







Annual Report

OF THE TRUSTEES AND AUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST MARCH 2024

2023-2024

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 2023 to March 2024. 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.

Contents

Thank you....3
Reference and Administrative Details....4
Our Vision, Mission and Values....5
Message from the Chair - Julie Gomer....6
Governance....6
Public Benefit Entity Compliance....6

Strategy Objectives and Activities....7
- Our Main Activities....8
- Our Positive Outcomes and Impact....9
- Significant Impacts and Achievements....10
- Challenges....11

Departmental Achievements and Performance....12
- Oaks and Acorns Respite Units....12
- Community Services....13
- Avenues....14
- Family Services....15

Fundraising Achievements....16
Fundraising Statement....17

The year ahead and beyond 2023-2028: "Care & Ambition"....18
Principle Risks & Uncertainty....19

Review of the year....20
Principle Funding Sources....20
Fund Movements....21
Statement of Trustees' Responsibilities for the Annual Accounts....24
Independent auditor's report to the members of The Rose Road Association....26

Statement of Financial Activities....29

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.

Beaulieu Beaufort Foundation
Geoff & Fiona Squire Foundation
Gerald Micklem Charitable Trust
Hampshire County Council
LCP Foundation
MACE Foundation
Manali Charitable Trust
Masonic Charitable Foundation
Morrisons Foundation
O'Sullivan Family Charitable Trust
Portsmouth City Council
Richard Kirkman Trust
Screwfix Foundation
South Western Railway
Southampton City Council
St James's Place Foundation
The Department for Education (DfE)
Weinstock Fund
West Berkshire Council
Windruff Charitable Trust



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

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 (resigned October 17th 2023) Jane Lyon-Maris Kym Provan Sam Clough Sheila Stokes White Paul Best Zoe Evans (resigned 27th Feb 2024)
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
Geoff Holt MBE DL
Richard & Jane Smith
Karl & Kim Simmonds
Nina Basset
Bruce Elkins FCA
Nina Schofield
Kerry Swain
Clive & Eryl Thompsett
Mike Andrews
Janice Viveash
Michael Kurn
Alan Blair MBE
Gay Drysdall
Paul Murray MBE
Nick Vaughan
Alice Carroll
Angela Howes

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:



Message from the Chair, Julie Gomer

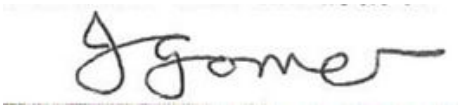


As you will read in this report, it has been another very busy year for everyone at Rose Road. Our brilliant teams have worked hard to reduce waiting lists and to increase the number of young people and families we support. We took the decision to increase the pay for care staff to help tackle the ongoing challenge of recruitment, and I am delighted to see vacancy levels falling dramatically. Balancing this with the needs of our local Commissioning partners has been challenging and we thank them for their compromise and support.

Our purpose-built site, the Bradbury Centre, is starting to show her age and it has been a busy year upgrading and developing our spaces to ensure our young people have the very best experiences when staying with us. We are so very grateful to all our funders and supporters who have made this possible.

The demand and need for our services continues to increase, as does the complexity of the children we care for. We have lots of challenges ahead to ensure we can support all those who need it, including developing our community outreach plans to be more accessible county wide and to ease the pressures on space within the Bradbury Centre.

We couldn't do any of this without our dedicated and passionate staff team and our incredible community of supporters. I thank them sincerely for all they have given this year. I also thank each of our Trustees for the support, knowledge, challenge they bring to their role.



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.

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.

Strategy Objectives and Activities

2023-24 has seen the first year of delivering our new strategy "Care and Ambition". Our short-term Strategic Objectives (Years 1-3) are for improved service delivery, improved choice for service users and improved organisational stability. This year we focused on:

Improved Service Delivery

- Meeting all care packages and reducing waiting lists
- Increased staff retention rates
- Complying with all relevant legislation and maintaining gradings of 'Good' with Ofsted & the Care Quality Commission (CQC)
- Improving quality of estate and increase the adult respite unit by one 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
- ·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 organizational 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



Our Main Activities



Overnight short breaks

We provide 16 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.

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

In the last year we have:

- Maintained our **Good rating with Oftsed** and the Care Quality Commission (CQC)
- Completed and opened the **new bedroom** in our adults respite unit, Oaks (supporting an additional 12 families)
- Invested in our vehicle fleet with the addition of **three new vehicles**
- **Implemented the OneTouch care system** which has transformed our care planning systems and the way we communicate with families.
- Implemented a **new Fundraising CRM** to improve our efficiency and support of donors
- Introduced a performance and behaviors **framework**, re-introduced a **bi-annual family survey**, implemented spot phone call with families to understand their experience, and increased regularity of staff surveys, supervisions and appraisals to improve our standards
- Increased opportunities for community support in **new geographic areas of need** and identified after school provision with partners for this coming year
- **Developed our Youth committee's** terms of references and trained staff in coproduction in readiness for launching the Committee
- Recruited an **Activities Coordinator** and increased the range of activities through young people take part in
- Fundraised for and **created a new sensory room**, soft play area and gardens through our Right to Play project
- Negotiated with our public sector partners to **move closer to a full cost recovery model** for key commissioned services
- Drawn down **Apprenticeship Levy** to cover the costs of and started 7 staff on their apprenticeship development journeys



Challenges

Demand for our services continues to increase, but we are limited by our building capacity. We are working hard to identify and secure suitable available land or buildings in Southampton or Hampshire to develop. We have reviewed our plans to develop a community footprint whilst we focus on growth.

