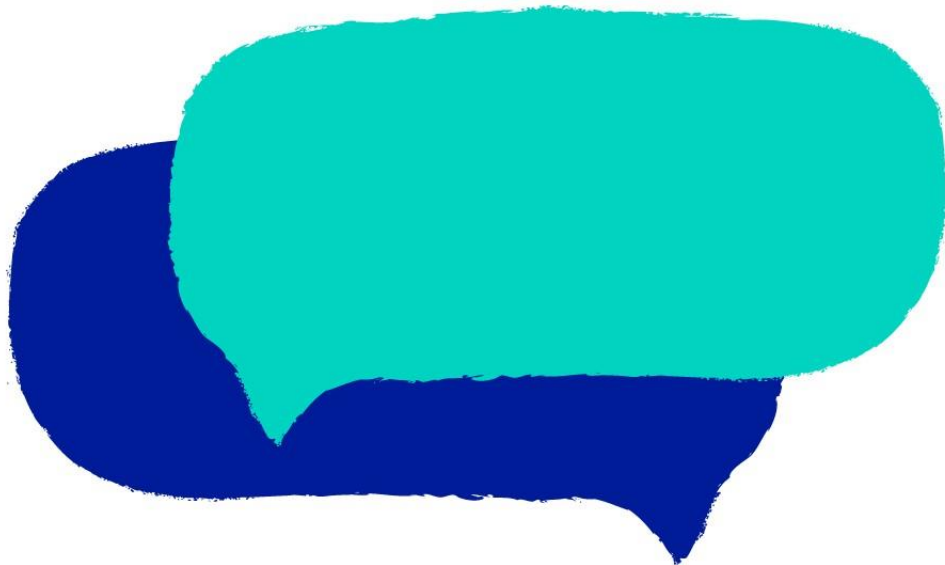


Charity registration number 1101071

Company registration number 4781936 (England and Wales)

RESPONSE ORGANISATION
ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022



Response
Together we can achieve change

RESPONSE ORGANISATION

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	C Buchuck-Wilsenach	
	D Edwards	
	S Gill	(Appointed 18 August 2021)
	R Leece	(Appointed 15 April 2021)
	E Nicholson	
	R Sutcliffe	
	W Woodhouse	(Appointed 3 November 2021)
	J Yates	(Appointed 15 April 2021)
	N Inge	(Appointed 3 November 2022)
Secretary	H Sandhu	
Charity number	1101071	
Company number	4781936	
Registered office	A G Palmer House Morrell Crescent Littlemore Oxford OX4 4SU	
Auditor	Critchleys Audit LLP Beaver House 23-38 Hythe Bridge Street Oxford OX1 2EP	
Solicitors	Freeths Spires House 5700 Oxford Business Park South Oxford OX4 2RW	

RESPONSE ORGANISATION

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RESPONSE ORGANISATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2022

The Trustees present their report and the audited financial statements of the Charity and its subsidiary for the year ended 31st March 2022. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

Response Organisation controls Raw Workshop, a charitable company registered in England and Wales (registered charity number: 1014416). These accounts therefore consolidate the results of both entities.

Reference and Administrative Details

Response Organisation is a charitable company limited by guarantee. It is registered as a charity (No. 1101071) and a company (No. 4781936). Details of Trustees, Executive Officers and external advisers are given on the legal and administrative information page.

Objectives and activities

Purposes and Aims

Our charity's purposes, as set out in the objects contained in the charitable company's Memorandum of Association, are to:

- benefit the public by supporting the statutory services to provide services for people with enduring mental health problems and/or complex needs and
- provide appropriate mental health care and support services that are readily accessible to those who need them so that they can maintain optimum levels of independence.

Ensuring our work delivers our aims

We review our aims, objectives and activities each year. The review looks at what we achieved and the outcomes of our work in the previous twelve months; at the success of each key activity and the benefits they have brought to those groups of people we are set up to help. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they set.

The focus of our work

- We believe that everyone has the right to high quality accommodation, care and support and that these are vital components of mental wellness
- We recognise that in order to continually improve the services we offer, we need to listen to, and be guided by, the people who use or come into contact with our services
- We believe that in order to provide high quality services, we need to invest in our staff team and help them develop their skills.

Strategic Report

Response has two main missions:

1. To support adults with serious mental illness and complex needs live as independently as possible, by providing recovery-focused care support within the community and our supported housing properties
2. To work with children, young people and their families to help them have a healthy approach to their wellbeing and mental health, and live in a safe and supportive environment.

