Annual Report

OF THE TRUSTEES AND AUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST MARCH 2023

2022-2023

Rose Road Association

Making a **positive difference** to the lives of young disabled people

This is the report of the Trustees for the year April 2022 to March 2023. It is prepared in accordance with all statutory and regulatory requirements, taking into account the Statement of Recommended Practice issued and revised in 2019. The report seeks to provide a summary of activity and achievements during this time.

Registered Charity Number (England and Wales): 276172
Registered Company Number (England and Wales): 01366534

This document can be made available in other formats. Please contact us on 023 8072 1234 if this would be helpful.

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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 us.

We value and thank all of our volunteers, staff, trustees, our members, ambassadors, many supporters and the children, young people and families that we support who have all helped to make a difference this year. We specifically acknowledge the following grant giving organisations for their significant support during this period.

Arnold Clarke Community Fund
Beaulieu Beaufort Foundation
Charles Burnett Memorial Fund
Charlie Waller Trust
Greendale Foundation
Hampshire & Isle of Wight Community Foundation
Hampshire and Isle of Wight Integrated Care Board
Hampshire County Council
Hospital Saturday Fund
LCP Foundation
Manali Charitable Trust
Marks and Spencer
Peter Harrison Foundation
Portsmouth City Council
Quilter Foundation
Richard Kirkman Trust
Southampton City Council
St James's Place Charitable Foundation
The Department for Education
The Reed Foundation
West Berkshire Council

We offer special thanks to **Edward Gostling Foundation** for believing in us, and their long-term commitment

We are also extremely grateful for the donations this year made in memory of children, young people, ambassadors and supporters who we have lost over the last 12 months. We remember those we have lost with all of our love and thanks.

Reference & Administrative Details

Registered Charity Number:	276172
Constituted:	20th July 1970
Company registration:	01366534
Country of Incorporation:	United Kingdom
Incorporated:	4th May 1978
Trustees and Company Directors:	Julie Gomer (Chair) Con Attridge (Vice Chair) Chris Sirl (Treasurer) Doug Miller Jane Lyon-Maris Kym Provan Sam Clough Sheila Stokes White Paul Best Zoe Evans
Chief Executive Officer:	Steve Swift
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:	Sheen Stickland, 7 East Pallant, Chichester West Sussex, PO19 1TR
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
Patron:	Dame Esther Rantzen DBE

Ambassadors:

Martin Jay CBE DL	Bruce Elkins FCA	Janice Viveash	Paul Murray MBE
Geoff Holt MBE DL	Nina Schofield	Chris White	Nick Vaughan
Richard & Jane Smith	Kerry Swain	Michael Kurn	Alice Carroll
Karl & Kim Simmonds	Clive & Eryl Thompsett	Alan Blair MBE	
Nina Basset	Mike Andrews	Gay Drysdall & Leonora (Jo) Rood	

Our Vision, Mission and Values

The Rose Road Association started in 1952 as a small group of parents who 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.

Our Vision:

A community where disabled people and their families can thrive, feel a sense of belonging and achieve their aspirations.

Our Purpose:

To make a powerful, positive impact for the lives of the people we support. To be recognised as an adaptive, highly skilled and preferred provider of services to people with disabilities and their families and to be regarded as an organisation driven by care and ambition.

Our mission:

To empower disabled people and their families, through personalised, high-quality care and support, to lead the life they choose whilst also creating an environment for our staff to grow and develop.

We will actively listen to our stakeholders, break down barriers to access, and share our expertise to create a more inclusive society – utilising technology to improve our service provision and user experience.

Our Values:

Governance

Our trustees come from a diverse range of professional backgrounds and we regularly undertake Board health-checks to understand better where and when we need to recruit. Our Board includes family members who use our services, people with lived experience of our cause and local people passionate about removing barriers for disabled people. Trustees undertake a vigorous induction process which includes spending time with our staff team and service users. We are actively seeking to recruit people who better represent the cultural diversity of the city in which we are based and are currently working through the Charity Governance Code, Principle 6: 'Equality, diversity and inclusion', to help us do this better.

As well as our quarterly Board meetings, we make decisions through our two main sub-committees. The Finance & Fundraising Committee and the Quality, Standards and People Committee. Alongside our decision making function, trustees attend a regular Strategy Group to help shape our future plans. We are excited to be launching a Young Persons Committee soon, the young persons committee will work alongside our Board of trustees to help inform decisions about our service and other provision locally.

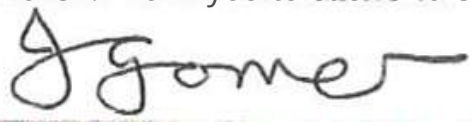
Message from the Chair, Julie Gomer

After another busy, challenging year, writing this message is a very welcome opportunity to reflect and celebrate the many achievements of the amazing organisation that is 'Rose Road'.

Our innovative, energetic and committed staff teams devised solutions to problems big and small . We now have more vehicles to enhance our service provision, have recruited more staff to drive down our vacancies, have expanded our fundraising team to secure income to fund our future plans, and have maintained our "Good" rating from Ofsted.

Meanwhile, our board of trustees worked enthusiastically on developing the new strategy. With a series of workshops involving families and staff, and monthly meetings to maintain the momentum, the strategy was finalised. I need to thank every trustee for giving your time so generously over the last year. The next steps are already underway on implementing that strategy and developing detailed business plans and I am excited at the opportunity this presents for the whole Rose Road community.

It has been a privilege to meet so many of our supporters, funders, donors and volunteers over the course of the year. Without you, we simply would not be able to reach so many families and children. Thank you to each and every one of you.



Strategy Objectives and Activities

Our key aims for 2022/23 were to begin to address the challenges laid out in year four of our Business Plan 2019-24, with a focus on:

- Responding to the costs of living crisis and increasing the pay of our staff team
- Improving our levels of staff recruitment and retention and ensure our Respite FTE vacancies are no more than 1, and reducing the number of cancellations to families
- Building the capacity of our staff team and developing their skills by introducing apprenticeship opportunities across all our services
- Developing a programme to support siblings and to increase the activity levels of people with disabilities take part in with their families.
- Increasing the reach of our day services opportunities in 'The Hut @ Rose Road'
- Developing a new values-based performance framework for our regulated and non-regulated services
- Maintaining our regulated standards as 'Good' with both CQC and Ofsted
- Introducing new programmes of value-added work such as a young people-led activities programme
- Building the capacity of the Fundraising team to grow our fundraised income
- Looking at how we respond to the increase in demand for our services for young adults, including identifying space for the addition of one new bedroom in Oaks and continuing conversations about off-site provisions and new builds
- Increased use of digital technology across all of our services through a new digital strategy
- Starting to implement the Charity Governance Code to help us diversify our Board of Trustees
- Mapping our service users, areas of high IMD and census disability data – a key tool to understand how we increase our reach and ensure we are welcoming to all communities
- Developing how we shape our services with those who have lived experience of disability

Rose Road got to know Gemma so well. They really helped her to settle and grow and develop, she went out and about and did new activities and learnt new skills! I am so grateful to them for playing such an important part in our lives. I don't know where we'd be without them.

