



**REPORT OF THE TRUSTEES  
AND AUDITED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2017**

**Registered Charity Number: 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**

	PAGE
Report of the Trustees	
Our Mission Vision and Aims	3
Message from the Chair	4
Strategy Objectives and Activities	5
Highlights of the year	6
Celebrating 22 Years of important milestones	6
Significant impact and factors	7
Achievements and performance	8
What people said about us this year	9
Structure, Governance, Accountability and Administration	11
Our plans for 2017 – 2018	13
Financial Review	14
Independent Auditors' Report	20
Statement of Financial Activities	22
Balance Sheet	23
Cash Flow Statement	24
Notes to the Accounts	25

This is the report of the Trustees for the year April 2016 to March 2017. 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**

It is not possible to report here all the contributions that we have received from our donors and supporters. The Trustees are indebted to each and every one for all the generous donations made during the year by individuals, companies and charitable trusts, to 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.

In order for the Association to succeed in continuing to provide reliable services and to develop new initiatives, we depend on the hard work, energy and commitment of many people.

We value and thank all our volunteers, staff, trustees, special ambassadors and many supporters who helped make a difference this year. This enables us to respond quickly and positively to the growing needs of children, young adults and families.

## 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 and Aims 2016-2019

**Our Vision:** **A world where disability is not a barrier**

**Our Mission:** At Rose Road we really care.

- We value individuals
- Respect choices
- Challenge barriers

Inspiring people to reach their potential.

**Our Key Aims:**

- Developing and expanding our services geographically so that more families can benefit from the Rose Road approach
- Developing and expanding overnight short break experiences so that young people have more choice of what to do for their overnight break, such as taking a supported holiday
- Skilled and passionate staff delivering good quality services as efficiently as possible



### Our Values which we share:



## **Message from the Chair**

In my first message I spoke of the modernization of the Bradbury Centre, the need for the extra bed space and additional facilities. I am pleased that these changes were completed shortly after my report last year and the same have been well received and fully used by the young people for whom they were intended.

If that challenge was not enough, the next challenge for the board was to find and appoint a new Chief Executive Officer, after the announcement that our beloved Heather Aspinall would be retiring this year in July. After 22 years of dedicated service, the job of finding a replacement seemed daunting, taking into consideration the progress the Association had made with her at the helm for that time. The Association had moved premises and increased bed spaces from 5 to 22 bedrooms. It had started a School and moved that School onto an independent footing. It had started outreach and family information services. The advances in services had been tremendous. How can you replace someone who had achieved all of that?

It was amazing that in 6 months the project group did find just the right person and I am delighted to welcome Juno Hollyhock to the role of CEO.

Further in the year that has elapsed we have seen further statutory funding challenges coupled with drastic changes in the fundraising environment following regulation changes. Unfortunately in this same year we have been required to recruit a completely new fundraising team. I would like to thank this team for their efforts in that this year they have exceeded the targets of previous teams. However, despite such a sterling effort, and further austerity measures in the last year, the Association still had to draw on reserves to continue providing the vital services our community needs and wants.

I am confident that Juno has the skill and vision to lead the Association into the future. We have already been making new plans to tackle the austerity measures that continue to challenge our services. We have plans to increase our occupancy to capitalize on the previous investment. We are fine tuning our fundraising strategy to ensure people know who Rose Road are and will want to support us. We will also continue to modernize our services ensuring that we are the premier service in Hampshire and the one that others compare themselves to.

I would like to thank my fellow trustees and the Association staff for all of their dedicated service in the last 12 months. I know that with their continued dedication, we will continue to provide our vital role in this community.

Doug Miller  
Chair of Trustees

## Strategy Objectives and Activities

Our key aims for 2016 – 2019 are to strengthen and sustain the organisation in order to meet the very high demand for our services. We aim to achieve sustainability through growth by developing and expanding our services, delivering them efficiently, and being innovative whilst sustaining standards and quality for beneficiaries.

### Our main activities:

Overnight short breaks	We provide 15 respite care beds for 50 weeks a year at our purpose built unit in Southampton where children and young people up to 25 years 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. In 2016- 2017 we provided 3,806 overnight stays.
Community Outreach	Available 7 days a week on a one to one basis this provides personal care, leisure activities in the home, special outings, trips to see friends or to attend activities. In 2015 - 2016 we delivered 22,387 hours of community outreach to 170 families.
Activity schemes	We offer a range of activity schemes throughout the school holidays and every Saturday in Southampton and a range of venues in Hampshire plus an after school club Play PM in Southampton. These schemes provide disabled people and their families with much needed person centred activity respite sessions.
Family support	We provide Parental advice, support, Information and advice to families of young disabled people answering all their questions. Delivered through Hampshire, West Berkshire and Portsmouth.

### Our positive outcomes and impact:

Stronger Families	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.
Combatting Social Isolation	This is a very real problem for disabled children and their families. With our overnight short breaks, outreach service and holiday activity schemes, children can have fun and develop friendships with other disabled children. Our Saturday Clubs for children and their families enable siblings to meet siblings of other disabled children which helps them feel less isolated and helps parents to make friends and share their experiences with other parents.
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.
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).

## Highlights this year

# Our year in numbers 2016-2017



Provided 22,387 hours of Outreach

"Fantastic carers, good feedback on sessions, sessions are person centred. A great service!"

3,806 overnight stays in Oaks and Acorns



"Amazing support for our daughter. She looks forward to staying and it enables us as a family to have much needed rest."



Ran 1,549 sessions of after school clubs and activity schemes

"I cannot thank you enough for the support you have given me. It is without exaggeration that I say I could not have done it without you!"