Inflationary pressures and increases in the minimum wage have impacted the costs of delivering statutory services and our view is that those who commission these services should pay for them in full. However, the financial constraints local authorities are experiencing has led to challenging negotiations between us. These are partners we value and who have supported us for many years, and we are grateful for their compromises during this challenging financial period.

We identified having an outsourced finance function as a key risk and a significant focus this year has been bringing our finance team in-house. We have retained the staff and their talent, but have had to invest considerable time and finances in a new Finance system that meets our needs.

April's story, by her Dad, Karl:

April, 23, who has Autism, has been having Respite breaks at Rose Road since she was 6 years old and now uses the Outreach service too, since finishing college.

Karl, says: "April loves going out. She can get really excited about going on trips but can also struggle with extreme anxiety and doesn't always cope well with taking on new activities. But Rose Road are excellent at managing these situations. They get to know her, plan activities around her interests and work so patiently with her".

"She struggles to express how she feels and can become very distressed. And naturally as a young woman, she doesn't really want to be with her parents anyway."

"She wants to be with friends and have some independence from us; she can be herself at Rose Road".

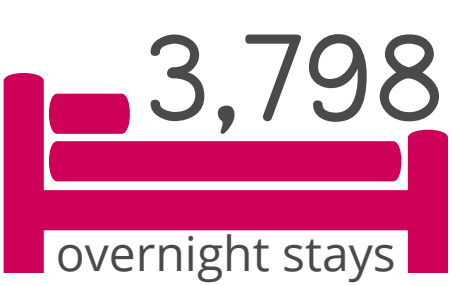


"Rose Road work with us constantly to make sure April is happy. April is social and likes being in a group. She needs stimulation and wants friends. We can't give her all of that, but Rose Road does, and she bonds so well to her Support Workers and is always so excited to go to Rose Road".

"Respite at Rose Road is a lifesaver. We have stayed together as a family thanks to Rose Road!"

Departmental Achievements and Performance

Oaks and Acorns Respite Unit







Key Successes in Oaks and Acorns

Following a consultation with staff we have restructured the Assistant Manager role and split the role into two more focused roles with additional allocated time. This has ensured that we are more effective and compliant in each role and this has been recognised in our monthly Regulation 44 Report as an improved area.

Our new digital care system, One touch, is now embedded and in daily use for all staff and parents/carers. This has considerably improved communication between us and families, and helps us to capture and monitor feedback about overnight respite stays.

We have supported a young person for a year who has been placed in our care. We have had to adapt our bookings at times to accommodate this, facilitate medical appointments/home visits, support wellbeing and physical health. Staff have made positive trusting relationships that have been vital for this period of time.

Challenges Experienced

The past year we were very stretched amongst the management team, and needed to increase the managers we had due to vacant posts and increased workloads. It was a challenge to fill these posts but we have and are now in a great position with a full team in new revised roles.

The need to reduce our agency usage is becoming increasingly prevalent. To do this we have had to increase our staffing establishment to ensure we are recruiting to the correct figures. We currently need 18.1 FTE to meet the needs of the service/establishment.

We have 31 on the waiting list for Oaks and 49 for Acorns. We have had 3 start and 8 in progress. Each time we reduce our waiting list more families are added – we desperately need to increase our reach and capacity to support everyone who needs our help.

Community Services

38,438 hours delivered through Outreach, the Hut and Destinations

130 families

30 Saturday clubs

55 holiday playschemes

Overall Outreach provided 38,438 hours to 130 families between April 2023-April 2024. Broken down, that's **11,542 hours in The Hut** and **26,896 hours in Outreach** (including Destinations, weekends and after-school clubs).

Community Outreach and The Hut

The Outreach Service has continued to grow throughout the year – welcoming both new young people and new support staff to the team – providing day services to adults and weekend/afterschool sessions for children and young people. We have developed an activity schedule, shared by both Outreach and The Hut, including Back Beat Dance, Music Therapy, Boccia and Swimming to name but a few. We have also been able to access a variety of exciting community events including Mocktail making at Orange Rooms, Hydrotherapy in Winchester, Ice Skating, Trips to London, Longleat and a Tour of BBC Radio Solent.





Activities

We continued to offer a range of Activity schemes during the school holidays and Saturday clubs term time at the Bradbury Centre for children across both Southampton and Hampshire. During this year we have delivered 30 Saturday Clubs and 55 Activity Clubs, with over 85 families accessing the sessions. The schemes provide a safe space for young people to explore the environment and opportunities to take part in activities that they may not have otherwise had access too, as well as providing valuable respite to their parents/carers. The activity schemes have been able to access a range of activities thanks to the Activities project including a visit from Wonderdome Mobile Planetarium and The Bubble Workshop.

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

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** 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

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 2,337 families during the year. This is an increase of 33%.