Our Values:

- Caring
- Safe
- Aspirational
- Creative

RESPONSE ORGANISATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Our Strategic Objectives:

We will achieve our mission through the delivery of five strategic objectives:

1. We will provide good-quality, appropriate housing that provides each resident with a safe home, enables recovery, and promotes wellbeing

We will determine the success of this objective by measuring customer satisfaction levels and performance against health and safety requirements. Our continuous improvement programme for housing will focus on the following:

- Client and customer focus – to ensure all services are focused on improving the quality of life for residents, and we work well with for our landlords
- Safety – for residents, colleague, landlords and neighbours to work together to ensure properties are safe and of the highest standard, using our co-designed housing standards model, and to ensure all voices are heard.
- Timeliness – to provide simple ways to report maintenance needs that are responded to within our KPIs and service level agreements
- Appropriate provision – to provide different types of accommodation to best meet individual needs.

2. We will support more adults to lead safe, fulfilling lives by providing high-quality, evidence-based support services which promote wellbeing, recovery and independence

We will measure success based on the successful outcomes for all our clients. The Response recovery model has been implemented across services in Berkshire, Oxfordshire and Buckinghamshire (BOB). Colleagues are in the process of completing training in RReM360 and we have refocussed service audits to ensure we are embedding a continuous improvement approach to care and support.

Our continuous improvement programme for Adult Services will focus on the following:

- Recovery – to provide a recovery-focused service that puts the client's recovery at the centre of all decisions and living in the least restrictive environment and gaining as much independence and autonomy as possible.
- Recruitment and Retention. To provide high quality care we need to attract and keep staff who embrace our values and who are highly motivated. We will ensure that we respond to feedback to improves working conditions, through training, supervision and career opportunities. As well as through pay and other reward schemes.
- Customer involvement – we will improve how we involve our experts by experience to ensure we in areas that are important to them and that they have a central role in redesign and service improvement going forward.
- Customer satisfaction – we will improve the way we gather feedback to enable voices to be heard and to ensure our experts by experience are helping to continuously shape support services provided
- Quality – we will adopt quality improvement methods. We will review internal audit methodology to ensure they have a quality improvement focus and provide us with the information needed to implement quality improvement cycles. We will achieve ReSET and Care Quality Commission (CQC) Good rating - or higher – in all services
- Innovation – We will work with partners in the Oxfordshire Mental Health Partnership to review and redesign services where needed to improve our offer and to ready us for the next mental health contract which is likely to be in 2023/24. We will make the most of partnerships across BOB to continue to deliver a wide range of services for people with serious mental illness.
- Digital Inclusion – Response recognises that our clients should be enabled to participate in the digital world and navigate the often-complex systems that offer access to benefits, utilities and support through connected devices. Response will endeavour to include offers and programmes of support that help reduce our client's exposure to digital poverty in an increasingly technologically connected environment.
- Physical health. We will continue to have a focus on improving physical health. Supporting clients to attend annual physical health checks. We will continue to offer support clients to reduce or quit smoking. We will increase the interventions that we offer in the physical health clinics on the campus to enable ECGs to be taken on site

RESPONSE ORGANISATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

3. We will be recognised as the leading provider of high quality and evidenced-based mental health and wellbeing services for children and young people who help them to achieve and are highly effective in building resilience, independence and a sense of wellbeing

We will determine success based on positive outcomes for children and young people across a growing geographical span of our services in the South-East region. Our continuous improvement programme for children and young people's services will focus on the following:

- Improved outcomes – high-quality support for children and young people to provide preventative and early intervention programmes, avoiding the need for 'step up' services
- Engagement & Satisfaction – the voice of children & young people will be at the heart of all we do, ensuring active participation the design, delivery and evaluation of service provision
- Inclusion – increased targeted provision committed to ensuring children and young people's services are focused on diversity and inclusiveness to enable and ensure equality of access for all
- Partnership – develop our children and young people's brand and position Response as the leading provider through collaboration with other skilled and experienced third sector organisations and statutory bodies.

4. Response will be recognised as a great place to work, where our people feel valued and are given opportunities to develop and learn

We will measure success by recruiting and retaining the best possible people to support our clients and provide them with the skills, training and autonomy to do their job well. When our colleagues are feeling well, the outcomes of our clients improve so we will work with them to ensure they can have a good day at work. Our people strategy focuses on:

- Equality, Diversity & Inclusion at all levels of the organisation
- Career pathways that enhance development and skills
- Apprenticeship schemes and qualifications
- Colleague wellbeing and happiness
- Recognition and benefits.

5. We will have robust internal systems and processes which provide a platform for high quality services, financial stability, and sustainable growth

- Efficiency – automating key processes by investing in technology to drive digital transformation
- Smarter spending – embedding a culture of cost awareness, efficiency and value to reinvest cost savings to increase our impact
- Environmental impact – integrate environmentally friendly initiatives across our services to reduce CO2 emissions.

