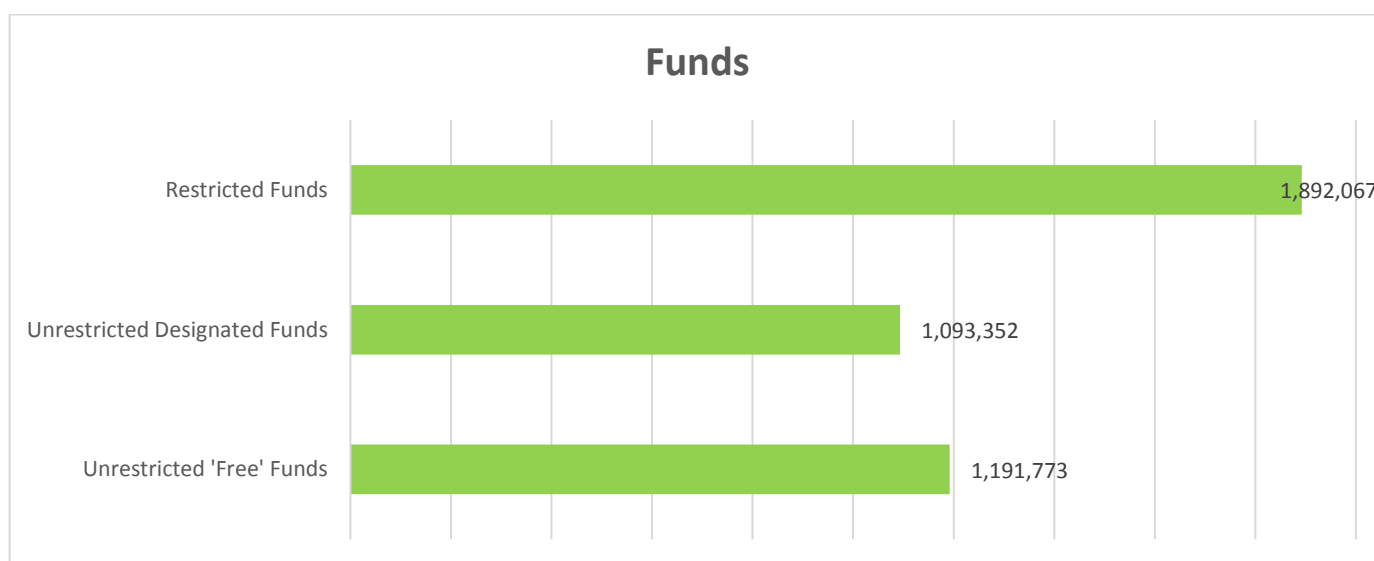
The Association's capital expenditure for the year amounted to £125,452 compared to £70,891 in 2019/20.

Funds

Unrestricted Funds - total net incoming resources for the year amounted to £501,439.

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 2021 stand at £4,177,192, of which £2,285,125 relates to unrestricted funds and £1,892,067 relates to restricted funds, which is the new book value of the Bradbury Centre building.



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

The Rose Road Association
Report of the Trustees for the Year Ended 31st March 2021

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 2021, 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 £743,352
- 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 designated fund to reflect the unprecedented uncertainties and potential impact on income and operational costs to Family services of £50,000
- A General Fund to provide working capital equivalent to between 2 and 4 months operating expenditure of £1,191,774. The General Fund currently stands at 4 months operating expenditure cover.

The Association has Restricted Reserves of £1,892,067 - this represents the original cost of the Bradbury Centre before any capital improvements.

At 31st March 2021, 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 COVID-19 pandemic, however unlike many charities in the sector the impact on Rose Road's financial performance for the year ending 31st March 2021 has been minimal.

The Association is in the fortunate position to be largely funded by local authority contracts, these funders continued to make payments as per our contractual agreements. The charity also attracted COVID-19 grant income to help to cover COVID-19 related costs.

Fundraising income held firm during the year and the Association saw increases in its unrestricted fundraising surpluses compared to the previous year.

The Association has sufficient reserves to cover uncertainties arising from COVID-19 but we will keep this situation under review in the light of any extension of the current restrictions, and/or any future changes to Government guidance. 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.