Key successes in Family Services:

- Secured further funding for Southampton SENDIAS services until 31st January 2025 & West Berkshire SENDIAS services until July 2025
- Increasing SENDIASS focus on empowering parents/carers, children, and young people to self-advocate. This is demonstrated by over **56,042 website page views** for resources and information, that is an increase of 87%.
- 2,337 families supported with information, advice and guidance on education, health, and social care. This is a 33% increase from the previous 12 months
- We have been supporting the Hampshire Parent Carer Network (HPCN) for the last 4 years. The year the project delivered over **60 Get Togethers** across the county and as part of the Future in Mind Project, ran **60 specialist workshops** and sessions to support the mental health of parent carers and the young people in their lives (with **1,413 attendees** in total). Our Steering Group Members and Parent Representatives attended on average 50 workstream meetings per quarter across a range of themes, and held over 18 Steering Group meetings.

Key Challenges:

- Demand on the SENDIAS services is increasing year on year with a further 33% 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
- Alongside a very active year of events and shaping services the HPCN Steering Group have been working towards becoming an independent CIC. There was much activity involved to move away from Rose Road's support as of 31st March 2024. This included: Setting up and registering a CIC, moving staff via TUPE, writing new safeguarding and governance policies, developing a transition plan, opening a new bank account and re-negotiating new contracts with commissioners. HPCN and Rose Road continue to have a positive relationship during a transition period. We would like to thank the Steering Group volunteers for all their hard work and wish them well for the future.

Fundraising

Fundraised income for 23/24 has grown broadly in line with the Fundraising Growth Strategy approved by the Board of Trustees in 2022. Overall income has grown as expected – there appears to be a slight drop in community income but this can be attributed to more accurate income categorization (and is shown as an increase in other areas such as corporate events). We have seen a steady growth in support from trusts and foundations who have been receptive to open and honest conversations about our work and impact. In the past we have been fearful that a strong statutory income presence may be harmful to our fundraising efforts, we are now finding the contrary, with our commissioning partners highlighting the importance and value of our charitable activities to other potential donors.



This year has seen us focus on fundraising to improve our estate and build the capacity of our care teams to deliver a wider range of activities and play opportunities. Thanks to support from our local community, corporate partners and trusts and foundations we have re-landscaped our young adults' respite garden, redeveloped our sensory rooms and soft play centre, replaced our flooring to encourage more independent movement and provided a year-long Community Activity Project.

Challenges:

We know that families of disabled people are disproportionately affected by the cost of living crisis, we are also seeing a marked increase in the complexity of both health and social care needs of those coming to Rose Road for help. In the year ahead we will be doubling our efforts to raise funds for our Emergency Respite Project – Emergency respite funding allows us to direct support where it is needed most when it is needed most. This year we have supported families through bereavement, families receiving cancer treatment, families who have no other means of support and families who are just at crisis point and need additional help.

We are lucky enough to be supported by a brilliant network of local businesses. We are a lean fundraising team and we acknowledge that we can support our local business community better and are working with some of our corporate partners to better understand their needs and motivations in delivering their business services responsibility.



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.

The year ahead and beyond 2023 - 2028: "Care & Ambition"

We will continue to deliver against our business plan "Care and Ambition".

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

Prinicple Risks and Uncertainties

A Risk Register is used to identify and monitor the management of key operational and strategic risks to Rose Road. The Trustee Board reviews the Risk Register annually and sub-committees routinely review specific risks. Refinements to the risk management framework and to the scoring of risks is being trialled to further strengthen governance of risk as the Association grows.

When reviewing risk, the Trustees consider

- The significant risks to which Rose Road is exposed
- The potential impact and probability associated with each risk
- Controls in place or required to mitigate each risk

Risks are categorised between Strategic, Operational, Financial and Compliance.
Scoring is used to identify higher risks where closer monitoring is required.

The highest risks identified within each category are as follows:

- **Strategic:** Service delivery failure or loss of contracts/funding agreements
- **Operational:** Recruitment and retention of staff
- **Financial:** Cashflow and Failure to deliver to agreed budgets
- **Compliance:** Ensuring compliance with, and implementation of, the statutory requirements of all of our regulators

The Association proactively monitors new and emerging risks through the Strategy Committee.

Review of Financial Performance

Financial performance for the year ending 31st March 2024 shows a Net Outgoing Resources position of (£265,986) against budgeted Net Outgoing Resources of (£153,200), a variance of (£111,786).

Total Net Outgoing Resources were £265,986, however, the underlying deficit position was £107,808, once the effect of the reserve transfer of £33,178 and the endowment income of £125,000 for the year have been excluded.

The Association is releasing Endowment Reserves of £125,000 each year from money it has received from the Edward Gosling Foundation. This is planned expenditure to invest in the development of the Association over an eight-year period.