RESPONSE ORGANISATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

How are we going to achieve this?

We have set ourselves ambitious targets over the next three years to make sure we are continually improving the services provided to residents and service users. The table below highlights the targets we have set to achieve by 2025. These targets are supported by an annual business plan which details how we plan to achieve these outcomes.

Response Strategic Plan: 2025 Targets				
We will provide good quality, safe housing across BOB	We will support more adults to lead safe, fulfilling lives	We will be recognised as the leading provider of mental health and wellbeing services for children and young people.	We will be recognised as a great place to work	We will have financial stability, safety, compliance and sustainable growth
KEY MEASURE 100% meet the Decent Homes Standard 100% Health & Safety compliance achieved.	KEY MEASURE: 70% of clients show improvement in recovery. 30% of clients have moved to a less intensive housing provision.	KEY MEASURE: 10% increase year in year in the number of children & young people accessing our services 75% of children & young people will show improvements in their mental health.	KEY MEASURE: 73% of staff will remain working for Response.	KEY MEASURE: 100% contracts are financially viable in line with financial regulations Achieve "green" in all areas of the Oxon Safeguarding Board Safeguarding Audit Tool

How our activities deliver public benefit

Our main activities, and who we try to help, are described below. All our charitable activities focus on improving the lives of people with enduring mental health issues and complex needs.

Who used and benefited from our services

Response works across Berkshire, Oxfordshire and Buckinghamshire providing a person-centred recovery focussed model of care. Our core client group consists of 320 vulnerable adults with complex mental health conditions and addictions living in our supported housing portfolio of 275 maintained properties or benefiting from our Home Care service for people with serious mental illness requiring domiciliary care support.

We use evidence-based practices to work with our clients, and we have a track record of keeping people out of hospital by working in collaboration with our National Health Service (NHS) mental health partners.

We also provide tailored mental health and wellbeing services to over 4,700 children, young people and their families in Oxfordshire, working in collaboration with a wide range of partner organisations. Our extensive range of programmes allow us to respond to children and young people's needs through engaging and impactful practice, using modern approaches to Cognitive Behavioural Therapy (CBT), Dialectical Behaviour Therapy (DBT) and Solution Focussed Therapies.

In early 2020 Response was awarded the contract to provide housing for 16-17 year olds across Oxfordshire as part of the Young People Supported Accommodation (YPSA) pathway. The support for this age group is being provided by Oxfordshire County Council. Response was also awarded the contract to provide housing and support for 18-24 year olds in the YPSA pathway. Response has subcontracted the support element of this service to Oxfordshire Youth.

RESPONSE ORGANISATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Achievements and performance Children and Young People (CYP)

Mental Wealth Academy (MWA)

The Mental Wealth Academy aims to support young people aged 16-25 years with their mental health and well-being needs through a personalised 12-week support programme delivered on a 1 to 1 in person or virtually (in addition there is group work and a Mental Health Ambassador scheme in Oxfordshire). This service aims to work towards addressing the system gap that young people often fall through, between young people and adult services.

"We in the mental health team here at Bath Spa University have found it very helpful to have a service to refer young people to where they are responded to in a timely manner and are offered interventions tailored to their needs. At a time when resources are stretched across the board the Mental Wealth Academy has been a very valuable asset and we have seen the positive impact on the mental health and wellbeing of students who have accessed the service. It may be too soon to tell, but we hope that these timely interventions may prevent bigger problems in the future." - Mental Health Team at Bath Spa University

Tell us about your biggest challenge from the last year?

The biggest challenge this year has been around the MWA name – it transpired that this name was trademarked for another service which meant we needed to begin the process of developing a new name. This was taken on as an exciting challenge where we were able to include staff and young people in the development of the new name. The MWA will soon be referred to as "Reframe"

What are your key achievements from the year?

This year we have launched delivery of the project outside of Oxfordshire, into Avon, Wiltshire, and Bath and North East Somerset (BaNES). This has been a successful roll out, with 2 staff delivering 1:1 support and a consistent flow of referrals coming from a variety of sources, including Universities and Targeted Mental Health Services (known as TaMHS).

For our work over the last year, we were finalists for the 'Children & Young People Now Awards 2021', for the Mental Health and Wellbeing category.

Case Study

"F was referred to the Mental Wealth Academy by his university support services for problems with his self-esteem/worth. He is 21 and identifies as male. He struggled with managing his emotions and was letting his self-worth be dictated by his achievements. After two sessions, I broached the topic of perfectionism and it really resonated with F. We began working through perfectionism modules from the Centre of Clinical Interventions and I assigned homework using some of the examples in the modules. F needed more support during the time of his dissertation as it was causing him extreme distress. We talked about how his perfectionism could be playing a role, and we worked together to make his unrelenting high standards more flexible and achievable without sacrificing his goals. He did pass his dissertation with a score that was higher than he was expecting, and this real-life example of reducing perfectionistic behaviours and still achieving his goals was a major breakthrough for F."