Responded to 2,715 queries from parent carers



## Celebrating 22 Years of important milestones

This is the final annual report written by Heather Aspinall as she is retiring as Chief Executive, having been in post for over 22 years. Since 1994 here are some of the important achievements of the Association:

- 1994 The Rose Road Association had a turnover of £996,000. Services including Mordaunt School and the Family Help Unit (respite) were based in a cramped centre in Rose Road built in the 1960s.
- 1995 Decision to launch an appeal for a new purpose-built centre.
- 1999 The school secures its first block contract with Southampton. Other community services start and grow.
- 2002 The new centre at Alder Moor is started, the appeal having successfully raised over £5 million.
- 2003 50 years celebrations. A fire devastates the new building and sets back the move for several months.
- 2004 The new Bradbury Centre is opened by HRH the Earl of Wessex. New facilities include Rosewood School and the Oaks and Acorns short breaks, plus hydrotherapy pool, soft play, sensory areas and gardens.
- 2007 Aiming High for Disabled Children by the government brings funding for inclusive activities and parent advice and information. The Association starts more activity schemes and launches Parent Voice across Hampshire.
- 2013 60 years - a second visit by HRH The Earl of Wessex for our Diamond jubilee.
- 2016 New bedrooms and facilities built to respond to growing demand for services.

## **Significant Impacts and Factors**

2016-2017 has been a busy and challenging year. We delivered services to more young people and families, in a context of growing pressure on both income and the costs of delivering the services.

### Successes in 2016 – 2017:

- Our services focussed on improvements in activities, standards, and individual personal planning for our beneficiaries. This resulted in Good ratings from CQC and Ofsted in 2016.
- The first year of using to the full our additional bedrooms, new sensory room and gardens.
- We made a number of new key appointments to replace long standing managers who had left, including the Registered Manager for our Oaks and Acorns service, and a new Fund raising team.
- We restructured our central support team to reduce costs and make efficiencies, including outsourcing HR.
- We planned and executed the successful recruitment of a new Chief Executive Juno Hollyhock to replace Heather Aspinall who is retiring in the summer of 2017 after over 22 years.

### Challenges faced in 2016-2017:

- Poorer fundraising income than forecast and major changes within our fund raising team has had a significant impact on the financial position for the year, and on our ability to grow services in the first year of our strategy.
- The care industry-wide difficulties in recruitment of care support staff has impacted on us, resulting in continued use of costly agency staff, and our plans to tackle this are taking longer than expected.
- Our successful investment the previous year in additional beds and sensory facilities has resulted in higher demand from families for our services, which we have not always been able to fulfil due to the shortage of staff.

## Achievements and performance

### Oaks and Acorns

**Having developed 2 additional bedrooms in 2015 – 2016 following a successful capital appeal, our overnight breaks facility was able to offer more nights and more flexibility to more service users and families this year.**

- We had an overall occupancy level of 83% of bed nights available.
- Met or exceeded all local authority contract requirements and also provided 285 nights through voluntary income received from charitable trusts.
- Ofsted and CQC both judged that we provided a good service (May 2016) and that the overall experiences and progress of children and young people are good.
- We provided the service to 128 individuals, both children and adults.
- We did this through 3806 bed nights.

### Family Services

**Our range of services to support, advise and provide vital information for families continued to grow this year. Families needed our services more than ever, and we started new services to deliver and support parent carer forums in Southampton and West Berkshire.**

- We secured renewals of contracts to deliver Independent Support in Hampshire, Dorset, Bournemouth and Poole, where our Independent Supporters assisted 491 individuals with the new EHC Plan process and a further 573 through workshops.
- Continued to deliver Parent Voice membership benefits to more than 5000 members.
- Our Family Services team responded to an astounding 2283 queries from parent carers of disabled children in Hampshire, 204 in Portsmouth and 228 in West Berkshire.
- Delivered advice on Direct Payments and Personal Planning support to 71 parent carers and young people in Hampshire.
- In West Berkshire we set up a Young People's forum to represent the views of disabled young people. 12 forum members attended a residential weekend in February and received a Leadership qualification.
- Our Hampshire team worked with CAMHS to deliver workshops on "where to go for support" at two Parent Carer Events. Both were successful, delivering the workshop to over 200 parents.
- Parent Carer Forum Southampton contributed to the Ofsted and CQC Local Area Inspection and we achieved high praise and feedback from the Inspectors.
- Parent Carer Forum West Berkshire held a successful Special Needs Information Day to 300 parents showcasing local providers and workshops to parents and carers.

### Community Services

**A new post of Director of Services appointed in February 2016 reviewed the community services during the year to make this more efficient for 2017 - 2018.**

- Outreach increased the support provided to families to 22,387 hours this year, a growth of 4.5%. This includes overnight outreach for some service users.
- We delivered 1549 sessions of fun activities in Southampton, Ringwood, Waterside and Gosport through Holiday and Saturday activity schemes, and our PlayPM after-school club.
- Successfully secured funding to run new activity schemes at Cedar school and a Bradbury Saturday club.
- CQC rated our domiciliary and personal care as Good (May 2016).



## **Fundraising**

- Director of Fundraising and Business Development for 8 years, Neil Wilson, resigned to move on to new challenges.
- A new strategy was approved by the Board in July 2016 and work commenced immediately to implement the structure it required.
- The fundraising department restructured to meet the demands of a very different arena in light of the GDPR Compliance and the Fundraising Regulator guidelines.
- We recruited three new positions (Corporate/Events and two Community Fundraisers) to complete the team by November 2016. The two original members of the team resigned in July and August to pursue their careers elsewhere.
- Rose Road's commitment to GDPR has given rise to challenges for the team including implementing an opt-in communications plan to ensure no member of the public receives unwanted marketing or approaches.
- Supporters can choose their preferred method of communication but, like many other charities, implementing this has had a detrimental effect on the number of engaged supporters on our database which in turn has affected actual and potential income. We expect this to be a temporary situation and the team have worked hard to increase the quality of supporters and numbers are growing.
- 2016/17 saw additional income to finalise the capital appeal from the previous year (£101,692). We would like to thank all funders for supporting the project which has enabled us to provide more overnight bed spaces, a fantastic sensory room and a new accessible toilet in the main reception area which has been awarded official Changing Places Registration.
- Next year (2017/18) we plan to recruit a wide selection of volunteers from all sections of the local community who will help us to raise awareness of our services.

Another impact felt within fundraising is the general reduction in trust and confidence in charities in general following several undesirable actions by other charities as reported by the Charity Commission. The report finds the fall in trust and confidence can be attributed to critical media coverage of charity practices, distrust about how charities spend donations, and a lack of knowledge among the public about where their donations go. Perceptions of aggressive fundraising tactics have also contributed to the decline in trust. We are working to address all these points by being as transparent and direct as possible with information sharing to our supporters.