Gemma's mum

And we set out to achieve:

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

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

Improved choice for service users through new initiatives including:

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

Improved organisational sustainability through:

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

Public Benefit Entity Compliance

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

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 opportunities to develop and practise independent living skills.

Community Outreach

Available 7 days a week on a one to one basis, our outreach service provides domiciliary care, leisure activities in the home or community, special outings, and trips to see friends or to attend activities.

#Destinations is a day service that provides young adults who attend Rose Road all day with activities in the community and sessions with purpose. We create a person-centred plan to inspire them to achieve their own personal goals. Each person has 1:1 staffing to help them work toward their targets.

For college leavers aged 24-26 who 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 can be a stepping stone to #Destinations. It supports them in a positive environment allowing them to thrive in a safe space.

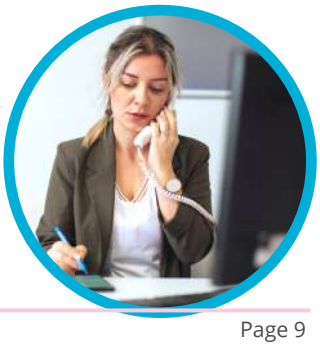
Young Adult Specialist Provision

Avenues College has been designed to extend 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.

Activity Schemes

We offer a range of activity schemes in the school holidays and on Saturdays for children and young people from 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. They also enable parents of disabled people to remain economically active.

Family Support



We provide Information Advice and Support to disabled children and young people and their families. These services were delivered in West Berkshire, Southampton, and Portsmouth. We also supported 2 Parent Carer Forums to represent the views of parents of disabled children in strategic decision making.

Our Positive Outcomes and Impact

Support for family units

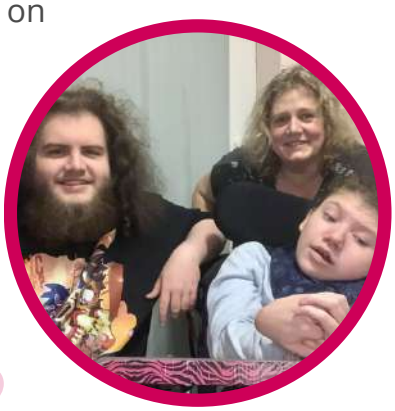
Respite care and short breaks make a huge contribution to the prevention of family crises by decreasing the stress levels experienced by parent carers. The knowledge that a regular, planned break can be taken is clearly beneficial enabling them to re-charge their batteries and spend time with other family 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.

Penny's story, by her Mum:

Penny was a very sweet, cuddly, gentle baby. An MRI at 12 months old showed changes in her brain and I was told she would need support throughout her life. Life was not easy – I felt like everything was being thrown at me. Then we got to know Rose Road.

Penny has been attending respite for 10 years now and she loves going. She knows she will enjoy their yummy food, the sensory toys, have a lovely bath and a pamper. Also, she loves to be around the bubbly friendly staff and her peers. Penny has become more confident and she always looks content and refreshed when she comes home.

Rose Road's support also means I can spoil her brother, take him on days out and give him all my attention.



Penny's needs have become more complex and but I work with Rose Road to ensure all her needs are met.

It is such a relief to know she is so safe and well looked after at Rose Road. I also get a good night's sleep to rejuvenate and I can totally relax!

Removing barriers and supporting young people out of social isolation

With our overnight short breaks, outreach service and holiday activity schemes, children can have fun and develop friendships with other young people. Our Bradbury Saturday Club gives families an opportunity to interact with other families in a safe and supportive environment, it also gives siblings of disabled young people a chance to mix with other young carers and share experiences.

Our Family Services social media presence informs parent carers about local support groups and activities where they can meet other families in a similar situation.

Increased social confidence and emotional wellbeing

A tremendous benefit of respite care is the opportunities for personal development as young people have the chance to visit new places, develop new interests, practice independent living skills and widen their social network. Our services support young people to progress towards preparing for adulthood key outcomes of employment, independent living, community inclusion and health.

Wider impact

Local authorities experience less need for social care interventions, a decrease in costly out-of-area placements and a fall in the number of disabled children entering the looked-after system.

Significant Impacts and Achievements

As we return to 'business as usual' after the Pandemic, we are still seeing multiple impacts for families of disabled people – including loss of other services, declines in health and wellbeing, economic difficulty and increasing complexity of care needs. These all impact on the way we operate, however we have been able to achieve significant outcomes this year against our Business Plan, these include:

- Maintaining our **'Good' rating** with Ofsted
- Achieving occupancy levels for overnight respite of **82%, improving 12%** from last year
- Reducing our staff vacancies in Respite to **zero**
- **Increasing the hours delivered** through the Hut @ Rose Road by 20%
- As we return to in-person interviews, we **met our 30 day** 'application to appointment' target
- Providing **first class support** for our SEND Information Advice and Support service despite a 39% growth in call volume over the last 24 months
- Securing funding for a **new programme** of value-added work to deliver a young people-led activities timetable
- Developing a new behaviours framework to measure our performance while **implementing the digital transformation strategy,** including upgrading 17, 000 records to a new CRM system, updating our IT support providers and selecting a new digital care system
- Created an **ambitious capital and fundraising plan** to add a bedroom (work to commence in June 2023), improve adult respite care spaces, sensory room, soft play and garden spaces
- Recruiting people with **lived experience of disability** to our Board of trustees, writing a co-production plan and finalising Terms of Reference for a Youth Committee to launch in 2023
- **Introduced a staff wellbeing strategy**, including mental first aid support sessions for staff, the creation of a staff wellbeing room (formally a small box room/office) and better mental health training for managers

Additionally we have:

- Reviewed and **updated our organisational vision, mission and values** to make sure they better reflect us as an organisation
- Reviewed our Business plan and **written our new 5-year strategy** for 2023-2028 'Care and Ambition' which will help us to grow and increase our reach to more families