RESPONSE ORGANISATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Mental Health Support Teams (MHST)

The aim of the Mental Health Support Teams is to provide to support children and young people aged 5-18 years with their mental health and wellbeing needs as early as possible, to support them to develop strategies to manage and prevent issues from escalating, requiring specialist support from Child and Adolescent Mental Health Services.

"Thank you for your time and help over the last few months. We've thoroughly enjoyed the lessons learnt and you have genuinely been so lovely and approachable. I won't forget you!": Parent

Tell us about your biggest challenge from the last year?

After adapting to COVID working and the offer to schools, we have embedded a flexible hybrid offer to support young people and families. We have also been working with Oxford Health to develop the new offer to schools from September 2022 which will adapt to changes in the landscape to best meet the needs of children, young people and parents/ carers.

What are your key achievements from the year?

We have continued to develop our offer to schools and to families. Our blended offer means that parents can get support in the location that makes sense for them. We have also added significantly to our Equity, Diversity and Inclusion roles within MHST with 2 distinct posts which support People of Colour/BAME and LGBTQ+ young people with issues surrounding their mental health. We are also working more closely with One Eighty on the 'Make Me Smile' project in primary schools to increase awareness of mental health and well-being from an early age.

Case Study

Although we work with all our schools in MHST, St Joseph's in Banbury have had some interesting and significant support this year. Alongside the clinical offer from Education Mental Health Practitioners, we have also helped facilitate an Incredible Years parent support group which ran from October 2021 to April 2022, supporting parents with their approaches to parenting. We are also working with the school and individual parents, through our Family Support Worker and attending events such as their upcoming sports day to get the key messages out there for mental health.

Community In Reach (CIR)

The aim of the Community in Reach programme is to offer young people the chance to access CAMHS (Child and Adolescent Mental Health Services) workers in different settings, with more flexibility. Attending an appointment in a traditional CAMHS setting or even a school setting is not always the right fit for some young people. CIR offers the chance to see someone in a more relaxed or interesting location which may help support the mental health need and develop a more organic relationship with the Clinician.

"Thank you so much for all your work with me I am so grateful for all the coping skills you taught me, and I have noticed a massive change in my anxiety and mind set I feel so much calmer and I feel in more control of my emotions." – Young Person

Tell us about your biggest challenge from the last year?

Our biggest challenge this year was working with the partners to increase the levels of interventions being delivered each month. At the start of the year these numbers were not consistent over the partnership, however with the clear guidelines and regular reporting structures this has significantly improved.

RESPONSE ORGANISATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

What are your key achievements from the year?

Our biggest achievement this year is the development of our processes and staff training. We have been able to equip our staff with more skills, including training on using Cognitive Behavioural Therapy (CBT) and Dialectical behaviour therapy (DBT) approaches, to improve the quality and consistency of support delivered to the young people. We have also created clearer guidelines around reporting and session structure which staff have fed back as being a huge benefit and has made their sessions with young people more meaningful and created a bigger impact.

Another achievement has been that CIR has been extended for the next 2 years following 5 years of successful service delivery.

Case study

At the start of our time together M was not attending school, M's mother would struggle to get M ready for school as she would refuse there were some occasions where school came and collected M. When I first met with M, she explained she felt nervous going to school I went through basic anxiety coping skills with M and for her to use these whilst getting ready for school and when she first arrived. M then started attending school every day.

M started having smoother mornings with less arguments with mum and was starting to enjoy her time at school and felt less angry.

Youth Workers in CAMHS Getting Help and Getting More Help

In August 2022 we launched a 1- year pilot project, placing 2 Youth Workers into the CAMHS Getting Help and Getting More Help teams. This project has been funded by Oxford Health and will be part of a wider social prescribing approach to offer non-clinical support for young people and engage them back into the community.

Specialist Youth Workers in CAMHS Tier 4

We also launched in August a 15 month pilot project funded by West Berkshire CCG to support young people within BOB ICS, placing 3 Specialist Youth Workers into 3 hospitals that deliver CAMHS tier 4 services to young people with complex mental health challenges. One worker will be placed in the Highfield unit in Oxford, one in the Phoenix Hospital in Wokingham and one in the Huntercombe hospital in Maidenhead. This innovative project has come to the attention of NHS England, in addition to other influential stakeholder groups, to capture the learning and inform system improvement.