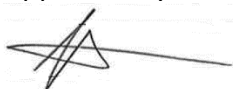
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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 27th July 2021



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 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement, 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 company's affairs as at 31 March 2021 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 company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

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

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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 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 have 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 company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' 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 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 directors' remuneration specified 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 24, the directors 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 directors 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 directors are responsible for assessing the company'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 directors either intend to liquidate the company 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 the financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Based on our understanding of the Rose Road Association and its industry, we identified that the principal risks of non-compliance with laws and regulations related to the pensions legislation, employment regulation and health and safety regulation, anti-bribery, corruption and fraud, money laundering, non-compliance with implementation of government support schemes relating to COVID-19, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, such as the Companies Act 2006.

We evaluated the directors' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, in particular in significant one-off or unusual transactions.

Our audit procedures were designed to respond to those identified risks, including non-compliance with laws and regulations (irregularities) and fraud that are material to the financial statements. Our audit procedures included but were not limited to:

- Discussing with the directors and management their policies and procedures regarding compliance with laws and regulations;
- Communicating identified laws and regulations throughout our engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the company which were contrary to applicable laws and regulations, including fraud.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the directors and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

The Rose Road Association
Report of the Trustees for the Year Ended 31st March 2021

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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. 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.

Jonathan Marchant (Senior Statutory Auditor) for and on behalf of Mazars LLP

Chartered Accountants and Statutory Auditor

5th Floor, Merck House
Seldown Lane
Poole, Dorset
BH15 1TW

Date

Statement of Financial Activities

For the Year Ended 31st March 2021

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
INCOME AND ENDOWMENTS FROM					
Donations and Legacies	2	216,813	160,402	377,215	346,604
Charitable activities	3	3,553,061	50,129	3,603,190	3,395,923
Other trading activities	4	64,641	-	64,641	102,882
Investments	5	836	-	836	1,364
Total incoming resources		3,835,351	210,531	4,045,882	3,846,773
EXPENDITURE ON					
Raising funds	6				
- Fundraising		154,502	-	154,502	191,260
- Trading Activities		101,368	-	101,368	123,008
Charitable activities	7	3,078,042	233,813	3,311,855	3,270,174
Total resources expended		3,333,912	233,813	3,567,725	3,584,442
NET INCOMING/(OUTGOING) RESOURCES		501,439	(23,282)	478,157	262,331
Transfer between funds		-	-	-	-
NET MOVEMENTS IN FUNDS		501,439	(23,282)	478,157	262,331
Reconciliation of funds					
Fund balances at 1 April 2020		1,783,686	1,915,349	3,699,035	3,436,704
Fund balances at 31 March 2021		2,285,125	1,892,067	4,177,192	3,699,035

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

The Rose Road Association
Report of the Trustees for the Year Ended 31st March 2021

Balance Sheet

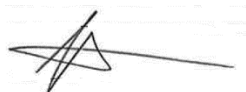
At 31st March 2021

	Note	2021 £	2020 £
FIXED ASSETS			
Tangible assets	11	2,635,419	2,607,877
		2,635,419	2,607,877
CURRENT ASSETS			
Debtors	13	551,218	717,242
Cash at bank and in hand		1,478,925	884,959
		2,030,143	1,602,201
LIABILITIES			
Creditors: Amounts falling due within one year	14	488,370	511,043
		1,541,773	1,091,158
NET CURRENT ASSETS			
TOTAL ASSETS LESS CURRENT			
		4,177,192	3,699,035
FUNDS			
Unrestricted funds			
General Fund		1,191,773	791,157
Designated Fund		1,093,352	992,529
Total Unrestricted Funds		2,285,125	1,783,686
Restricted funds			
		1,892,067	1,915,349
TOTAL FUNDS			
		4,177,192	3,699,035

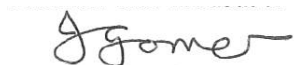
These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Board of Trustees on 27th July 2021 and were signed on its behalf by:

Doug Miller



Julie Gomer



)
) Members of the
) Board of Trustees

Consolidated Cash Flow Statement

For the Year Ended 31st March 2021

	Note	2021 £	2020 £
Net cash inflow / (outflow) from operating activities	18	718,582	248,073
Net cash inflow / (outflow) from investing activities	18a	(125,452)	(70,891)
Net cash inflow / (outflow) from financing activities	18b	836	1,364
Increase / (decrease) in cash in the year		<u>593,966</u>	<u>178,546</u>
Net funds at 1st April 2020		884,959	706,413
Net cash at bank at 31st March 2021		<u><u>1,478,925</u></u>	<u><u>884,959</u></u>

Notes to the Financial Statements

For the Year Ended 31st March 2021

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 2020)' 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 2021, 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 costless 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 is 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.