## **What people said about us this year:**

- If you ever need an example of great co-production, then you need look no further! *DFE re Parent Carer Forum.*
- "Today is my last day... thank you for all your help and support while I've been in this role. I'm not sure what I would have done without you to turn to with questions and to signpost parents to." *External professional re Family Services.*
- Without RR (again) my life would be so much more difficult. I feel very supported with you lovely lot' *Parent using overnight breaks.*
- We benefit greatly from the Saturday Stay and Play coffee mornings. It gives us a chance as parents to meet up with other parents and make new friends as well as (our son) having fun and engaging socially with other children. We have been made to feel very welcome and it helps us feel included in a community. *Parent using activity schemes.*
- The home provides good quality care to children and young people. Each child and young person makes good progress upon arrival at the home.
- Children and young people make choices about their routines and key aspects of the care that they receive. They are happy and state that they have fun when at the home. *Ofsted report May 2016*

**The Rose Road Association  
Report of the Trustees  
For the Year Ended 31<sup>st</sup> March 2017**

- People were cared for with kindness, compassion and sensitivity. Care plans provided comprehensive information about how people wished to receive care and support. This helped ensure people received personalised care in a way that met their individual needs.
- People who used the service appeared happy with the care and support they received. A family member told us, "My daughter always smiles when we pull into the service the care is exemplary and she is always happy to come." Another family member said, "Incredibly attentive to detail. Will call me to let me know the slightest thing, which is what I want, as my daughter has very complex needs." A third family member told us, "My son absolutely loves it here."

*CQC report May 2016*

**The Rose Road Association  
Report of the Trustees  
For the Year Ended 31<sup>st</sup> March 2017**

**Structure Governance Accountability and Administration**

Registered Charity No 276172  
England and Wales  
Constituted 20th July 1970

Registered Company No 1366534  
Incorporated 4th May 1978

Registered office  
The Bradbury Centre, 300 Aldermoor Road  
Southampton SO16 5NA

**Structure and governance**

The Rose Road Association is run by a Board of up to fifteen 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, the primary committee is the Scrutiny Committee, which meets 6 times a year. It includes trustees with finance, clinical and other professional experience. It has set terms of reference with delegated authority and makes 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. 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.

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. A skills audit and governance review is undertaken with trustees.

The Association employed an average of 191 full and part time staff in the year.

**Trustees:**

<b>Doug Miller</b>	<b>Chair</b>
<b>Diana Heatly</b>	<b>Vice Chair</b>
<b>Chris Cundy</b>	<b>Treasurer</b>
<b>Con Attridge</b>	
<b>Tim Burbidge</b>	
<b>Roxanne Magdalena</b>	
<b>Jane Lyon-Maris</b>	
<b>Sarah Parker</b>	
<b>Paula Porter</b>	
<b>Tim Waldron</b>	

**Chief Executive:** **Heather Aspinall**

**The Rose Road Association  
Report of the Trustees  
For the Year Ended 31<sup>st</sup> March 2017**

**Public Benefit**

The Association's charitable purpose as set out in its Memorandum and Articles of Association (updated and adopted on 1st October 2007) is for the care, well-being, treatment, interests, education, accommodation, employment and advancement of people with disabilities primarily in Hampshire and surrounding counties.

The trustees have considered how our resources can be most effectively used to further our charitable objectives for the benefit of the public, with due regard to the public benefit guidance published by the Charity Commission, to ensure that our planned activities contribute to our aims. Our services are described in full on our website and demonstrate the public benefit provided by the Association.

**Risks**

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 are identified by the Trustees through a Risk Tool, which assesses probability, impact, mitigating steps and overall score. These have been reviewed during the year by the Scrutiny committee, and steps taken to mitigate those risks. Priorities have been adjusted to reflect external and internal changes. Health and Safety risks are included, and these are also monitored by the Chief Executive and a Health and Safety Committee which consists of managers and staff representatives.

**Related Parties**

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

**Administration**

**Bankers:**

National Westminster Bank plc  
43 London Road, Southampton SO15 2BL

**Solicitors:**

Bond Dickinson  
Oceana House, 39-49 Commercial Road  
Southampton SO15 1GA

**Auditor:**

Mazars LLP  
  
5<sup>th</sup> Floor, Merck House, Seldown Lane, Poole, Dorset,  
BH15 1TW

**Ambassadors:**

Martin Jay CBE DL  
Geoff Holt MBE DL  
Richard & Jane Smith  
Jan Peirson  
Siobhan Pyburn  
Karl & Kim Simmonds  
The Rt Revd Dr Jonathon Frost  
Nina & Gerard Basset OBE  
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  
Chris Smith  
Mike Andrews

## **Our Plans for 2017 - 2018**

### **Our Key Objectives:**

1. Ensure safe and compliant services ongoing
2. Financial sustainability in 2017/18 and beyond
3. Improve recruitment and retention of staff
4. Upskill staff and managers to deliver and grow services
5. Increase income and grow services
6. Deliver growth by increasing reach and awareness

### **Key Strategies to achieve these objectives:**

1. Recruitment and turnover targets delivery
2. Fundraising plans, income generation and targets delivery
3. Staff and manager development plans delivery
4. Business development plans delivery
5. Budget delivery

### **Key targets for the year focus on:**

- Recruitment completed within 28 days
- Reduction in turnover of staff
- Support staff running shifts to free up management time for recruitment and staff support
- Growth in all services
- Fundraising achieve its target
- Growth in database of supporters to underpin fundraising
- Developing management and staff skills training sessions delivered
- Overnight occupancy 85%
- Maintaining high standards in all services
- Successful negotiation of current and new contracts

### **Perspective on lessons learnt from past activities:**

Three key factors meant that the Association did not achieve all its objectives, which were:

- Growth was less than budget in Services.
- Staff recruitment and the pay review did not result in sufficient staff and agency costs increased
- Fund Raising did not achieve their target partly due to new team being appointed.