RESPONSE ORGANISATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Adult Services

"The staff are caring, kind, compassionate and understanding. They support me and care for me and are first class. I am happier now than I have been in years." Service user

"In times of urgent medical crisis, staff responded as promptly as possible, and they went above and beyond their call of duty. They encouraged me to reach my goals and try things that I wouldn't be able to do if I lived by myself." Service user

The biggest challenge during 2021/2022 continued to be the Covid-19 pandemic and keeping Response's adult clients safe and well informed about the virus, alongside protecting themselves and others.

We have adapted as restrictions have lessened dealing well with anxiety from some clients and staff about returning to "normal" Blended approaches of working face to face and online are now business as usual.

Recruitment has been an increasing challenge, and this has led to front line colleagues and managers working tirelessly to ensure that this does not impact on clients care and support.

Key achievements from the year

- 74 people moving from the pathway, many into more independent accommodation
- The continued roll out of the recovery model, RReM360.
- The opening of our women's house using Enabling Environment standards
- Improvement in healthy outcomes for clients through reduction in smoking for 30 clients
- Introduction of successful housing and community support worker roles in Avon and Wiltshire, whereby embedded workers on the wards drastically improved the outcomes for patients at high risk of homelessness, reducing the number of patients discharged as NFA by over 90%
- Creation of two crisis beds at Harwood House that enabled patients on wards to be discharged on time and to a supportive and recovery-oriented service that may have otherwise had to spend more time on the ward than necessary

Adult services deliveries plan for the next twelve months will be:

- To continue to support clients to meet their recovery goals and to be as independent as possible
- To adopt continuous quality improvement methodology across services
- To improve how we collect information that allows us to know the difference the RReM360 model is making for service users and colleagues.
- To improve how we gather feedback from clients and their families and how we use experts by experience to help us improve services.
- To continue safe working Covid-19 practices for clients and colleagues.
- To work with partners and other key stakeholders to be part of redesign of the supported housing pathway across Oxfordshire.
- To continue to improve physical health outcomes of clients
- To maximise the efficiency and effectiveness of our Home Care service

Case Study

Premature mortality for people with Serious Mental Illness (SMI) in the UK:

Based on data from 2016 – 2018 adults with Severe Mental Illness are 4.5 times more likely to die before the age of 75 than adults without SMI. There are a number of reasons for this dire statistic and of note is that data shows that **41%** of adults with SMI smoke, a level that has remained consistent over the past 20 years.

RESPONSE ORGANISATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Anon:

Anon is a male resident and is 51 years old. He had been a long-term heavy smoker for many years. In order to support clients to reduce smoking adult service colleagues started an initiative to use Vapes as a means of cutting down or quitting smoking. We worked closely with the Oxford Health FT colleagues to support this initiative, and we have trained some staff to be smoking cessation practitioners.

Anon was first approached about the vape initiative in summer of 2021 at one of our Vape initiative pre-swap meetings facilitated by a level 2 smoking cessation practitioner; these meetings look at behavioural support needs, budgeting, carbon monoxide monitoring levels, education, vaping myth busting and smoking associated health implications. Anon was issued with a disposable vape device which he used occasionally but he continued to smoke and really didn't wish to engage in any support at this time.

Earlier in 2022 Anon became unwell due to contracting Covid; He suffered increased breathless due to the virus but also because his heavy smoking. Anon spoke of his fears about his health and of dying to his keyworker who is also a smoking cessation lead. They took the opportunity to offer him a vape again as an alternative to smoking. Anon agreed that this was something that he would like to try again. He was issued with a rechargeable vape device and e-liquids. Anon's keyworker and other staff would charge up Anon's vape device for him and also fill it with e-liquid daily and as and when required. Anon has received daily interactions and support from staff at on the campus. He was also given information about health benefits of stopping smoking. Anon was given positive affirmation daily for his resolute attitude to being a non-smoker.

Anon no longer smokes and has been tobacco free for 3 months. Anon has now started to buy his own vape devices with support from his family. When asked Anon says he feels free, that he feels healthier, and that the initiative has also enabled him to save him money. Anon reports that he has been very well supported by his key worker and other staff on the campus to quit smoking and that he feels much better. He is less breathless and more able to engage in activities.

RESPONSE ORGANISATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Our Partnership with Oxfordshire Youth

Tell us about your biggest challenge from the last year.

The last 12 months have been undoubtedly challenging for Response, Oxfordshire Youth and partnership agencies but most importantly for Young People who had to adapt to living with covid reality, new socio-economic challenges and have experienced a very quick transition from being in environment where they are often supported by a corporate parent to a place where they becoming tenants and having a set of rights and responsibilities connected to their accommodation status.