Departmental Achievements and Performance

Oaks and Acorns Respite Unit

We provided a total of **3,653 bed nights** over the course of the year, which was a **17% increase** on the previous year, we operated at **82% occupancy**, just shy of our 85% target. At the beginning of the year occupancy was lower due to having a reduced capacity owing to staff shortages, staff sickness including Covid isolation and agency supply chain difficulties. Happily, this situation has **improved dramatically** as the year has progressed. This year we provided overnight **respite to 100 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 had an OFSTED inspection where we retained our overall rating of 'GOOD'
- Respite staffing **vacancies have reduced to -2.25 FTE**. This staffing establishment level allows us to cover unplanned absences such as sickness leave
- We have **received compliments** from external health care professionals on how well we support our service users.
- Increasing our staffing establishment, working with partners and planning for an additional bedroom in our adult respite provision means we are able to **open up referrals again** for the first time since before the Pandemic

Challenges Experienced

- The waiting list for overnight respite currently **stands at 56**, which capital and partnership plans will help reduce. Demand from disabled people with complex needs is increasing.
- Our **aging vehicle fleet** is impacting how we deliver activities, our own transport is limiting, as is availability of local community transport for wheelchair users. We are working with local providers and partners to find innovative travel solutions to overcome these barriers.

Community Services

32,089 hours delivered through Outreach, the Hut and Destinations

100+ families

32 Saturday clubs

48 holiday playschemes

Community Outreach

The Outreach service has been running its community-based activities **throughout the year**, providing day services to adults and weekend/afterschool sessions for children and young people. We have focussed on supporting our young people to make more choices about the activities they take part in and supported them to use a range of transport options – we have had **great fun using the rail network** to visit new places. This year we delivered **22,118 hours** of support across all services in Outreach to **over 100 families.**

The Hut @ Rose Road

The Hut continues to expand and develop – both with new staff and young people joining them this year. The Hut have started to make **more frequent use of community facilities**, attending regular coffee mornings with local community groups and exploring work experience opportunities to develop learning. The young people **particularly enjoy supporting and taking part in fundraising events** where possible and have enjoyed several trips to our corporate partners' offices. They recently welcomed a Winchester College jazz band for an afternoon of music and fun. The Hut remained open for the duration of the year, closing only over the Christmas period and **delivered a total of 9,968 hours of support this year.**

Activities

We continued to offer a range of Activity Schemes & Saturday Clubs across Southampton & Hampshire, providing much needed opportunities for play for children and young adults. During this year we have delivered **32 Saturday clubs** and **48 playscheme sessions**, with over **77 families accessing** the sessions.
We adapt our sessions to meet the individual needs of all the children and young people attending, encouraging and supporting social interaction between peers. The Activity service continues to **offer valuable respite** for families and carers over school holidays and weekends.

Key Successes in Community Services

- We have held several **on site Recruitment days** that have seen an increase in our recruitment and retention rates.
- We have continued to develop and promote our internal staff by **creating more vacancies** where possible including a shift lead role in The Hut. We are continually encouraging our staff to push themselves to **reach their full potential** and ensure that we offer development opportunities where possible including the opportunity to take part in NVQ and Apprenticeship awards.
- We have increased the head count in The Hut to **8 young people** – the most we've ever had. We are continuing to **ensure that we have a transition plan in place** for those young people coming up to us, partnership working with agencies including Rosewood School/Avenues. We are also ensuring that we are assisting those young people to take that next step into adult social care and **promoting their independence** within the community, with the goal of them attending our community-based day service, Destinations.
- We have taken part in a **wide range of community-based activities** including Mocktail making at The Orange Rooms, Cycles4all, Wet Wheels trips, Zoo trips, Work experience with Ordnance Survey and many more!
- We have also sourced a **wide range of site-based activities** including music therapy and accessible dance sessions.

Challenges experienced in Community Services

- **Recruitment has remained a challenge** across all services within Community and we are working really hard to ensure that we are as accessible as possible to new recruits – attending as many external jobs fairs as possible, working with local colleges and universities and ensuring that we have a strong social media presence.

We have seen an increase in referrals that are being received but unfortunately **many of these are for Evening and Weekend support**, so we are having to put these on hold until we have increased staffing capacity.

My favourite thing about this role is the connection and trust you build with the young person - you get to know their unique personality. But you also get to know the family around that young person and I take pride in building their trust that we will always do what's needed to meet their needs.

Hayley, Support Worker

Avenues at 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@Rose Road.

We have been really delighted to be working alongside such professional and person-centred delivery. It has been a joy to have **16 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.

Family Services

We continued to deliver SEND Information Advice and Support in West Berkshire, Southampton and Portsmouth and supported 1,759 families during the year. This is an increase of 39%. 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.

Key successes in Family Services:

- Secured **further funding** for 23/24 for Southampton & West Berkshire SENDIAS services.
- The Hampshire Parent Carer Network **continued to run support and information events** at Get Togethers, Ask About Autism, and Future in Mind sessions across Hampshire.
- We gained agreement and funding of a **new transition project** called 'Bridging the Gap'.
- Supported the **transition to independent operation** of Southampton PCF, West Berkshire PCF, Windsor and Maidenhead PCF, and Bournemouth, Christchurch and Poole PCT.
- Increasing SENDIASS **focus on empowering** parents/carers, children, and young people to self-advocate. This is demonstrated by over 30,000 website page views for resources and information.
- 1,759 families supported with information, advice and guidance on education, health, and social care. This is a 39% increase from the previous 24 months

Key Challenges:

- Demand on the SENDIAS services is **increasing year on year** with a further 39% increase this year. Meeting this demand without additional resource is becoming more challenging with wait times for support increasing. A more comprehensive self-help model has had to be implemented to attempt to meet the demand within service capacity. Process changes and innovative solutions will be a focus for 23/24.
- In the Hampshire Parent Carer Network we have had lower numbers of Reps and Steering Group members available as well as a **reduced paid staff team**. This results in a challenge to support all sessions and workstreams scheduled. A recruitment drive for Reps and Steering Group members is planned for 23/24.

Fundraising

Every year we need to fundraise over £500,000 from donations and gifts in Wills just to keep going. Our ambition is to not only keep going but to also grow our support for the many families on our waiting lists.

As with the previous year, our supporters and donors have shown flexibility and responsiveness in unprecedented levels. They have removed restrictions so we can target funds where they were needed most. They have worked with us to re-design project outcomes and targets and have provided emergency funding to get help to most vulnerable families, when they need it.

We sadly lost our friend, ambassador and long-time fundraising volunteer Jan Pierson this year (in picutre, left). Jan raised an incredible amount for Rose Road over the years by bringing her local community together to support Rose Road and in doing so, helped break down barriers for many disabled children and young people. We are extremely grateful for her support and she will be deeply missed. We are inspired by her determination and kindness and know she would have been proud of our achievements this year.