The coming year's objectives address these issues; it is a priority to achieve a break-even position sooner than Year 3 to mitigate the outcome of 2016-17. There is no shortage of demand for services and support for those with the most severe disabilities; tackling the recruitment and fundraising issues is key to success.

## **Financial Review**

### **Structure and governance**

The Rose Road Association is run by a Board of up to fifteen 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, the primary committee is the Scrutiny Committee, which meets 6 times a year. It includes trustees with finance, clinical and other professional experience. It has set terms of reference with delegated authority and makes 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 2016-17.

The Association employed an average of 191 full and part time staff in the year.

### **Remuneration**

The Association's arrangements for setting the pay and remuneration of the Chief Executive and others 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, a company created by the Rose Road Association in partnership with Solent Mind.

## **Review of the year**

The Rose Road Association has undertaken two years of investment and has also experienced some raised operational costs, this has been covered by organisational reserves. The Association is in a strong place to address the financial deficit and provide sustainability for the Association, and all the services it provides, into next financial year and beyond.

## **Statement of Financial Activities**

The financial year ending 31<sup>st</sup> March 2017 has been a challenging year, the overall position of the charity shows a deficit of (£172,379) against a budgeted deficit of (£53,763)

There are a number of reasons for this:

- Fundraising raised total income of £393,712, but once the funds raised for the capital appeal are excluded revenue fundraising was down to £284,892 a shortfall of (£168,522) on the budget.
- We continued to incur very high agency costs in our overnight respite service, due to the difficulties in recruitment.
- We invested in Outreach service during year and also due to recruitment issues our forecast growth was a lower than expected resulting in a deficit of (£66,136) for the year against a budget of (£34,724)
- We upgraded our IT infrastructure and changed our IT support partner resulting in an increase in IT costs.

We have implement a strategy to reduce our support costs and have restructured our HR and Admin teams to improve the recruitment and retention of staff.

During the year due to staff turnover we lost majority of our Fundraising Team, a new team has been inducted and we expect fundraising income to increase in 2017 - 2018.

The above plans should enable the charity to make a small surplus in 2017 - 2018.

## **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.

We also receive income through fund raising and grants for our work with families, particularly through the SEND Reforms programme which supports families in their need for independent advice, information and support.

The principal funding sources are derived from incoming resources from charitable activities which accounts for 84% or £2,579,651 of Association's total income.

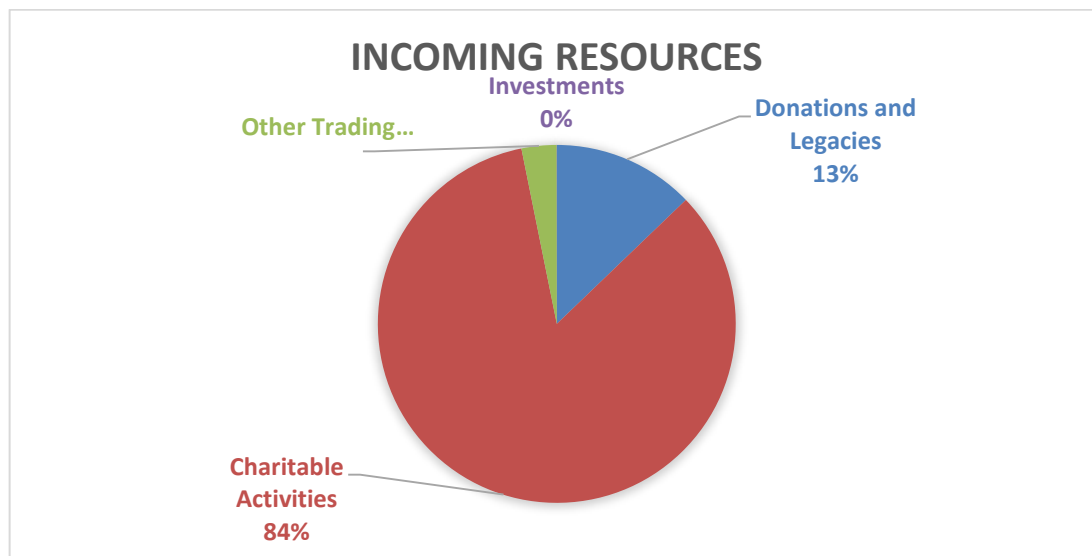
## **Fund Movements**

### **Net Incoming Resources for the Year**

Total net incoming resources from all operations for the year amounted to (£172,379) (15/16 (£50,237) which represents (5.61%) (2015- 2016 (1.64%) of total incoming resources for the period.

### **Incoming Resources**

Incoming Resources for the year totalled £3,070,737 an increase of 0.30% or £9,255 on last year (2015 - 2016).



### Resources Expended

Resources expended for the year totalled £3,243,116 an increase of 4.05% or £131,397 on last year (2015 - 2016).



### Capital Expenditure

The Association's capital expenditure for the year amounted to £257,622 compared to £258,682 in 2015 - 2016, which is a decrease of £1,060. The capital expenditure reflects the continued investment in expanding our respite and other facilities.