There are several reasons for the £107,808 underlying deficit position, including:

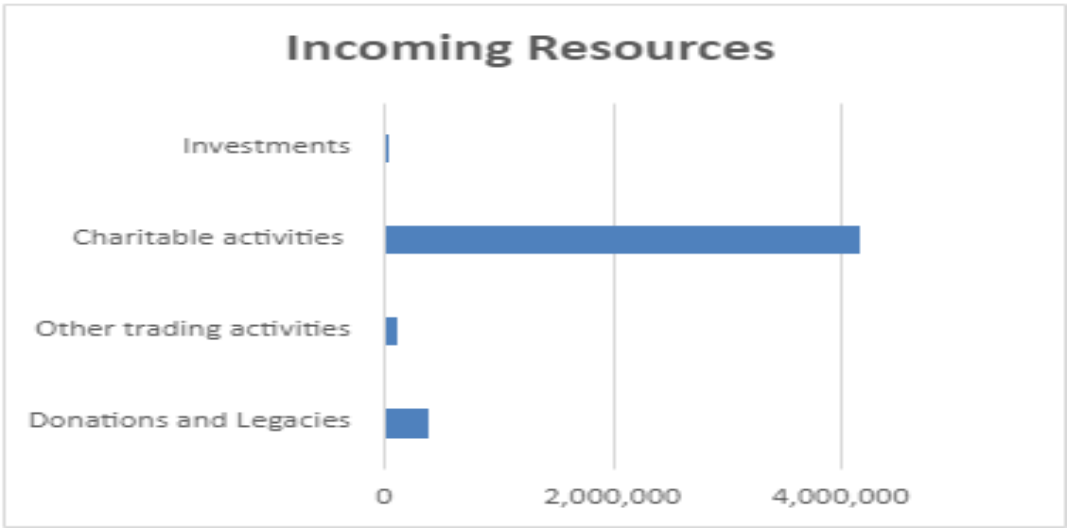
- Vacancies in staff establishment as resulted in very high agency costs in Respite and this has also impacted on our ability to meet growth targets in Outreach and Activities services.
- During the year our Finance service was brought back inhouse this resulted in higher than expected costs.
- Higher IT infrastructure and support costs.

The finance and IT costs in the year are considered to be one off charges for the Association and a small surplus position has been budgeted for the 2024/25 financial year.

However, we have seen better than expected financial performances in Outreach and Family services, Fundraising and Trading Activities.

Principal Funding Sources

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



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

The principal funding sources are derived from incoming resources from charitable activities, which accounts for 88% or £4,165,008 of Association's total income.

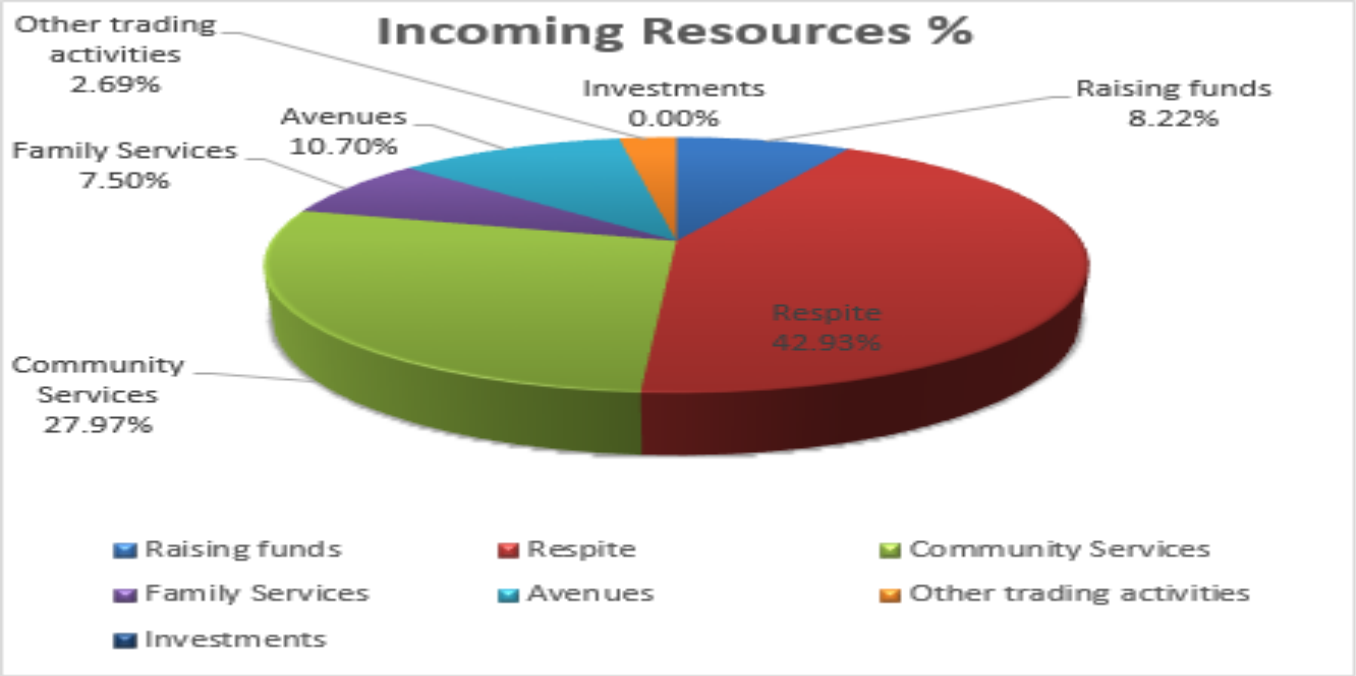
Fund Movements

Net Outgoing Resources

Total net outgoing resources from all operations for the year amounted to (£265,986), compared to £801,268 incoming resources in 2023/24 and represents (5.64%) (22/23: 15.71%) of total incoming resources for the period.