Some highlights of this year have been:

- Working in Partnership with the Edward Gostling Fondation, who are providing an endowment Gift of Deed which will **contribute £125,000** to our operating costs over the next 8 years. This is a truly remarkable gift which will help us reach more families who need our help, recruit and retain our talented care staff team and enable us to plan for the future.
- Our 3 year Partnership with OS sadly came to an end this year, however it raised an **astonishing £51,000**!
- Our work placement student from Treloars college is now a **regular fundraising volunteer** and supports us in the office two days per week
- Trusts and Foundations continue to support our emergency overnight bednights programme and are **engaging with our new project** to help improve the wellbeing of young people who are struggling due to effects of the Pandemic
- We have successfully transferred 17,000 records to a new CRM system which is **streamlining and improving** our financial and stewardship functions
- Despite the economic situation globally and locally, we have a **vibrant business community** supporting us.
- Attendance at events, sponsorship and corporate volunteering have **all increased this year**.

- For the year ahead we are **focusing on growing our fundraised income again.**
- We have **increased our team to 5.3FTE posts** (this includes maternity cover for one post and an apprenticeship funded post).
- We have **increased our fundraised income targets by 25%** due to the increased cost of living, increasing complexity of the care we deliver and growing demands on our services.

We are **thankful and grateful to all our donors and supporters** who have continued to support us in whatever ways they can and we look forward to the future and supporting many more families.

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 2021-22.
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.

A New Strategy for 2023 - 2028: "Care & Ambition"

In developing our new strategy "Care and Ambition". we placed a strong emphasis on engaging with and gathering input from key people including families, staff, partner organisations and other stakeholders.This involved conducting face-to-face workshops, hosting meetings, completing surveys, and holding individual consultations. This comprehensive approach provided valuable insights and ensured that the strategy aligns with the needs and aspirations of all stakeholders for years to come. Care and Ambition reflects the key themes that emerged.

Our short-term Strategic Objectives (Years 1-3) are for improved service delivery, improved choice for service users and improved organisational stability.

Improved Service Delivery

- Meeting all care packages
- Increased staff retention rates – organisation to sit below average for sector (current national rate of attrition is 33%)
- Complying with all relevant legislation and maintaining gradings of 'Good' with Ofsted & CQC
- Improving quality of estate
- Increase adult respite unit by 1 bedroom
- Developing a strategy for our fleet of vehicles to make more effective use of resource and enable access to a wider range of activities
- Developing new services and provisions – including a young persons' committee
- Increased use of technology to complement, enhance and improve service delivery – to have, at least, implemented and embedded a new digital care system and to have automated payroll, expenses and mileage tracking
- Developing a range of audit functions to identify where improvements are necessary

Improved choice for service users

- Identifying opportunities to enhance our current provision to provide additional choice to service users e.g. providing supported holidays as well as our traditional respite provision
- Providing structured after school activities
- Creating an activities coordinator role to improve and increase choice for children and young adults accessing our services
- Adapt the sensory provision across the organisation to enable more people to access sensory experiences – and to improve the current sensory space to allow for a more person-centred approach to its use

Improved organisational stability

- Pricing services appropriately to ensure financial stability is achieved and maintained
- Meeting increased fundraised targets
- Increase level of free reserves
- Improve and increase engagement of volunteers
- Identify professional development opportunities for all staff
- Grow our apprenticeship offer
- Development of a community footprint using either retail or hospitality services to increase income as well as community identity

Review of the year

Financial performance for the year ending 31st March 2023 has shown a surplus of £801,268 against a budgeted surplus of £25,120.

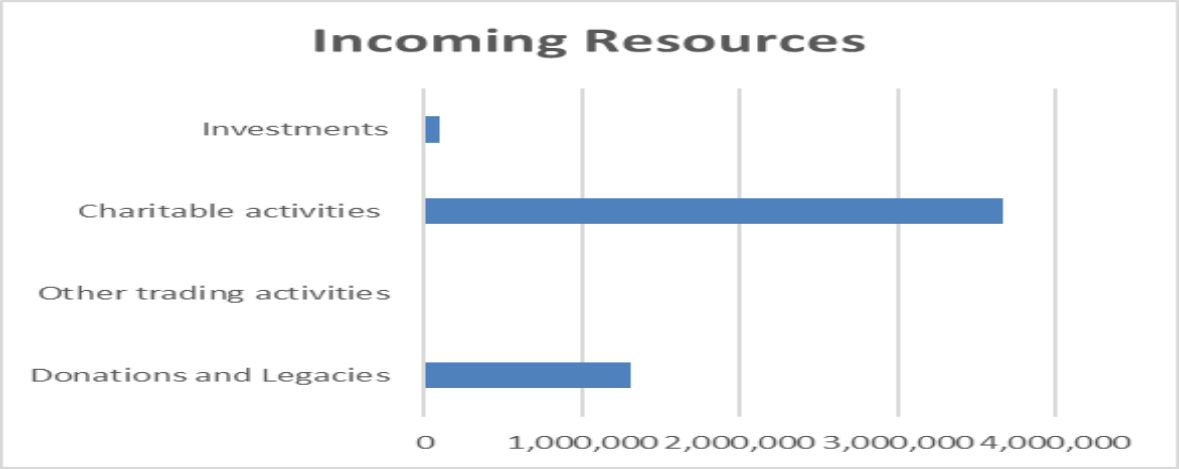
The revenue position (excluding capital income of £2,862 and income received for future years £875,000), was a deficit of £(76,593) compared to a revenue budgeted deficit of £(15,880). Future year income of £875,000 was received through a donation and recognised in the financial year, but is restricted by the funder to be released from reserves over the next 7 financial years so has been removed when showing this revenue position.

There are a number of reasons for the adverse revenue financial performance, including:

- An additional pay increase was approved for staff by the board mid-year to help with the cost of living crisis.
- Additional investment was approved by the board for IT
- Additional increases to management were approved by the board during the year.

Principal Funding Sources

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



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

The principal funding sources are derived from incoming resources from charitable activities, which accounts for 72% or £3,662,950 of Association's total income.