One of the most challenging aspects of the delivery of Young People's Supported Accommodation was reaching the overall consensus across wide range of organisations and stakeholders such as Social Workers, Personal Advisors, Commissioners on what the support package should look like, how the commissioning services interlinked with the tenancy accountabilities and how all of the agencies should work together to empower young people and prepare them for independent living.

Key achievements from the year

- The YPSA contract was audited by the Commissioners for the first time this year. Although there are some areas for improvement, the audit did not identify any major issues with the delivery of the contract and praised both agencies for the Leadership, Person Centred Approach and incorporating service user views into the delivery of the service.
- We have seen number of positive outcomes for Young People such as attending English for Speakers of Other languages (ESOL)classes, getting into employment, training and education.

Departments plan for the next year

Key aspirations for the coming year are to:

- We want to ensure that the client journey and arrival to YPSA is a smooth process with clear expectations from both referring agencies and Young People who have all necessary information on how to be a good tenant, neighbour and member of community.
- Our aspiration is to support and educate colleagues in the sector and deliver training packages to groups such as social workers and personal advisers to increase their understanding of housing related support.
- We want to be actively involved in reshaping YPSA provision and ensure that it can accommodate young people with varied levels of risk in the right accommodation and with the right amount of support and supervision.

Case Study

OI suffered from low mood when he first entered the service, he also struggled with language barriers.

OI entered the service while claiming asylum; he had also become involved in county lines.

He was reluctant to seek out or accept support surrounding his mental health. This often led to outbursts of anger as well as excessive drinking and negative risk taking.

OI engaged well with education and language support, first attending ESOL classes and then moving on to performing arts. OI regularly engaged in positive activities run by the service as well as engaging in meetings with his Personal Advisor when they were made. OI became more confident talking with staff about his mental health and was open to exploring support with his GP.

OI received the bulk of his support from his home. After moving to the disburse model, OI would also attend sessions run out of the Cherwell office.

The staff in the Cherwell team provided a restorative approach to supporting OI. OI was encouraged to take a holistic approach to his life, exploring different ways to express himself and his emotions, this is what lead to him applying for a performing arts course.

RESPONSE ORGANISATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Early on it was identified that OI felt at ease while cooking, so key working sessions were often done while making a meal, this gave OI the space to open up without the additional pressure.

The progression Coach gave support and information in regards to what OI expressed he needed; be it job searches or educational support. Work was always youth led.

OI took part in some restorative justice while in the Foyer building, he chose to assist maintenance to repaint the walls of the foyer he had cause damage to.

OI moved away from being involved in being involved in county lines and reduced his alcohol intake.

OI is currently working full time and has moved onto independence, however still receiving Outreach Support from OY.

Housing and Property

Biggest challenge from the last year

Housing and Property had to implement a number of radical changes in the last year to ensure that Response improved its H&S compliance, understand and improve voids reporting and management, deal with the maintenance backlog and improve the receipt of the income within the expected timeframe.

No change can take place without the buy in of our staff and our biggest challenge and focus was on ensuring that all members of the team understand the need for the change and its empowered and encouraged to actively participate in the design and implementation of new ways of working.

Key achievements from the year

- We have reviewed and changed team structure to ensure right people are in the right roles. We have a team that we are a proud of and who continuously puts the client at the heart of our decision making
- Annual wellbeing survey showed significant improvement in staff satisfaction and motivation
- We secured 47 new units of accommodation for individuals exiting homelessness
- We completed Phase 1 of Housing Transformation Project

Departments plan for the next year

- Continue to invest in our staff and ensure that people have relevant skills, training and tools to carry out their roles
- Work in partnership with colleagues in Adult Services to ensure that clients are able to sustain their accommodation
- Review and improve the current Housing Management system and our approach to data collection
- Reduce the spend on legal costs and introduce improved tenancies and licences to our clients

RAW Workshop

Building back through Covid, RAW continued to deliver on its core strategic aims and social purpose. The legacy of Covid has had impacts but our enterprises still generated positive social impact and trading income. With customers increasingly seeking social value and sustainability RAW has traded back solidly and continues to increase its impact. Key customer partnerships were built upon, and new consultancy/project income streams underpinned RAW's stability. Further growth in RAW Potential has also been a core strategic focus with young people benefiting from the services offered.

RESPONSE ORGANISATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Financial review

The Statement of Financial Activities, set out on page 18, reflects all income receivable in the year.

The Group net income for the year was £252,334 (2021: £116,382). The charity net income for the year was £68,120 (2021: £70,478). The Group's income, despite the impacts of the pandemic, increased by 25% in the year from £14.01m to £17.49m due mainly to the new Young People Supported Accommodation pathway contract. During the year, Response Organisation has invested significant funds into the establishment of new services, including necessary start up costs, the expansion of operations and in strengthening the charity's infrastructure to reflect the governance and compliance requirements of expanded operations.