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

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 trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a

2	Voluntary fundraising income			Unrestricted	Restricted	2021 Total	2020 Total
				£	£	£	£
	Trusts			125,621	62,941	188,562	120,261
	Community			65,329	97,461	162,790	151,610
	Corporate			25,863	-	25,863	34,733
	Events			-	-	-	-
	Major Donors			-	-	-	40,000
	Other			-	-	-	-
	Total Fundraising Income			216,813	160,402	377,215	346,604
3	Incoming Resources from Charitable Activities						
		Respite Services	Community Services	Family Services	Avenues	2021 Total	2020 Total
		£	£	£	£	£	£
	Contractual payments from Local Authorities	1,603,728	721,620	-	549,361	2,874,709	2,557,653
	Grants received for revenue purposes	-	124,268	446,953	-	571,221	663,055
	Grants received for capital purposes	-	-	-	-	-	-
	Other incoming resources from charitable activities	10,658	128,602	-	18,000	157,260	175,215
	Total Charitable Activities income	1,614,386	974,490	446,953	567,361	3,603,190	3,395,923
4	Other trading income					2021	2020
						£	£
	Facilities					64,641	102,882
	Total Trading income					64,641	102,882
5	Investment income					2021	2020
						£	£
	Interest receivable					836	1,364
6a	Raising funds - Fundraising costs					2021	2020
						£	£
	Fundraising costs					136,032	172,942
	Support costs					17,367	17,216

The Rose Road Association
Report of the Trustees for the Year Ended 31st March 2021

	Governance costs						1,103	1,102	
	Total Fundraising costs						154,502	191,260	
6b	Raising funds - Trading Activities costs						2021	2020	
							£	£	
	Facilities						95,574	114,665	
	Support costs						5,448	7,997	
	Governance costs						346	346	
	Total Trading Activities costs						101,368	123,008	
7	Charitable activities costs						2021	2020	
							£	£	
	Respite						1,208,396	1,286,298	
	Community Services						784,288	605,840	
	Family Services						419,211	493,649	
	Avenues						562,701	589,328	
	Support costs						305,140	263,622	
	Governance costs						32,119	31,437	
	Total Charitable Activities costs						3,311,855	3,270,174	
8	Analysis of Support and Governance Costs	Trading Activities	Raising Funds	Respite Services	Community Services	Family Services	Avenues	2021	2020
		£	£	£	£	£	£	£	
	Management	1,316	4,195	32,964	19,898	9,265	11,585	79,223	77,428
	Finance	1,841	5,868	46,110	27,834	12,960	16,205	110,818	109,975
	Human Resources	1,138	3,626	28,493	17,199	8,009	10,014	68,479	43,856
	Information Technology	1,153	3,677	28,891	17,439	8,120	10,153	69,433	57,576
	Governance	349	1,114	14,357	8,666	4,035	5,047	33,568	32,885
	Total Support costs	5,797	18,480	150,815	91,036	42,389	53,004	361,521	321,720
8a	Governance Costs						2021	2020	
							£	£	
	Allocated staff salaries for accounts and annual report preparation						3,535	3,500	

The Rose Road Association
Report of the Trustees for the Year Ended 31st March 2021