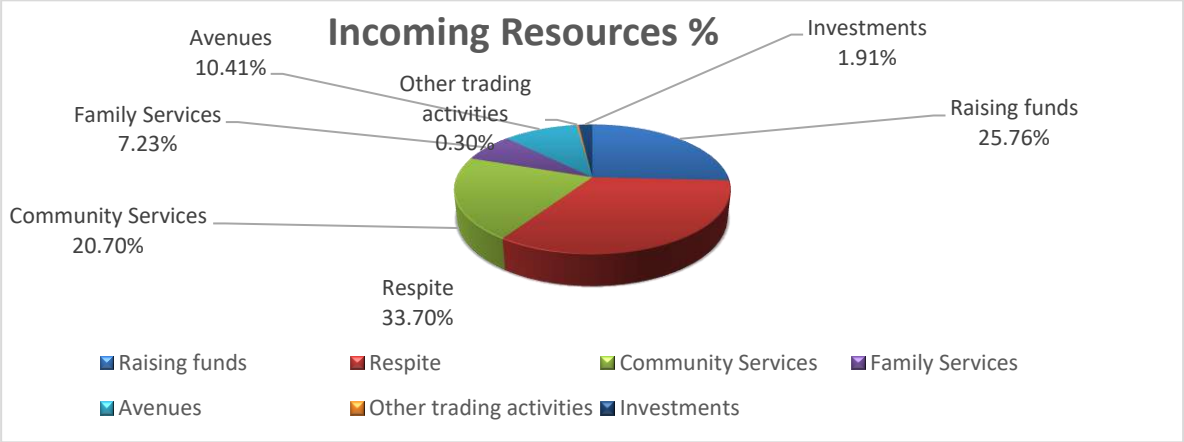
Fund Movements

Net Incoming Resources for the Year

Total net incoming resources from all operations for the year amounted to £801,268, compared to £(37,875) in 2021/22 and represents 15.71% (21/22: (1.00)%) of total incoming resources for the period.

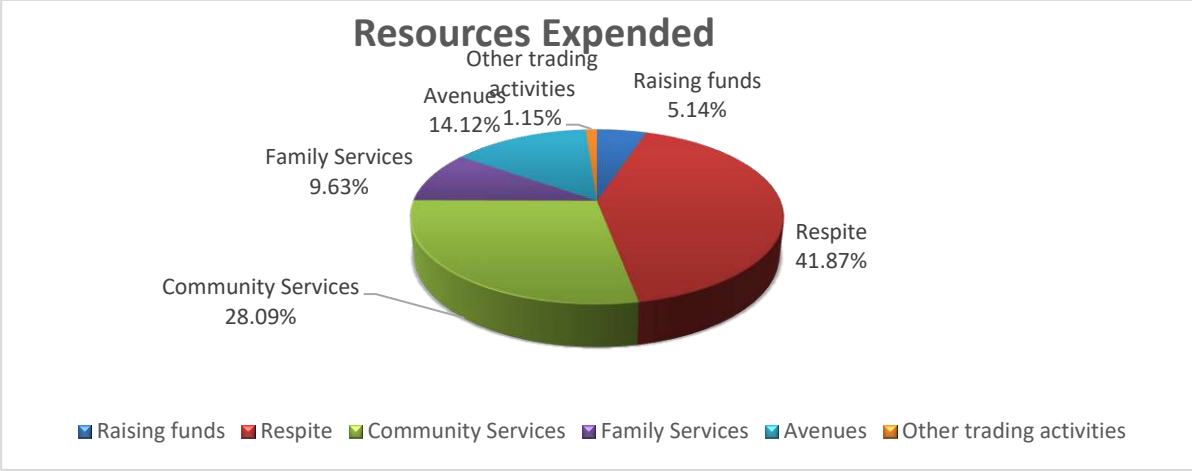
Incoming Resources

Incoming Resources for the year totalled £5,100,957, an increase of 35.24% (£1,329,084) on last year (2021/22: £3,771,873).



Resources Expended

Resources expended for the year totaled £4,299,689, an increase of 12.86% £489,941 on last year (2021/22 £3,809,748).



Capital Expenditure

The Association's capital expenditure for the year amounted to £100,092 compared to £70,036 in 2021/22.

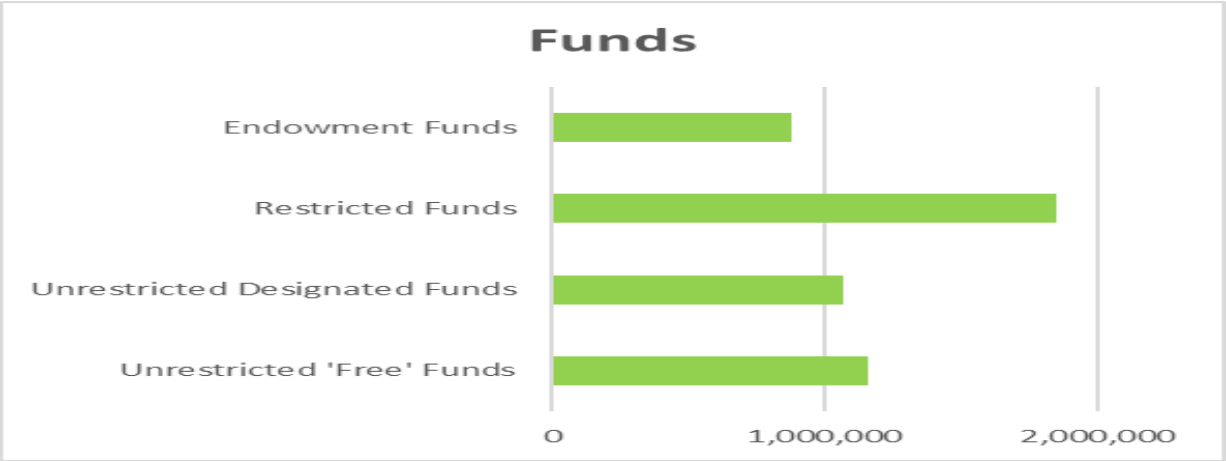
Funds

Unrestricted Funds - total net outgoing resources for the year amounted to £(50,450).

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

Endowment Funds - total net incoming resources for the year amounted to £875,000 which is a donation from the Edward Gosling Fund.

Total funds as at 31st March 2023 stand at £4,940,585, of which £2,220,082 relates to unrestricted funds, £1,845,503 relates to restricted funds, which is the net book value of the Bradbury Centre building and £875,000 relates to endowment funds.



Basis of accounting

The annual financial statements of The Rose Road Association are attached to this report. The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain assets.