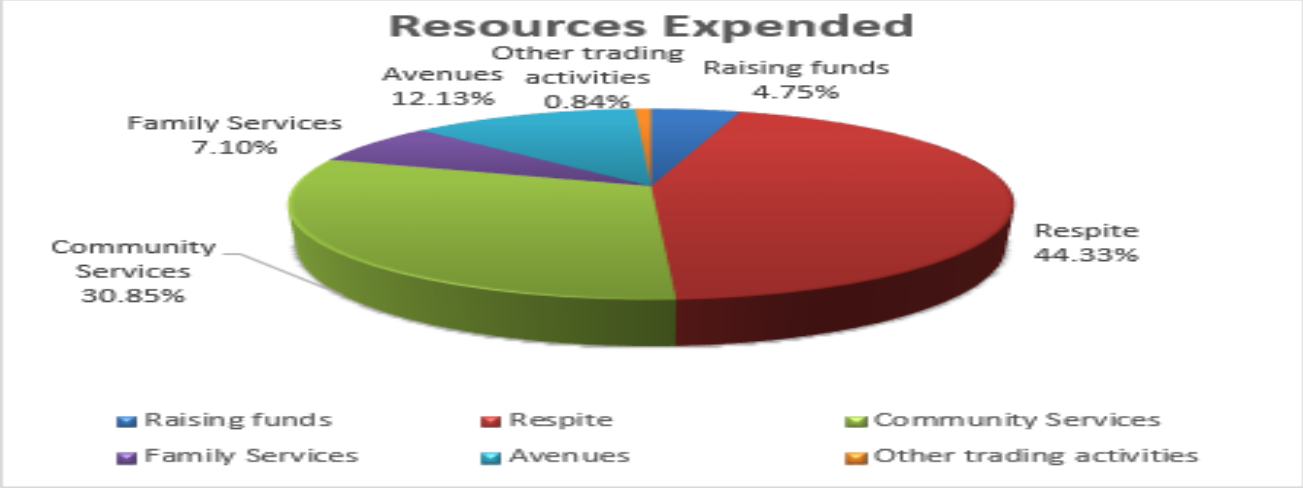
Incoming Resources

Incoming Resources for the year totalled £4,718,644, a decrease of (7.49%) (£382,293) on last year (2022/23: £5,100,957).



Resources Expended

Resources expended for the year totaled £4,984,650, an increase of 15.93% £684,961 on last year (2022/23 £4,299,689).



Capital Expenditure

The Association's capital expenditure for the year amounted to £209,875 compared to £100,092 in 2022/23.

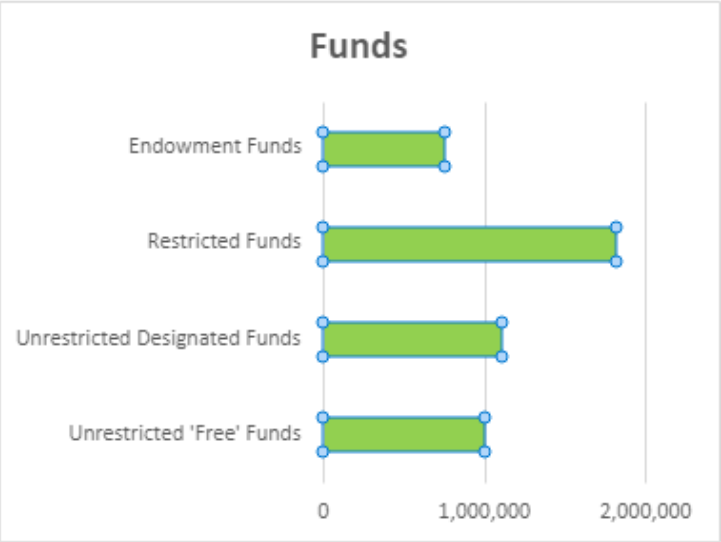
Funds

Unrestricted Funds - total net outgoing resources for the year amounted to (£117,704)

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 (£125,000) which is a donation from the Edward Gosling Fund.

Total funds as at 31st March 2024 stand at £4,674,599 of which £2,102,378 relates to unrestricted funds, £1,822,221 relates to restricted funds, which is the net book value of the Bradbury Centre building and £750,000 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 2024, 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 £852,835.
- A designated fund to reflect the risk of major unplanned expenditure being required on the Bradbury Centre or its equipment of £250,000.

- A General Fund to provide working capital equivalent to between 2 and 4 months operating expenditure of £999,543. The General Fund currently stands at 2.4 months operating expenditure cover.

At 31st March 2024, the unrestricted General Fund fell within the range required by the policy.

The Association has Restricted Reserves of £1,822,221 - this represents the original cost of the Bradbury Centre before any capital improvements.

The Association has Endowment Reserves of £750,000 in relation to a donation of £1,000,000 received in 22/23 from the Edward Gosling Foundation of which £125,000 is to be released each year for an eight-year period.
.
A detailed breakdown of all reserves held by the group can be seen in Note 18 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 22nd October 2024.

Julie Gomer
Director and Chair of Trustees

Chris Sirl
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 2024 which comprise the 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 2024 and of its incoming resources and application of resources, including 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

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

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

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

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report which includes the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report 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 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 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 Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charity 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.