Reserves Policy

The Reserves Policy is reviewed annually. The Trustees have decided that the policy for free reserves should be measured in terms of the number of weeks' expenditure to be covered, rather than income, having considered best practice and sector benchmarking.

The definition of free reserves can include certain fixed assets as well as net current assets (excluding restricted funds). Response holds a number of unencumbered freehold properties that could be sold and replaced with rented houses should additional funding be required. These properties are shown at cost in the financial statements. Trustees have determined that up to one third of free reserves could be made up of such fixed assets.

Response aims to hold a minimum of one month's expenditure as free reserves as defined above, and to increase free reserves held to a minimum of six weeks' expenditure over the next three years.

Each year the Trustees consider Response Organisation's exposure to the risk of any significant loss of income or unforeseen cost. The nature of our contracts means that any major contractual change would require at least six months' notice which would enable us to put in place additional funding if it should be needed.

	2021	2022
	£'000	£'000
Free reserves required	1,280	1,479
Free reserves held - net current asset	913	844
Eligible fixed assets included	367	493
Gap		142
Total	1,280	1,479

The growth in activities in the past year has increased the level of reserves required, at the same rate as additional costs being incurred to establish new activities. At 31 March 2022 Response didn't meet the free reserves requirement, the trustees are reviewing contracts to assess their viability and ensure that sufficient margin and cash is being generated going forward to enable the reserves requirement to be met.

Risk management and internal control

The Trustees have reviewed and updated the formal risk management process to assess business risk and implement risk management strategies. They have assessed the appropriate risk appetite for the organisation and approved an updated risk policy and strategy. Risk management is owned by the Board and the corporate risk register is on the agenda at each Board meeting.

The following risks have been identified as the most significant the organisation faces:

RESPONSE ORGANISATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Risk	Actions taken to date to address the risk
Recruitment and retention of top talent-we recognise that if we fail to have the competitive salary and benefits package together with right culture we may be unable to deliver services. Challenging recruitment sector especially for frontline adult services and homecare.	We developed a Staff Wellbeing Plan which included a range of staff benefits such as our Healthcare Cash Plan. We implemented a social media recruitment drive and achieved Oxford Living Wage status.
Housing compliance standards – we recognise that if these aren't met this could lead to loss of contracts, fines and legal/regulatory action, incidents, negative impact on recovery of clients, and impact on staff wellbeing.	We implemented a Housing Transformation Project and employed a new Director of Housing and Property to lead this work and provide greater oversight and assurance mechanisms. We also completed a stock conditions survey work of all our properties.
Staff absence impacted by Covid 19 leading to unsafe staffing levels. Impact on staff psychological and physical wellbeing as a result of health pandemic resulting in staff absence and inability to safely deliver services to client. Impact of mandatory vaccines on care home staff and rest of organisation.	Staffing levels were monitored daily to ensure they were safe, with business continuity plans in place. We supported staff with careful advice and guidance and implemented a range of working methods which allowed home working and safe practices to be possible across the organisation.
Financial sustainability – we recognise that a diverse range of income streams and substantial capital reserves are required, and will ensure sustainability; the current growth phase will consolidate the position for Response Organisation	We are examining contract viability to see whether contracts generate sufficient contribution to the organisation. We are also ensuring that adequate margins are built into new proposals.
Delivery of the YPSA contract – we recognise the importance of delivering this contract against the required time frames due to the financial, reputational and resource pressure on Response due to voids.	We successfully secured the majority of the properties required under the contract and ensured the previously used Foyers were closed (a key part of contract compliance). We have kept close partnership with our commissioners and Oxfordshire Youth (our delivery partner). We have also tightened our void processes so that they match the additional challenges of delivering this contract.
Health and safety – We recognise that weak Health and safety systems, processes, policies and staff aware may lead to an increase in major incidents, accidents, and work-related illnesses	We substantially improved our compliance with Fire, Asbestos, Water and Electrical compliance. We improved reporting and developed a Health and Safety Working group which involves frontline staff.
IT Security. We recognise that cyber attacks, hacking, fraud and system failure may lead to operational failure if we have inadequate IT infrastructure	We worked to achieve "Standards Met" in our Data Security and Protection Toolkit assessment. We also began a programme of training staff in Cyber Security awareness. We ensured that there is multi-factor authentication for logging in to Response systems and have implemented the Sharepoint platform for more secure document management.