Allocated staff salaries for attendance at trustee meetings	8,577	8,492
Allocated staff salaries for company secretary work	912	903
Allocated staff salaries for trustee liaison and strategy work	7,505	7,431
Auditors' remuneration	12,360	11,880
Professional and other costs	679	679
Total Governance costs	33,568	32,885
9 Resources expended by the charity includes:	2021	2020
	£	£
Depreciation	95,145	101,370
Auditors' remuneration	12,360	11,880
Operating Leases - Equipment	564	352
10 Staff costs for the charity	2021	2020
	£	£
Salaries and other costs	1,965,426	1,803,252
Social security costs	114,717	107,893
Pension costs	51,054	54,460
Total Staff costs	2,131,197	1,965,605
10a Key Management Personnel Remuneration		
The number of personnel paid on the following bandings during the year were:		
	2021	2020
£60,000 to £69,999	-	1
£70,000 to £79,999	1	-
	2021	2020
	£	£
The total amount of remuneration to key management personnel, including employer pension and NI, for their services to the charity during the year was:	208,384	227,838
No trustee received any remuneration during the current year (20/21: £0).		
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 £51,054. (19/20:£54,460)		

The Rose Road Association
Report of the Trustees for the Year Ended 31st March 2021

At the year end employer and employee pension contributions totalling £10,145.97 were owed to the schemes. (19/20: £9,835)

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	
	2021	2020	2021	2020
Respite Service	59	56	45	41
Community services	43	48	24	22
Family Services	20	20	12	12
Avenues	4	-	3	-
Strategic Charity Development	1	1	1	1
Raising Funds	4	5	4	4
Trading Activities	2	2	1	1
Administration	7	6	6	5
Total	140	138	96	86

11 Tangible fixed assets

	Freehold Land & Buildings £	Equipment £	Motor vehicles £	Total £
Cost				
At 1st April 2020	2,630,593	771,566	75,656	3,477,815
Additions	-	81,807	43,645	125,452
Disposals	-	-	(23,740)	(23,740)
At 31st March 2021	2,630,593	853,373	95,561	3,579,527
Depreciation				
At 1st April 2020	391,438	416,887	61,613	869,938
Disposals	-	-	(20,975)	(20,975)
Charge for the year	26,251	61,079	7,815	95,145
At 31st March 2021	417,689	477,966	48,453	944,108
Net book value at 31st March 2021	2,212,904	375,407	47,108	2,635,419
Net book value at 31st March 2020	2,239,155	354,679	14,043	2,607,877

12 Investments

The Association holds no investments as of 31st March 2021.

The Rose Road Association
Report of the Trustees for the Year Ended 31st March 2021

13 Debtors	2021	2020
	£	£
Prepayments	84,712	102,893
Accrued income	10,256	35,631
Statutory authority debtors	334,873	405,374
Trade debtors	118,101	169,838
Other debtors	3,262	2,962
Intercompany debtor	14	544
VAT recoverable	-	-
Income tax recoverable	-	-
Total Debtors	551,218	717,242

14 Creditors	2021	2020
	£	£
Accruals	86,742	63,608
Taxation and social security	25,723	27,038
Pension	10,146	9,835
Other Creditors	8,225	2,868
Deferred income (note 16)	249,893	174,137
Intercompany creditor	-	-
VAT due	2,282	278
Trade creditors	105,359	233,279
Total Creditors	488,370	511,043

15 Operating Leases	2021	2020
	£	£
Equipment:		
Not more than one year	564	352
Greater than one year and less than five years	-	-
Total operating lease commitments	564	352

16 Movements in deferred income	Local authority income	Donations and other income	2021	2020
	£	£	£	£
Deferred income at 1st April 2020	154,025	20,112	174,137	159,705
Expended during the year	(566,254)	(210,563)	(776,817)	(826,675)
Income received during the year:	622,268	230,305	852,573	841,107

The Rose Road Association
Report of the Trustees for the Year Ended 31st March 2021

**Deferred income at 31st
 March 2021**

210,039 39,854 **249,893** 174,137

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

17 Movement in Funds	At 1st April 2020	Incoming resources	Resources expended	Transfers between funds	At 31st March 2021
	£	£	£	£	£
Unrestricted funds					
(a) General Funds	791,157	3,835,351	(3,333,912)	(100,823)	1,191,773
(b) Designated Funds	992,529	-	-	100,823	1,093,352
Total Unrestricted Funds	1,783,686	3,835,351	(3,333,912)	-	2,285,125
Restricted funds					
(c) Bradbury Centre Respite Trust Nights and	1,915,349	-	(23,282)	-	1,892,067
(d) Equipment Community Services and	-	68,404	(68,404)	-	-
(e) Equipment	-	13,652	(13,652)	-	-
(f) Family Services	-	11,757	(11,757)	-	-
(g) COVID Grants	-	50,129	(50,129)	-	-
Other	-	66,589	(66,589)	-	-
Total Restricted Funds	1,915,349	210,531	(233,813)	-	1,892,067
Total Funds	3,699,035	4,045,882	(3,567,725)	-	4,177,192