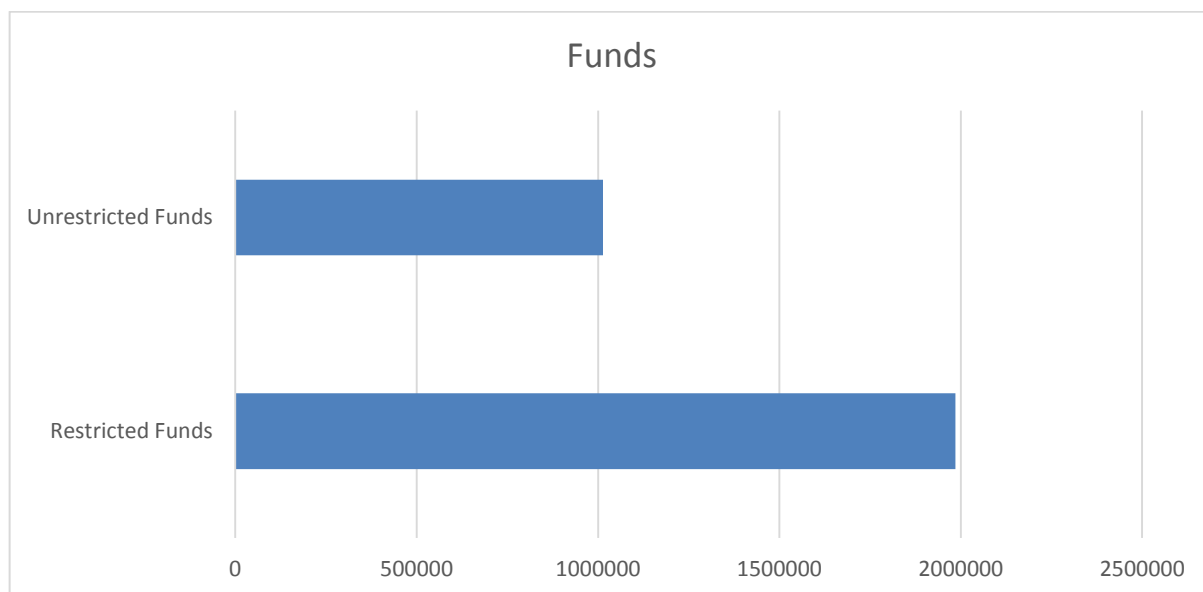
**The Rose Road Association  
Report of the Trustees  
For the Year Ended 31<sup>st</sup> March 2017**

**Funds**

Unrestricted Funds - total net outgoing resources for the year amounted to (£149,097).

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 2017 stand at £2,999,003 of which £1,013,808 relates to unrestricted funds and £1,985,195 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 Rose Road Association is keenly aware of the need to secure its viability beyond the immediate future. To enable the charity to provide reliable services or funding 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 it, some of its current income as reserves against future uncertainties.

It is prudent to set aside reserves to cover future potential liabilities, but also to have funds available to take advantage of any opportunities that may come the way of the charity. The charity needs reserves to enable it to continue as a going concern. The Board of Trustees has considered 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  
Report of the Trustees  
For the Year Ended 31<sup>st</sup> March 2017**

The Rose Road Association's Board of Trustees has considered the adequacy of its reserves held on 31st March 2017, in line with its policy to do so on an annual basis. The Board considers that it is prudent to keep unrestricted reserves of £750,000 representing 2 months of operational costs plus £250,000 as a designated reserve for potential expenditure for unforeseen costs relating to the Bradbury Centre.

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 bank deposit at the best rate obtainable.

### **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 Rose Road Association  
Report of the Trustees  
For the Year Ended 31<sup>st</sup> March 2017**

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.

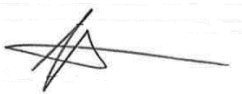
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

No material uncertainties that cast significant doubt about the ability of the company to continue as a going concern have been identified by the directors

**Auditors**

The auditor, Mazars LLP. Will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

Approved by the Board of Trustees on 18<sup>th</sup> July 2017



**Doug Miller**  
Director and Chair of Trustees



**Chris Cundy**  
Director and Treasurer

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

We have audited the financial statements of The Rose Road Association for the year ended 31 March 2017 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS102, "The Financial Reporting Standard in the UK and Republic of Ireland".

### Respective responsibilities of trustees and auditors

As explained more fully in the Trustees' Responsibilities Statement set out on page 18, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors. This report is made solely to the charity'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 charity'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 charity and the charity's members as a body for our audit work, for this report, or for the opinions we have formed.

### Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's web-site at [www.frc.org.uk/auditscopeukprivate](http://www.frc.org.uk/auditscopeukprivate).

### Opinion on the financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2017 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.

## **Opinion 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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report have been prepared in accordance with applicable legal requirements.

## **Opinion on the other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

## **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 Trustees' Report.

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

- 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 trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit;[or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Report.

Stephen Mills (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

**The Rose Road Association  
Report of the Trustees  
For the Year Ended 31<sup>st</sup> March 2017**

**THE ROSE ROAD ASSOCIATION**

**Statement of Financial Activities  
for the Year Ended 31st March 2017**

	Note	Unrestricted Funds £	Restricted Funds £	Total funds 2017 £	Total funds 2016 £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and Legacies	2	194,870	198,842	<b>393,712</b>	443,184
Charitable activities	3	2,579,651	-	<b>2,579,651</b>	2,490,345
Other trading activities	4	96,878	-	<b>96,878</b>	124,219
Investments	5	496	-	<b>496</b>	3,734
<b>Total</b>		<b>2,871,895</b>	<b>198,842</b>	<b>3,070,737</b>	<b>3,061,482</b>
<b>EXPENDITURE ON</b>					
Raising funds	6				
- Fundraising		201,651	-	<b>201,651</b>	203,170
- Trading Activities		117,262	-	<b>117,262</b>	184,759
Charitable activities	7	2,813,100	111,103	<b>2,924,203</b>	2,723,790
<b>Total</b>		<b>3,132,013</b>	<b>111,103</b>	<b>3,243,116</b>	<b>3,111,719</b>
<b>NET INCOME</b>		<b>(260,118)</b>	<b>87,739</b>	<b>(172,379)</b>	<b>(50,237)</b>
<b>Transfer between funds</b>		<b>111,021</b>	<b>(111,021)</b>	<b>-</b>	<b>-</b>
<b>NET MOVEMENTS IN FUNDS</b>		<b>(149,097)</b>	<b>(23,282)</b>	<b>(172,379)</b>	<b>(50,237)</b>
<b>Reconciliation of funds</b>					
Fund balances at 1 April 2016		<b>1,162,905</b>	2,008,477	<b>3,171,382</b>	<b>3,221,619</b>
<b>Fund balances at 31 March 2017</b>		<b>1,013,808</b>	<b>1,985,195</b>	<b>2,999,003</b>	<b>3,171,382</b>