Reserves Policy

The Trustees are keenly aware of the need to secure the viability of the Association beyond the immediate future. To enable the charity to provide reliable services over the longer term, The Rose Road Association must be able to absorb setbacks and to take advantage of change and opportunity. The charity provides for this by putting aside, when it can afford to, some of its current income as reserves.
The Trustees consider it prudent to set aside reserves to provide resilience against potential risks, but also to have funds available to take advantage of any opportunities that may come the way of the charity. The charity also needs reserves to provide sufficient working capital to support its day to day operations. The Board of Trustees considers it prudent to keep a level of reserves to meet their responsibilities and commitments, protect and advance its current activities and to enable it to progress its long term aims and objectives which are outlined in the Business Strategy.
The Rose Road Association's Board of Trustees has reviewed the adequacy of its reserves held on 31st March 2023, 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 £737,367.
- 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 cover initial costs associated with a review of its IT infrastructure of £25,000.
- A General Fund to provide working capital equivalent to between 2 and 4 months operating expenditure of £1,219,583. The General Fund currently stands at 4 months operating expenditure cover.

The Association has Restricted Reserves of £1,783,635 - this represents the original cost of the Bradbury Centre before any capital improvements.
At 31st March 2023, 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.

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 ……

Julie Gomer **Chris Sirl**

Director and Chair of Trustees **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 2023 which comprise Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the notes to the to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2023 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 23, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management, those charged with governance and the entity's solicitors around actual and potential litigation and claims.
- reviewing minutes of meetings of those charged with governance
- Receiving financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.

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.

Signed:

Paul Wright FCA DChA (Senior Statutory Auditor)
for and on behalf of Sheen Stickland
Chartered Accountants
Statutory Auditors
7 East Pallant, Chichester
West Sussex, PO19 1TR
Date:

The Rose Road Association

Statement of Financial Activities
For the Year Ended 31st March 2023

	Note	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2023 £	Total Funds 2022 £
INCOME AND ENDOWMENTS FROM						
Donations and Legacies	2	204,627	105,212	1,000,000	**1,309,839**	**319,921**
Charitable activities	3	3,198,820	464,130	-	**3,662,950**	**3,370,779**
Other trading activities	4	15,055	-	-	**15,055**	**80,104**
Investments	5	13,296	-	-	**13,296**	**1,069**
Other Income	6	99,817	-	-	**99,817**	**-**
Total incoming resources		3,531,615	569,342	1,000,000	**5,100,957**	3,771,873
EXPENDITURE ON						
Raising funds	7					
- Fundraising		208,977	11,931	-	**220,908**	180,098
- Trading Activities		49,586	**-**	**-**	**49,586**	112,392
Charitable activities	8	3,448,502	580,693		**4,029,195**	3,517,258
Total resources expended		3,707,065	592,624	-	**4,299,689**	3,809,748
NET INCOMING/(OUTGOING) RESOURCES		(175,450)	(23,282)	1,000,000	**801,268**	**(37,875)**
Transfer between funds		125,000	-	(125,000)	**-**	-
NET MOVEMENTS IN FUNDS		(50,450)	(23,282)	875,000	**801,268**	(37,875)
Reconciliation of funds						
Fund balances at 1 April 2022		2,270,532	1,868,785	-	**4,139,317**	4,177,192
Fund balances at 31 March 2023		2,220,082	1,845,503	875,000	**4,940,585**	4,139,317

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

The Rose Road Association

Balance Sheet
At 31st March 2023

	Note	2023	2022
		£	£
FIXED ASSETS			
Tangible assets	12	**2,582,870**	**2,604,012**
Investments	13	**-**	-
		2,582,870	2,604,012
CURRENT ASSETS			
Debtors	14	**965,176**	908,266
Cash at bank and in hand		**1,778,753**	1,118,959
		2,743,929	2,027,225
LIABILITIES			
Creditors: Amounts falling due within one year	15	**386,214**	491,920
NET CURRENT ASSETS		**2,357,715**	1,535,305
TOTAL ASSETS LESS CURRENT			
		4,940,585	4,139,317
LIABILITIES			
Liabilities: Amounts falling due after more than one year		**-**	-
TOTAL NET ASSETS		**4,940,585**	4,139,317
FUNDS	18		
Unrestricted funds			
General Fund		**1,199,715**	1,210,305
Designated Fund		**1,020,367**	1,060,227
Total Unrestricted Funds		**2,220,082**	**2,270,532**
Restricted funds		**1,845,503**	**1,868,785**
Endowment funds		**875,000**	**-**
TOTAL FUNDS		**4,940,585**	**4,139,317**

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 ..... and were signed on its behalf by:

---	)	
Julie Gomer	)	
	)	
	)	Members of the Board of Trustees
---	)	
Chris Sirl	)	

The Rose Road Association

Consolidated Cash Flow Statement
For the Year Ended 31st March 2023

	Note	2023	2022
		£	£
Net cash (outflow)/ inflow from operating activities	**20**	**746,590**	(292,999)
Net cash (outflow)/ inflow from investing activities	**20a**	**(100,092)**	(68,036)
Net cash inflow / (outflow) from financing activities	**20b**	**13,296**	1,069
(Decrease)/ Increase in cash in the year		**659,794**	(359,966)
Net funds at 1st April 2022		**1,118,959**	**1,478,925**
Net cash at bank at 31st March 2023		**1,778,753**	1,118,959

The Rose Road Association

Notes to the Financial Statements

For the Year Ended 31st March 2023

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 2019)' 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 2023, under section 405 of the Companies Act 2006, due to the lack of materiality in Solent Support Solutions, the joint venture it shares with Solent Mind.

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 capitalized and are stated in the balance sheet at cost less depreciation, which is calculated at rates to write off the excess of cost over estimated residual values of individual assets, over their estimated useful lives as follows:

Land	Not depreciated
Freehold 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.

Endowment funds can be Permanent Endowments, which are restricted by the donor for use or investment within the charity and cannot be converted into income or Expendable Endowments, which can be converted into income by the trustees. 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 significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

The Rose Road Association

Notes To The Financial Statements For The Year Ended 31St March 2023

2 Voluntary fundraising income

	Unrestricted	Restricted	Endowment	2023 Total	2022 Total
	£	£	£	£	£
Trusts	50,820	97,531	1,000,000	**1,148,351**	137,532
Community	114,872	7,681	-	**122,553**	140,418
Corporate	29,266	-	-	**29,266**	41,971
Events	4,985	-	-	**4,985**	-
Major Donors	4,684	-	-	**4,684**	-
Total Fundraising Income	**204,627**	**105,212**	**1,000,000**	**1,309,839**	319,921

3 Incoming Resources from Charitable Activities

	Respite Services	Community Services	Family Services	Avenues	2023 Total	2022 Total
	£	£	£	£	£	£
Contractual payments from Local Authorities	1,701,913	892,599	-	511,452	**3,105,964**	2,661,232
Grants received for revenue purposes	1,590	89,796	367,629	-	**459,015**	586,315
Other incoming resources from charitable activities	9,963	70,008	-	18,000	**97,971**	123,232
Total Charitable Activities income	**1,713,466**	**1,052,403**	**367,629**	**529,452**	**3,662,950**	3,370,779