*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	= 1,191,773
Designated Funds	= 1,093,352
Total unrestricted reserves	= £2,285,125

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 31st March 2021

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

Fixed asset replacement reserve	=	250,000
Tangible fixed asset not easily convertible to cash	=	743,352
COVID-19-19 Pandemic Disruption Reserve	=	50,000
Family Services Designated 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:

(d) **Respite**

Bothwell Charitable Trust for replacement hoisting systems and shower chairs in Oaks and Acorns, giving the children and young people greater access to our facilities.
 The DWF Charitable Foundation for helping to fund changing beds and the Graham High Charitable Trust for a contribution to new baths - helping to give a better experience to children and young adults during stays.
 The Leathersellers' Company Charitable Fund continued to support our emergency and additional overnight short breaks programme. The Peter Harrison Foundation, The Gerald Micklem Trust, the LCP Foundation, Hampshire and IOW Community Foundation, the Card Factory Foundation and two charitable trusts who wish to remain anonymous also made significant contributions to this programme.
 The Edward Gostling Foundation supported phase 3 of the Independence for All project by funding the extension of the dining room in the Adults Respite Centre and a contribution to new baths.

(e) **Community**

BBC Children in need for continuing to support the Saturday stay and play sessions for the whole family. During this pandemic year they have been flexible and responsive, supporting our adapted model of remote support.

(f) **Family Services**

South Western Railway's Customer and Communities Improvement Fund (CCIF) for seeing the potential in and funding our 'All Aboard' project, to encourage more disabled users to access rail travel

(g) **COVID Grants**
 The General Funds represent the free funds of the charity which are set aside to cover working capital requirements and to cover COVID Grants

We received three different sources of COVID income. These grants were - Infection Control Grant, Workplace Capacity Fund and Rapid Testing Fund.

17a	Analysis of net assets between funds	Unrestricted funds	Restricted funds	2021	2020
-----	--------------------------------------	--------------------	------------------	------	------

The Rose Road Association
Report of the Trustees for the Year Ended 31st March 2021

	£	£	£	£
Fixed assets	743,352	1,892,067	2,635,419	2,607,877
Current assets	2,030,143	-	2,030,143	1,600,448
Investments	-	-	-	-
Current liabilities	(488,370)	-	(488,370)	(509,290)
Long term liabilities	-	-	-	-
Total Funds	2,285,125	1,892,067	4,177,192	3,699,035

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

Cash flow Statement

	2021	2020
	£	£
18 Reconciliation of net incoming resources to net cash inflow / (outflow) from operating activities		
Net incoming (outgoing) resources	478,157	262,331
Investment income	(836)	(1,364)
Depreciation	95,145	101,370
(Gain)/loss on Disposal Fixed Asset	2,765	1,620
Decrease/(Increase) in Debtors	166,024	(123,356)
Increase/(Decrease) in Creditors	(22,673)	7,472
Net cash inflow / (outflow) from operating activities	718,582	248,073
18a Capital expenditure and financial investment	2,021	2,020
Purchase of tangible fixed assets	(125,452)	(70,891)
Sale of tangible fixed assets	-	-
Net cash inflow / (outflow) from investing activities	(125,452)	(70,891)
18b Returns on investments and servicing of finance	2,021	2,020
Investment income received	836	1,364
Net cash inflow / (outflow) from financing activities	836	1,364

19 Contingent liabilities

The group had no contingent liabilities as at 31 March 2021 or 31 March 2020.

The Rose Road Association
Report of the Trustees for the Year Ended 31st March 2021

20 Capital commitments

The group had no capital commitments at 31 March 2021 or 31 March 2020.

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, Solent Support Solutions provided services valued at £197,026 during the year to 31st March 2021 (19/20: £177,455). The Association owed Solent Support Solutions £0 at 31st March 2021 (19/20: £0). Solent Support Solutions owed the Association £14 at 31st March 2021 (19/20: £544).

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.