Our 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.
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:
- enquiry of entity's staff to identify any instances of non-compliance with laws and regulations;
- reviewing minutes of meetings of those charged with governance;
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and
- 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 our report

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 company and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

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: 22nd October 2024.

The Rose Road Association

Statement of Financial Activities

For the Year Ended 31st March 2024

	Note	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2024	Total Funds 2023
		£	£	£	£	£
INCOME AND ENDOWMENTS FROM						
Donations and Legacies	2	201,983	182,171	-	**384,154**	**1,309,839**
Charitable activities	3	4,165,008	-	-	**4,165,008**	**3,662,950**
Other trading activities	4	17,568	-	-	**17,568**	**15,055**
Investments	5	43,881	-	-	**43,881**	**13,296**
Other Income	6	108,053	-	-	**108,053**	**99,817**
Total incoming resources		4,536,493	182,171	-	**4,718,664**	5,100,957
EXPENDITURE ON						
Raising funds	7					
- Fundraising		236,973	-	-	**236,973**	220,908
- Trading Activities		42,049	-	-	**42,049**	49,586
Charitable activities	8	4,500,175	205,453	-	**4,705,628**	4,029,195
Total resources expended		4,779,197	205,453	-	**4,984,650**	4,299,689
NET INCOMING/(OUTGOING) RESOURCES		(242,704)	(23,282)	-	**(265,986)**	**801,268**
Transfer between funds		125,000	-	(125,000)	-	-
NET MOVEMENTS IN FUNDS		(117,704)	(23,282)	(125,000)	**(265,986)**	801,268
Reconciliation of funds						
Fund balances at 1 April 2023		2,220,082	1,845,503	875,000	**4,940,585**	4,139,317
Fund balances at 31 March 2024		2,102,378	1,822,221	750,000	**4,674,599**	4,940,585

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

Balance Sheet

At 31st March 2024

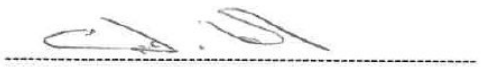
	Note	2024	2023
		£	£
FIXED ASSETS			
Tangible assets	12	**2,675,056**	**2,582,870**
Investments	13	**-**	-
		2,675,056	2,582,870
CURRENT ASSETS			
Debtors	14	**1,162,744**	965,176
Cash at bank and in hand		**1,493,668**	1,778,753
		2,656,412	2,743,929
LIABILITIES			
Creditors: Amounts falling due within one year	15	**656,869**	386,214
NET CURRENT ASSETS		**1,999,543**	2,357,715
TOTAL ASSETS LESS CURRENT			
		4,674,599	4,940,585
LIABILITIES			
Liabilities: Amounts falling due after more than one year		**-**	-
TOTAL NET ASSETS		**4,674,599**	4,940,585
FUNDS	18		
Unrestricted funds			
General Fund		**999,543**	1,199,715
Designated Fund		**1,102,835**	1,020,367
Total Unrestricted Funds		**2,102,378**	**2,220,082**
Restricted funds		**1,822,221**	**1,845,503**
Endowment funds		**750,000**	**875,000**
TOTAL FUNDS		**4,674,599**	**4,940,585**

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 22nd October 2024 and were signed on its behalf by:



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



Chris Sirl

Consolidated Cash Flow Statement
For the Year Ended 31st March 2024

	Note	2024	2023
		£	£
Net cash (outflow)/ inflow from operating activities	**20**	**(119,109)**	746,590
Net cash (outflow)/ inflow from investing activities	**20a**	**(209,857)**	(100,092)
Net cash inflow / (outflow) from financing activities	**20b**	**43,881**	13,296
(Decrease)/ Increase in cash in the year		**(285,085)**	659,794
Net funds at 1st April 2023		**1,778,753**	**1,118,959**
Net cash at bank at 31st March 2024		**1,493,668**	1,778,753

Notes to the Financial Statements
For the Year Ended 31st March 2024

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 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.

1.3 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 accrual's 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.

1.4 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.

1.5 Tangible fixed assets

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

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

1.6 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.

1.7 Operating leases

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

1.8 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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

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

1.9 Going Concern

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

1.10 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.

Notes To the Financial Statements For The Year Ended 31st March 2024

2	Voluntary fundraising income	Unrestricted £	Restricted £	Endowment £	2024 Total £	2023 Total £
	Trusts	36,190	177,081	-	**213,271**	1,148,351
	Community	104,005	4,118	-	**108,123**	122,553
	Corporate	47,358	972	-	**48,330**	29,266
	Events	-	-	-	**-**	4,985
	Major Donors	14,430	-	-	**14,430**	4,684
	Total Fundraising Income	**201,983**	**182,171**	**-**	**384,154**	1,309,839

3	Incoming Resources from Charitable Activities	Respite Services £	Community Services £	Family Services £	Avenues £	2024 Total £	2023 Total £
	Contractual payments from Local Authorities	2,005,985	1,234,388	-	499,838	**3,740,211**	3,105,964
	Grants received for revenue purposes	-	52,215	351,581	-	**403,796**	459,015
	Other incoming resources from charitable activities	780.60	20,963	(945)	202.50	**21,001**	97,971
	Total Charitable Activities income	**2,006,766**	**1,307,566**	**350,636**	**500,041**	**4,165,008**	3,662,950