4	**Charity shops and other trading income**	**2023**	2022
		£	£
	Facilities	**15,055**	80,104
	Total Trading income	**15,055**	80,104

5	**Investment income**	**2023**	2022
		£	£
	Interest receivable	13,296	1,069
	Total Investment income	**13,296**	**1,069**

6	**Other income**	**2023**	2022
		£	£
	RoseWood School	**83,788**	
	Miscellaneous	**16,029**	-
	Other income	**99,817**	-

7a	**Raising funds - Fundraising costs**	**2023**	2022
		£	£
	Fundraising costs	**201,154**	160,518
	Support costs	**18,618**	18,455
	Governance costs	**1,136**	1,125
	Total Fundraising costs	**220,908**	180,098

7b	**Raising funds - Trading Activities costs**	**2023**	2022
		£	£
	Facilities	**47,860**	106,538
	Support costs	**1,370**	5,502
	Governance costs	**356**	352
	Total Trading Activities costs	**49,586**	112,392

8 Charitable activities costs

	2023	2022
	£	£
Respite	**1,630,683**	1,261,616
Community Services	**1,103,711**	930,378
Family Services	**377,656**	416,228
Avenues	**554,772**	536,063
Support costs	**333,282**	338,621
Governance costs	**29,091**	34,352
Total Charitable Activities costs	**4,029,195**	3,517,258

9 Analysis of Support and Governance Costs

	Trading Activities	Raising Funds	Respite Services	Community Services	Family Services	Avenues	2023	2022
	£	£	£	£	£	£	£	£
Management	300	4,081	34,178	20,991	7,332	10,561	**77,443**	88,842
Finance	470	6,386	53,472	32,842	11,473	16,522	**121,165**	117,667
Human Resources	272	3,692	30,913	18,987	6,633	9,552	**70,049**	77,050
Information Technology	328	4,459	37,341	22,935	8,012	11,538	**84,613**	79,019
Governance	356	1,136	13,608	8,358	2,920	4,205	**30,583**	35,829
Total Support costs	1,726	19,754	169,512	104,113	36,370	52,378	**383,853**	398,407

9a Governance Costs

	2023	2022
	£	£
Allocated staff salaries for accounts and annual report preparation	**3,606**	3,570
Allocated staff salaries for attendance at trustee meetings	**8,750**	8,663
Allocated staff salaries for company secretary work	**930**	921
Allocated staff salaries for trustee liaison and strategy work	**7,656**	7,580
Auditors' remuneration	**9,640**	15,095
Professional and other costs	**-**	-
Total Governance costs	**30,582**	35,829

10 Resources expended by the charity includes:

	2023	2022
	£	£
Depreciation	**111,276**	101,009
Auditors' remuneration	**9,640**	15,095
Operating Leases - Equipment	**4,888**	4,264

11 Staff costs for the charity

	2023	2022
	£	£
Salaries and other costs	**2,339,994**	2,157,281
Social security costs	**155,789**	130,466
Pension costs	**59,668**	57,087
Total Staff costs	**2,555,451**	2,344,834

11a Key Management Personnel Remuneration

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

	2023	2022
£60,000 to £69,999	**-**	-
£70,000 to £79,999	**1**	2

	2023	2022
	£	£
The total amount of remuneration to key management personnel, including employer pension and NI, for their services to the charity during the year was:	**240,733**	237,294

No trustee received any remuneration during the current year. (Prior year: £0).

11b Pension Schemes

The Association operated two defined contribution pension schemes during the year.
The employer pension costs for all schemes for the year was £59,668. (Prior year: £57,087)
At the year-end employer and employee pension contributions totaling £12,286 were owed to the schemes. (Prior year: £10,790)

11c 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**	
	2023	2022	**2023**	2022
Respite Service	**60**	61	**42**	47
Community services	**58**	57	**33**	31
Family Services	**18**	19	**11**	10
Avenues	**-**	-	**-**	-
Strategic Charity Development	**1**	1	**1**	1
Raising Funds	**6**	6	**5**	4
Trading Activities	**1**	1	**-**	-
Administration	**5**	8	**5**	6
Total	**149**	153	**97**	99

12 Tangible fixed assets

	Freehold Land & Buildings	Equipment	Motor vehicles	Total
	£	£	£	£
Cost				
At 1st April 2022	2,630,593	908,751	93,884	3,633,228
Additions	-	63,270	36,822	100,092
Disposals	-	(56,005)	(15,265)	(71,270)
At 31st March 2023	**2,630,593**	**916,016**	**115,441**	**3,662,050**
Depreciation				
At 1st April 2022	443,940	540,614	44,662	1,029,216
Disposals	-	(48,580)	(12,732)	(61,312)
Charge for the year	26,251	66,946	18,079	111,276
At 31st March 2023	**470,191**	**558,980**	**50,009**	**1,079,180**
Net book value at 31st March 2023	**2,160,402**	**357,036**	**65,432**	**2,582,870**
Net book value at 31st March 2022	2,186,653	368,137	49,222	2,604,012

13 Investments

The Association holds no investments as of 31st March 2023.

14 Debtors

	2023	2022
	£	£
Prepayments	**87,859**	83,875
Accrued income	**27,327**	80,537
Statutory authority debtors	**780,286**	616,357
Trade debtors	**69,554**	126,481
Other debtors	**150**	1,002
Intercompany debtor	**-**	14
Total Debtors	**965,176**	908,266

15	**Creditors**	**2023**	2022
		£	£
	Accruals	**88,043**	84,014
	Taxation and social security	**-**	29,073
	Pension	**12,286**	10,790
	Other Creditors	**48,393**	232
	Deferred income (note 16)	**137,129**	287,657
	Intercompany creditor	**6,333**	46
	VAT due	**7,173**	477
	Trade creditors	**86,857**	79,631
	Total Creditors	**386,214**	491,920

16	**Operating Leases**	**2023**	2022
		£	£
	Equipment:		
	Not more than one year	**1,820**	853
	Greater than one year and less than five years	**3,068**	3,411
	Total operating lease commitments	**4,888**	4,264

17	**Movements in deferred income**	**Local authority income**	**Donations and other income**	**2023**	2022
		£	**£**	**£**	£
	Deferred income at 1st April 2022	208,366	79,291	**287,657**	249,893
	Expended during the year	(478,164)	(347,421)	**(825,585)**	(861,128)
	Income received during the year:	422,138	252,919	**675,057**	898,892
	Deferred income at 31st March 2023	152,340	(15,211)	**137,129**	287,657