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

**The Rose Road Association  
Report of the Trustees  
For the Year Ended 31<sup>st</sup> March 2017**

**THE ROSE ROAD ASSOCIATION**

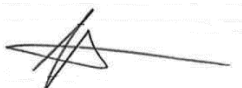
**Balance Sheet**

**At 31st March 2017**

	Note	Charity 2017 £	2016 £
<b>FIXED ASSETS</b>			
Tangible assets	11	2,656,682	2,498,039
Investments		<u>1</u>	<u>1</u>
		<b>2,656,683</b>	<b>2,498,040</b>
<b>CURRENT ASSETS</b>			
Debtors	13	403,892	556,404
Cash at bank and in hand		<u>156,745</u>	<u>480,963</u>
		<b>560,637</b>	<b>1,037,367</b>
<b>CREDITORS</b>			
Amounts falling due within one year	14	218,317	364,025
		<u>342,320</u>	<u>673,342</u>
<b>NET CURRENT ASSETS</b>		<b>342,320</b>	<b>673,342</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>2,999,003</u>	<u>3,171,382</u>
<b>Liabilities: Amounts falling due after more than one year</b>		-	-
<b>TOTAL NET ASSETS</b>		<u>2,999,003</u>	<u>3,171,382</u>
<b>FUNDS</b>			
	17		
Restricted funds		1,985,195	2,008,477
Unrestricted funds		<u>1,013,808</u>	<u>1,162,905</u>
<b>TOTAL FUNDS</b>		<u>2,999,003</u>	<u>3,171,382</u>

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 18<sup>th</sup> July 2017 and were signed on its behalf by:



Doug Miller



Chris Cundy

**The Rose Road Association  
Report of the Trustees  
For the Year Ended 31<sup>st</sup> March 2017**

**THE ROSE ROAD ASSOCIATION**

**Consolidated Cash Flow Statement  
For the Year Ended 31 March 2017**

	Note	2017 £	2016 £
Net cash inflow / (outflow) from operating activities	a	(71,292)	(65,065)
Net cash inflow / (outflow) from investing activities	b	(253,422)	(258,682)
Net cash inflow / (outflow) from financing activities	c	496	3,734
Increase / (decrease) in cash in the year	d	<u>(324,218)</u>	<u>(320,013)</u>

**NOTES TO THE CASHFLOW STATEMENT**

	2017 £	2016 £
<b>a Reconciliation of net incoming resources to net cash inflow / (outflow) from operating activities</b>		
Net incoming (outgoing) resources	(172,379)	(50,237)
Investment income	(496)	(3,734)
Depreciation	98,979	80,669
Decrease/(Increase) in Stock	-	121
Gain on Disposal Fixed Asset	(4,200)	-
Decrease/(Increase) in Debtors	152,512	(41,938)
Increase/(Decrease) in Creditors	(145,708)	(49,946)
<b>Net cash inflow / (outflow) from operating activities</b>	<u>(71,292)</u>	<u>(65,065)</u>
<b>b Capital expenditure and financial investment</b>		
Purchase of tangible fixed assets	(257,622)	(258,682)
Sale of tangible fixed assets	4,200	-
	<u>(253,422)</u>	<u>(258,682)</u>
<b>c Returns on investments and servicing of finance</b>		
Investment income received	496	3,734
	<u>496</u>	<u>3,734</u>
<b>d Reconciliation of net cash flow to movement in net funds</b>		
Increase / (decrease) in cash in the year	(324,218)	(320,013)
Net funds at 1 April 2016	480,963	800,976
<b>Net cash at bank at 31 March 2017</b>	<u>156,745</u>	<u>480,963</u>



**The Rose Road Association  
Report of the Trustees  
For the Year Ended 31<sup>st</sup> March 2017**

**THE ROSE ROAD ASSOCIATION**

**Notes to the Financial Statements  
For the Year Ended 31 March  
2017**

**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 2017, 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 and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources.

**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 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.

Leasehold Land and Buildings	1 % straight line
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.

**The Rose Road Association  
Report of the Trustees  
For the Year Ended 31<sup>st</sup> March 2017**

**THE ROSE ROAD ASSOCIATION**

**NOTES TO THE FINANCIAL  
STATEMENTS  
FOR THE YEAR ENDED 31  
MARCH 2017**

<b>2 Voluntary fundraising income</b>		<b>Unrestricted</b>	<b>Restricted</b>	<b>2017 Total</b>	<b>2016 Total</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trusts		<b>19,000</b>	<b>78,578</b>	<b>97,578</b>	127,580
Community		<b>117,841</b>	<b>4,243</b>	<b>122,084</b>	129,614
Corporate		<b>29,636</b>	<b>5,000</b>	<b>34,636</b>	48,631
Events		<b>14,996</b>	-	<b>14,996</b>	-
Capital Appeal		-	<b>111,021</b>	<b>111,021</b>	137,359
Other		<b>13,397</b>	-	<b>13,397</b>	-
		<b>194,870</b>	<b>198,842</b>	<b>393,712</b>	443,184

<b>3 Incoming Resources from Charitable Activities</b>		<b>Respite Services</b>	<b>Community Services</b>	<b>Family Services</b>	<b>2017 Total</b>	<b>2016 Total</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Contractual payments from Local Authorities		<b>1,049,782</b>	<b>397,251</b>	<b>42,525</b>	<b>1,489,558</b>	1,478,369
Grants received for revenue purposes		-	<b>120,485</b>	<b>811,497</b>	<b>931,982</b>	902,479
Grants received for capital purposes		-	-	-	-	-
Other incoming resources from charitable activities		<b>104,104</b>	<b>47,007</b>	<b>7,000</b>	<b>158,111</b>	109,497
		<b>1,153,886</b>	<b>564,743</b>	<b>861,022</b>	<b>2,579,651</b>	2,490,345

<b>4 Charity shops and other trading income</b>		<b>2017</b>	<b>2016</b>
		<b>£</b>	<b>£</b>
Charity Shops		-	16,946
Facilities		<b>96,878</b>	107,273
		<b>96,878</b>	124,219