4	Charity shops and other trading income	2024 £	2023 £
	Facilities	**17,568**	15,055
	Total Trading income	**17,568**	15,055

5	Investment income	2024 £	2023 £
	Interest receivable	**43,881**	13,296
	Total Investment income	**43,881**	**13,296**

6	**Other income**	**2024**	2023
		£	£
	Rosewood School	**94,343**	83,788
	Miscellaneous	**13,710**	16,029
	Total Other income	**108,053**	99,817

7a	**Raising funds - Fundraising costs**	**2024**	2023
		£	£
	Fundraising costs	**216,061**	201,154
	Support costs	**19,776**	18,618
	Governance costs	**1,136**	1,136
	Total Fundraising costs	**236,973**	220,908

7b	**Raising funds - Trading Activities including Other Income costs**	**2024**	2023
		£	£
	Facilities	**38,210**	47,860
	Support costs	**3,483**	1,370
	Governance costs	**356**	356
	Total Trading Activities costs	**42,049**	49,586

8	**Charitable activities costs**	**2024**	2023
		£	£
	Respite	**1,950,157**	1,630,683
	Community Services	**1,365,791**	1,103,711
	Family Services	**309,719**	377,656
	Avenues	**539,412**	554,772
	Support costs	**510,627**	333,282
	Governance costs	**29,922**	29,091
	Total Charitable Activities costs	**4,705,628**	4,029,195

9	**Analysis of Support and Governance Costs**	**Trading Activities**	**Raising Funds**	**Respite Services**	**Community Services**	**Family Services**	**Avenues**	**2024**	2023
		£	**£**	**£**	**£**	**£**	**£**	**£**	£
	Management	554	3,147	39,010	25,813	6,636	9,791	**84,951**	77,443
	Finance	1,445	8,202	101,679	67,282	17,295	25,520	**221,423**	121,165
	Human Resources	662	3,761	46,629	30,855	7,932	11,703	**101,542**	70,049
	Information Technology	822	4,666	57,847	38,278	9,840	14,519	**125,972**	84,613
	Governance	356	1,136	14,366	9,506	2,444	3,606	**31,414**	30,583
	Total Support costs	3,839	20,912	259,531	171,734	44,147	65,139	**565,302**	383,853

9a	Governance Costs	2024	2023
		£	£
	Allocated staff salaries for accounts and annual report preparation	**3,758**	3,606
	Allocated staff salaries for attendance at trustee meetings	**9,285**	8,750
	Allocated staff salaries for company secretary work	**884**	930
	Allocated staff salaries for trustee liaison and strategy work	**8,179**	7,656
	Auditors' remuneration	**9,307**	9,640
	Total Governance costs	**31,413**	30,582

10	Resources expended by the charity includes:	2024	2023
		£	£
	Depreciation	**114,363**	111,276
	Auditors' remuneration	**9,307**	9,640
	Operating Leases - Equipment	**4,888**	4,888

11	Staff costs for the charity	2024	2023
		£	£
	Salaries and other costs	**2,860,031**	2,339,994
	Social security costs	**192,915**	155,789
	Pension costs	**74,028**	59,668
	Total Staff costs	**3,126,974**	2,555,451

11 Key Management Personnel

a Remuneration

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

	2024	2023
£70,000 to £79,999	**-**	1
£80,000 to £89,999	**1**	1

	2024	2023
	£	£
The total amount of remuneration to key management personnel, including employer pension and NI, for their services to the charity during the year was:	**323,597**	240,733

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 £74,028. (Prior year: £59,668)
At the yearend employer and employee pension contributions totalling £15,640 were owed to the schemes. (Prior year: £12,286)

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	
	2024	2023	**2024**	2023
Respite Service	**68**	60	**58**	42
Community services	**67**	58	**42**	33
Family Services	**15**	18	**9**	11
Avenues	**-**	-	**-**	-
Strategic Charity Development	**1**	1	**1**	1
Raising Funds	**6**	6	**6**	5
Trading Activities	**1**	1	**-**	-
Administration	**6**	5	**5**	5
Total	**164**	149	**121**	97

12 Tangible fixed assets

	Freehold Land & Buildings	Equipment	Motor vehicles	Total
	£	£	£	£
Cost				
At 1st April 2023	2,630,593	916,016	115,441	3,662,050
Additions	34,556	152,306	22,995	209,857
Disposals	-	(1,835)	-	(1,835)
At 31st March 2024	**2,665,149**	**1,066,487**	**138,436**	**3,871,907**
Depreciation				
At 1st April 2023	470,191	558,980	50,009	1,079,180
Disposals	-	(679)	-	(679)
Charge for the year	24,281	69,294	22,940.46	116,515
At 31st March 2024	**494,472**	**627,595**	**72,949**	**1,195,016**
Net book value at 31st March 2024	**2,170,677**	**438,892**	**65,487**	**2,675,056**
Net book value at 31st March 2023	2,160,402	357,036	65,432	2,582,870

13 Investments

The Association holds no investments as of 31st March 2024.