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

18	Movement in Funds	At 1st April 2022	Incoming resources	Resources expended	Transfers between funds	At 31st March 2023
		£	£	£	£	£
	Unrestricted funds					
(a)	General Funds	1,210,305	3,531,615	(3,707,065)	**164,860**	**1,199,715**
(b)	Designated Funds	1,060,227	-	-	**(39,860)**	1,020,367
	Total Unrestricted Funds	2,270,532	3,531,615	(3,707,065)	**125,000**	2,220,082
	Restricted funds					
(c)	Bradbury Centre	1,868,785	-	(23,282)	-	**1,845,503**
(d)	Respite Trust Nights and Equipment	-	61,868	(61,868)	-	**-**
(e)	Community Services and Equipment	-	86,468	(86,468)	-	**-**
(f)	Family Services	-	372,629	(372,629)	-	**-**
(g)	Fundraising	-	11,931	(11,931)	-	**-**
(h)	Other	-	36,446	(36,446)	-	**-**
	Total Restricted Funds	1,868,785	569,342	(592,624)	**-**	1,845,503
	Endowment funds					
(i)	Edward Gosling Foundation	-	1,000,000	-	(125,000)	**875,000**
	Total Endowment Funds	**-**	**1,000,000**	**-**	**(125,000)**	**875,000**
	Total Funds	**4,139,317**	**5,100,957**	**(4,299,689)**	**-**	**4,940,585**

Comparatives for movement in funds prior year

	Movement in Funds	At 1st April 2021	Incoming resources	Resources expended	Transfers between funds	At 31st March 2022
		£	£	£	£	£
	Unrestricted funds					
(a)	General Funds	1,191,773	3,101,180	(3,115,773)	**33,125**	**1,210,305**
(b)	Designated Funds	1,093,352	-	-	**(33,125)**	1,060,227
	Total Unrestricted Funds	2,285,125	3,101,180	(3,115,773)	**-**	2,270,532
	Restricted funds					
(c)	Bradbury Centre	1,892,067	-	(23,282)	-	**1,868,785**
(d)	Respite Trust Nights and Equipment	-	28,513	(96,121)	67,608	**-**
(e)	Community Services and Equipment	-	97,424	(144,349)	46,925	**-**
(f)	Family Services	-	397,086	(397,292)	206	**-**
(g)	Fundraising	-	133,319	-	(133,319)	**-**
(h)	Other	-	14,351	(32,931)	18,580	**-**

	Total Restricted Funds	1,892,067	670,693	(693,975)	-	1,868,785
	Endowment funds					
(i)	Edward Gosling Foundation	-	-	-	-	-
	Total Endowment Funds	-	-	-	-	-
	Total Funds	**4,177,192**	**3,771,873**	**(3,809,748)**	-	**4,139,317**

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.

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

Fixed asset replacement reserve	=	250,000
Tangible fixed asset not easily convertible to cash	=	737,367
Additional Assistant Manager Respite Reserve	=	33,000

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

Support for our emergency overnight respite project providing support to families in crisis included £18,700 from St James's Place Charitable Foundation, £10,000 from The Quilter Foundation and £10,000 from The Peter Harrison Foundation.

Much needed equipment in our indoor and outdoor spaces throughout our respite unit have helped to provide fun, sensory play, engagement, and dignity to those staying with us. This has been supported with £2,000 from the Hospital Saturday Fund, £861.89 from Meon Valley Lions Club, £6,295 from Crown Foods, £1,500 from Rasanco and donations raised in memory of a Rose Road young person.

(e) Community

Support for our emergency care project in outreach and respite has included £5,722 from the HIWCF Charles Burnett Fund and funding from The Quilter Foundation. Equipment for these projects, to ensure all children regardless of their support needs can play and have fun, have been provided by John Lightfoot and Finda Recruitment. Donations made in memory of a Rose Road young person have funded changes to our play spaces.

(i) Other

Support for our gardens and cinema room project included £3,000 from Netley Marsh Steam and Craft Show, and donations from our local community in memory of a Rose Road young person.

(j) Endowment reserves

The Association received a large expendable endowment donation of £1,000,000 from the Edward Gostling Foundation towards our core costs. This amazing gift will support Rose Road to build our capacity and financial and organisational wellbeing over the next 8 years. The endowment must be drawn down over an 8 year period at £125,000 a year starting from the year of reporting.

19 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Endowment Funds	2023	2022
	£	£	£	£	£
Fixed assets	737,367	1,845,503	-	**2,582,870**	**2,604,012**
Current assets	1,868,929	-	875,000	**2,743,929**	**2,027,225**
Investments	-	-	-	**-**	**-**
Current liabilities	(386,214)	-	-	**(386,214)**	**(491,920)**
Long term liabilities	-	-	-	**-**	**-**
Total Funds	**2,220,082**	**1,845,503**	**875,000**	**4,940,585**	4,139,317

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

20 Notes to the cash flow statement.

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

	2023	2022
	£	£
Net (outgoing)/ incoming resources	**801,268**	(37,875)
Investment income	**(13,296)**	(1,069)
Depreciation	**111,276**	101,009
(Gain)/loss on Disposal Fixed Asset	**9,958**	(1,566)
(Increase)/ Decrease in Debtors	**(56,910)**	(357,048)
Increase/(Decrease) in Creditors	**(105,706)**	3,550
Net cash (outflow) /inflow from operating activities	**746,590**	(292,999)

20a	**Capital expenditure and financial investment**	**2,023**	2,022
		£	£
	Purchase of tangible fixed assets	**(100,092)**	(70,036)
	Sale of tangible fixed assets	**-**	2,000
	Net cash inflow / (outflow) from investing activities	**(100,092)**	(68,036)

20b	**Returns on investments and servicing of finance**	**2,023**	2,022
		£	£
	Investment income received	**13,296**	1,069
	Net cash inflow / (outflow) from financing activities	**13,296**	1,069

21 Contingent liabilities

The group had no contingent liabilities as at 31 March 2023 or 31 March 2022.

22 Capital commitments

The group had no capital commitments at 31 March 2023 or 31 March 2022.

23 Related party transactions

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

On the 1st April 2012 the finance and IT functions of The Rose Road Association were transferred to Solent Support Solutions Limited, a company which is jointly controlled by The Rose Road Association and Solent Mind. Support Solutions provided services valued at £130,479 during the year to 31st March 2023 (Prior year: £183,362) .The Association owed Solent Support Solutions £6,333 at 31st March 2023 (Prior year: £46). Solent Support Solutions owed the Association £0 at 31st March 2023 (Prior year: £14).

24 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.