**The Rose Road Association  
Report of the Trustees  
For the Year Ended 31<sup>st</sup> March 2017**

<b>5</b>	<b>Investment income</b>	<b>2017</b>	<b>2016</b>
		<b>£</b>	<b>£</b>
	Interest receivable	<b>496</b>	<b>3,734</b>
<b>6</b>	<b>Raising funds costs</b>	<b>2017</b>	<b>2016</b>
		<b>£</b>	<b>£</b>
	Fundraising costs	<b>185,231</b>	186,913
	Support costs	<b>15,349</b>	15,197
	Governance costs	<b>1,071</b>	1,060
		<b>201,651</b>	<b>203,170</b>
	<b>Trading Activities costs</b>	<b>2017</b>	<b>2016</b>
		<b>£</b>	<b>£</b>
	Charity Shops	-	65,258
	Facilities	<b>108,894</b>	111,216
	Support costs	<b>8,032</b>	7,952
	Governance costs	<b>336</b>	333
		<b>117,262</b>	<b>184,759</b>
<b>7</b>	<b>Charitable activities costs</b>	<b>2017</b>	<b>2016</b>
		<b>£</b>	<b>£</b>
	Respite	<b>1,180,667</b>	1,089,080
	Community Services	<b>619,285</b>	662,299
	Family Services	<b>786,678</b>	657,323
	Support costs	<b>306,743</b>	281,682
	Governance costs	<b>30,820</b>	33,406
		<b>2,924,203</b>	<b>2,723,790</b>

**The Rose Road Association**  
**Report of the Trustees**  
**For the Year Ended 31<sup>st</sup> March 2017**

<b>8</b>	<b>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>2017</b>	<b>2016</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Management	2,373	4,534	41,863	19,681	29,072	97,523	91,163
	Finance	2,116	4,044	37,336	17,552	25,928	86,976	90,904
	Human Resources	1,426	2,726	25,163	11,830	17,475	58,620	66,399
	Information Technology	2,117	4,045	37,348	17,558	25,937	87,005	56,365
	Governance	336	1,071	14,238	6,694	9,888	32,227	34,799
	<b>Total Costs</b>	<b>8,368</b>	<b>16,420</b>	<b>155,948</b>	<b>73,315</b>	<b>108,300</b>	<b>362,351</b>	<b>339,630</b>

<b>8a</b>	<b>Governance Costs</b>	<b>2017</b>	<b>2016</b>
		<b>£</b>	<b>£</b>
	Allocated staff salaries for accounts and annual report preparation	3,397	3,363
	Allocated staff salaries for attendance at trustee meetings	8,243	8,161
	Allocated staff salaries for company secretary work	876	867
	Allocated staff salaries for trustee liaison and strategy work	7,212	7,141
	Auditors' remuneration	10,130	11,040
	Professional and other costs	2,369	4,227
		<b>32,227</b>	<b>34,799</b>

<b>9</b>	<b>Resources expended by the charity includes:</b>	<b>2017</b>	<b>2016</b>
		<b>£</b>	<b>£</b>
	Depreciation	98,979	80,669
	Auditors' remuneration	10,130	11,040
	Operating Leases - Equipment	11,021	-

<b>10</b>	<b>Staff costs for the charity</b>	<b>2017</b>	<b>2016</b>
		<b>£</b>	<b>£</b>
	Salaries and other costs	1,894,491	1,846,295
	Social security costs	116,962	107,516
	Pension costs	82,882	77,036
		<b>2,094,335</b>	<b>2,030,847</b>

Key management personnel comprised of one employee earned between £60,000 - £70,000 during year. No trustee received any remuneration but £33 was claimed via travel expenses during the current year and claims of £77 were made in the previous year.

**The Rose Road Association  
Report of the Trustees  
For the Year Ended 31<sup>st</sup> March 2017**

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

	Average number of employees		Full-time Equivalent	
	2017	2016	2017	2016
Residential Respite Service	39	56	41	34
Community services	111	101	24	35
Family Services	21	35	20	18
Strategic Charity Development	1	1	1	1
Fundraising	5	8	4	6
Estates	5	4	3	3
Administration	9	8	10	5
	<b>191</b>	<b>213</b>	<b>103</b>	<b>102</b>

**Pension Schemes**

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

The employer pension costs for all schemes for the year was £71,693. (2016: £77,036)

At the year-end employer and employee pension contributions totalling £8,247 were owed to the schemes. (2016: £6,900)

**11 Tangible fixed assets**

	Freehold Land & Buildings £	Equipment £	Motor vehicles £	Assets Under Construction	Total £
<b>Cost</b>					
At 1 April 2016	2,333,637	726,092	133,566	146,639	3,339,934
Additions	150,317	95,460	11,845	-	257,622
Transfers	146,639	-	-	(146,639)	-
Disposals	-	-	(18,800)	-	(18,800)
<b>At 31 March 2017</b>	<b>2,630,593</b>	<b>821,552</b>	<b>126,611</b>	<b>-</b>	<b>3,578,756</b>
<b>Depreciation</b>					
At 1 April 2016	286,681	450,639	104,575	-	841,895
Disposals	-	-	(18,800)	-	(18,800)
Charge for the year	26,003	61,350	11,626	-	98,979
<b>At 31 March 2017</b>	<b>312,684</b>	<b>511,989</b>	<b>97,401</b>	<b>-</b>	<b>922,074</b>
<b>Net book value at 31 March 2017</b>	<b>2,317,909</b>	<b>309,563</b>	<b>29,210</b>	<b>-</b>	<b>2,656,682</b>
Net book value at 31 March 2016	2,046,956	275,453	28,991	146,639	2,498,039

Assets held as under construction at 31.03.16 have now been completed and have been transferred to Freehold Land and Buildings

**12 Investments**

The Association holds 1 ordinary £1 share representing 100% share capital of Rose Road Retail Limited which is a dormant company incorporated in the United Kingdom.