14 Debtors

	2024	2023
	£	£
Prepayments	**92,311.55**	87,859
Accrued income	**9,939**	27,327
Statutory authority debtors	**1,010,050**	780,286
Trade debtors	**50,343**	69,554
Other debtors	**100**	150
Total Debtors	**1,162,744**	965,176

15 Creditors

	2024	2023
	£	£
Accruals	**125,578**	88,043
Taxation and social security	**44,490**	-
Pension	**15,641**	12,286
Other Creditors	**105,365**	48,393
Deferred income (note 16)	**76,093**	137,129
Intercompany creditor	**-**	6,333
VAT due	**1,415**	7,173
Trade creditors and credit card	**288,287**	86,857
Total Creditors	**656,869**	386,214

16 Operating Leases

	2024	2023
	£	£
Equipment:		
Not more than one year	**1,984**	1,820
Greater than one year and less than five years	**2,805**	3,068
Total operating lease commitments	**4,789**	4,888

17	Movements in deferred income	Local authority income	Donations and other income	2024	2023
		£	£	£	£
	Deferred income at 1st April 2023	152,340	(15,211)	**137,129**	287,657
	Expended during the year	(604,502)	(129,573)	**(734,075)**	(825,585)
	Income received during the year:	489,426	183,613	**673,039**	675,057
	Deferred income at 31st March 2024	37,264	38,829	**76,093**	137,129

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 2023	Incoming resources	Resources expended	Transfers between funds	At 31st March 2024
		£	£	£	£	£
	Unrestricted funds					
(a)	General Funds	1,199,715	4,503,315	(4,746,019)	**42,532**	**999,543**
(b)	Designated Funds	1,020,367	33,178	(33,178)	**82,468**	1,102,835
	Total Unrestricted Funds	2,220,082	4,536,493	(4,779,197)	**125,000**	2,102,378
	Restricted funds					
(c)	Bradbury Centre	1,845,503	-	(23,282)	-	**1,822,221**
(d)	Respite Trust Nights and Equipment	-	46,054	(53,554)	-	**(7,500)**
(e)	Community Services and Equipment	-	55,805	(55,805)	-	**-**
(f)	Family Services	-	188	(188)	-	**-**
(g)	Fundraising	-	-	-	-	**-**
(h)	Other	-	80,124	(72,624)	-	**7,500**
	Total Restricted Funds	1,845,503	182,171	(205,453)	**-**	1,822,221
	Endowment funds					
(i)	Edward Gostling Foundation	875,000	-	-	(125,000)	**750,000**
	Total Endowment Funds	**875,000**	**-**	**-**	**(125,000)**	**750,000**
	Total Funds	**4,940,585**	**4,718,664**	**(4,984,650)**	**-**	**4,674,599**

Comparatives for movement in funds prior year

	Movement in Funds	At 1st April 2022	Incoming resources	Resource 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**

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	=	852,835

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 Place, £12,500 from Masonic Charitable Trust, £4,517 from Weinstock Fund and £5,415 from The Gerald Micklem Charitable Trust,

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 £4,922 through donations.

(e) Community

We received £55,405 from South Western Railway to run an Activities Scheme and £400 through donations.

f) Family

We received a donation of £188.

(g) Other

Support for our gardens and soft play area included £36,785 from the Edwin Gosling Foundation, £9,136 from The Morrisons Foundation, £4,203 from the Screwfix Foundation, £7,500 from the Masonic Charitable Foundation and £22,500 from the MACE Foundation.

(h) Endowment reserves

The Association in 22/23 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**	**2024**	2023
		£	**£**	**£**	**£**	£
	Fixed assets	852,835	1,822,221	-	**2,675,056**	2,582,870
	Current assets	1,906,412	-	750,000	**2,656,412**	2,743,929
	Investments	-	-	-	**-**	-
	Current liabilities	(656,869)	-	-	**(656,869)**	(386,214)
	Long term liabilities	-	-	-	**-**	**-**
	Total Funds	**2,102,378**	**1,822,221**	**750,000**	**4,674,599**	4,940,585

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	2024	2023
	£	£
Net (outgoing)/ incoming resources	**(265,986)**	801,268
Investment income	**(43,881)**	(13,296)
Depreciation	**116,515**	111,276
(Gain)/Loss on Disposal Fixed Asset	**1,156**	9,958
(Increase)/ Decrease in Debtors	**(197,568)**	(56,910)
Increase/(Decrease) in Creditors	**270,655**	(105,706)
Net cash (outflow) /inflow from operating activities	**(119,109)**	746,590

20a Capital expenditure and financial investment

	2024	2023
	£	£
Purchase of tangible fixed assets	**(209,857)**	(100,092)
Sale of tangible fixed assets	**-**	
Net cash inflow / (outflow) from investing activities	**(209,857)**	(100,092)

20b Returns on investments and servicing of finance

	2024	2023
	£	£
Investment income received	**43,881**	13,296
Net cash inflow / (outflow) from financing activities	**43,881**	13,296

21 Contingent liabilities

The group had no contingent liabilities as at 31 March 2024 or 31 March 2023.

22 Capital commitments

The group had no capital commitments at 31 March 2024 or 31 March 2023.

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. On the 1st November 2023 the Association brought its Finance and IT services back in house. Support Solutions provided services valued at £118,106 during the year to 31st March 2024 (Prior year: £130,479). The Association owed Solent Support Solutions £43,317 at 31st March 2024 (Prior year: £6,333). Solent Support Solutions owed the Association £0 at 31st March 2023 (Prior year: £0).

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.