**The Rose Road Association  
Report of the Trustees  
For the Year Ended 31<sup>st</sup> March 2017**

<b>13 Debtors</b>	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Prepayments	98,869	46,833
Accrued income	12,927	60,174
Statutory authority debtors	268,531	417,084
Trade debtors	20,203	27,696
Intercompany debtor	-	492
Vat recoverable	-	758
Income tax recoverable	3,362	3,367
	<b>403,892</b>	<b>556,404</b>

<b>14 Creditors</b>	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Accruals	42,432	56,236
Taxation and social security	23,929	32,542
Pension	8,247	6,900
Other Creditors	4,461	4,989
Deferred income (note 16)	22,328	113,653
Intercompany creditor	1	1
Trade creditors	116,919	149,704
	<b>218,317</b>	<b>364,025</b>

<b>15 Operating Leases</b>	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
<b>Equipment:</b>		
Not more than one year	754	-
Greater than one year and less than five years	3,017	-
	<b>3,771</b>	<b>-</b>

<b>16 Movements in deferred income</b>	<b>Local authority income</b>	<b>Donations and other income</b>	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Deferred income at 1 April 2016	82,633	31,020	113,653	175,724
Expended during the year	(72,633)	(27,589)	(100,222)	(996,990)
Deferred income received during the year:	5,593	3,304	8,897	934,919
<b>Deferred income at 31 March 2017</b>	<b>15,593</b>	<b>6,735</b>	<b>22,328</b>	<b>113,653</b>

**The Rose Road Association  
Report of the Trustees  
For the Year Ended 31<sup>st</sup> March 2017**

	<b>At 1st April 2016</b>	<b>Incoming resources</b>	<b>Resources expended</b>	<b>Transfers between funds</b>	<b>At 31st March 2017</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>17 Movement in Funds</b>					
<b>Unrestricted funds</b>					
(a) General Funds	912,905	2,871,895	(3,132,013)	<b>111,021</b>	<b>763,808</b>
(b) Designated Funds	250,000	-	-	-	<b>250,000</b>
	<b>1,162,905</b>	<b>2,871,895</b>	<b>(3,132,013)</b>	<b>111,021</b>	<b>1,013,808</b>
<b>(c) Restricted funds</b>					
Bradbury Centre	2,008,477	-	(23,282)	-	<b>1,985,195</b>
Capital Appeal for Bradbury Centre refurbishment	-	111,021	-	(111,021)	-
Respite Trust Nights and Equipment	-	84,937	(84,937)	-	-
Community Equipment	-	2,884	(2,884)	-	-
	<b>2,008,477</b>	<b>198,842</b>	<b>(111,103)</b>	<b>(111,021)</b>	<b>1,985,195</b>
<b>Total Funds</b>	<b>3,171,382</b>	<b>3,070,737</b>	<b>(3,243,116)</b>	<b>-</b>	<b>2,999,003</b>

**Unrestricted reserves**

- (a) The General Funds represent the free funds of the charity which are set aside to cover working capital requirements.
- (b) The Designated Funds represent reserves set aside for potential refurbishment and unexpected expenditure relating to the Bradbury Centre.

**(c) Restricted reserves**

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:

**Capital Appeal**

The Graham High Charitable Trust awarded a grant for a new bedroom in Acorns as part of the Bradbury Centre refurbishment project

The Bradbury Foundation made a significant grant for the Bradbury Centre refurbishment project, funding the Bradbury Welcome and Sensory Suite



**The Rose Road Association  
Report of the Trustees  
For the Year Ended 31<sup>st</sup> March 2017**

The St James's Place Foundation, Trees Roger Brooke's Charitable Trust and the Toyota Charitable Trust awarded grants for the Bradbury Centre refurbishment project

Restricted funds received for works carried out on the Bradbury Centre have been included under restricted income. However, the majority of funds received were unrestricted and so the resulting asset has been included in 'unrestricted' assets and the funds have been transferred from restricted to unrestricted.

**Respite**

The Hedley Foundation and Sir William Coxen Trust Fund contributed towards the costs of an Acheeva Learning Station which gives young people postural support so they can access and engage activities whilst not in their wheelchairs

The Souter Charitable Trust, Clara E Burgess Charity and Kathleen Laurence Trust all awarded grants for providing additional Overnight Short Breaks

The Blagrove Charitable Trust/Feedback Fund enabled us to set up a Youth Forum in West Berkshire helping young people to 'Make their voices heard'

Baily Thomas Foundation continued to support our Overnight Short Breaks project, providing respite in emergency situations and for those needing support

The Masonic Charitable Foundation have awarded a multi-year grant to provide emergency Overnight Short Breaks

**Community**

BBC Children in Need funded the Saturday stay and play drop in for all of the family

**Analysis of net assets**

**17a between funds**

	Unrestricted funds	Restricted funds	2017	2016
	£	£	£	£
Fixed assets	671,487	1,985,195	2,656,682	2,498,039
Current assets	560,637	-	560,637	1,037,367
Investments	1	-	1	1
Current liabilities	(218,317)	-	(218,317)	(364,025)
Long term liabilities	-	-	-	-
	<b>1,013,808</b>	<b>1,985,195</b>	<b>2,999,003</b>	<b>3,171,382</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 2017**

The funding for the refurbishment project came from a number of sources as shown in note 16. In discussion with the auditors it was agreed that the resulting asset should be capitalised and shown as a single asset with the reserves side of the balance sheet shown within unrestricted reserves. This treatment was agreed based on the facts that:

- Going forward there is no restrictions on the use of the assets created,
- The bulk of the funding came from unrestricted funds, and
- The presentation would be clearer going forward as the asset would be depreciated against costs and income which would be shown in unrestricted funds.

**18 Net income from trading activities of subsidiary**

On the 1st January 2014, trade from the subsidiary was transferred into the Association. The company is no longer trading and has had no activity in the current year. A summary of the trading results to the 31 March 2017 is shown below.

	<b>2017</b>	2016
	<b>£</b>	<b>£</b>
Turnover	-	<b>9,364</b>
Cost of sales	-	-
Gross profit	-	<b>9,364</b>
Operating and administrative expenses	-	<b>(9,364)</b>
Profits retained in subsidiary	-	-

**19 Contingent liabilities**

The group had no contingent liabilities as at 31 March 2017 or 31 March 2016.

**20 Capital commitments**

The group has no capital commitments at 31 March 2017 (15/16: £231,211).

**21 Related party transactions**

The charity is exempt from disclosing related party transactions within the group since these all net out on consolidation.

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 £169,446 during the year 16/17 (15/16: £99,364). The Association owed Solent Support Solutions Nil at 31.3.17 (15/16: £661).

**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.

Rose Road Retail Limited is a non-trading entity.