RESPONSE ORGANISATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

The Trustees have reviewed Response Organisation's current internal controls and the costs of operating particular controls, relative to the benefits. The internal systems are designed to provide reasonable but not absolute assurance against material misstatement or loss. They include:

- A strategic plan and annual budget approved by the Trustees
- Regular consideration by the Trustees of financial results, variances from budgets and non-financial performance indicators
- Delegation of day to day management authority and segregation of duties

Employees

Response Organisation aims to be a great place to work where our people feel valued and are given opportunities to develop and learn. Employees are involved in defining our corporate strategies and objectives and we continually ask ourselves how well we are doing in terms of managing and involving our employees.

Engagement with employees

Response values our colleagues and seeks to reflect our values of being caring, safe, creative and aspirational in our organisational culture. We seek to ensure that people feel informed about what is happening within Response and that their views are considered when decisions are made.

We recognise the significant shift in our ways of working post Covid and have created variety in the way we communicate and engage with our colleagues. Alongside Beekeeper, we have created bi-weekly organisation-wide webinars, discussing new initiatives and learning about other Response services. These are recorded and shared with all colleagues so they can watch back at their convenience. The introduction of a newsletter, *Response Monthly*, provides additional updates and achievements in the form of a magazine which allows colleagues to feel more connected to the wider Response Organisation.

Response recognised the significant impact Covid had on colleagues and during 2021 developed the Wellbeing Strategy designed to ensure everyone has 'a good day at work'. Bi-annual surveys indicate the level of wellbeing among colleagues and considerable enhancements to benefits including a Healthcare Cash Plan, Blue Light Card shopping discounts and free counselling services were introduced.

A review of the Minimum Training Standards was completed which enabled colleagues to feel more confident and provided the ability to progress their careers. The accreditation for the Care Certificate was achieved which demonstrated Response's commitment to have a minimum standard of skillset among the Support Worker groups. A new process for promotions has enabled double the number of colleagues to be promoted during the last 12 months which has been achieved through identifying and developing skills.

At Response we strive to create a culture that is fully accepting and celebratory of all our differences and uniqueness and by providing opportunities to learn from each other. During the last 12 months a truly inclusive approach to create the first Equity, Diversity and Inclusion strategy has been adopted. Over the next 3 years Response will ensure that the principles within the EDI Strategy will become part of our DNA and will enable a safe place of employment for all our colleagues, regardless of their gender identity, race, ethnicity, sexuality, age, physical or mental ability, neurodiversity, class, religion, or housing status.

Further to the above, the Trustees have engaged with employees through employee attendance at Board meetings, Trustee involvement in the interview process for senior roles, site visits to meet colleagues in our services and communications from several Trustees to colleagues.

Disabled employees

Response is an equal opportunities employer and seeks to ensure that no job applicant or employee receives less favourable treatment on the grounds of any protected characteristics. Response recognises that it is the prime task of those responsible for recruitment to ensure that the best person is appointed for each vacancy, regardless of the protected characteristics stated in the Equality Act 2010.

As of 31st March 2022, 10 members of staff had self-declared a disability.

RESPONSE ORGANISATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

If the applicant is disabled, and short-listed for interview, they will be asked if they have any special requirements to enable them to undertake the interview. For example, wheelchair access, assistance with completing any test or lip-reading/sign-language. The panel will assess each applicant's responses in the interview individually using a standard scoring system. Response is registered as a disability confident employer. Everyone has equal opportunities to apply for job opportunities across Response, promotion or sideways moves, all job vacancies are advertised to all of Response weekly. Training opportunities are open to all employees.

Response utilises an external occupational health provider where necessary and appropriate and with agreement from the employee when an employee becomes disabled as well as for other health issues impacting on their work. Response utilises the government's access to work scheme when reasonable adjustments have been exhausted. Wellness action plans are put in place as required – this supports the employee and the line manager – ensuring both parties are working collaboratively together.

Pensions

Response Organisation continues to operate a defined contribution pension scheme with Friends Life. For those employees who are not members of the Friends Life scheme, in August 2014 Response Organisation introduced automatic enrolment into a defined contribution workplace pension scheme with The People's Pension. The pensions offered and provided to employees exceed The Pensions Regulator's requirements.

Funds held on behalf of third parties

At 31st March 2022 Response Organisation held funds totalling £236k (2021: £259k) on behalf of residents. The transactions and assets associated with residents' funds are accounted for separately and are not included within the financial statements of Response Organisation. Residents' funds are held in separate bank accounts and specific controls are in place to safeguard these funds.

Structure, governance and management

Response Organisation is governed by its Memorandum and Articles of Association. The Board of Trustees ("the Board") is responsible for the overall governance of the charity. The Board meets six times a year. The quorum of the Board is five Trustees and for any Committee is three; the maximum number of Trustees is twelve.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

C Buchuck-Wilsenach

B Cahill (Resigned 31 December 2022)

D Edwards

S Gill (Appointed 18 August 2021)

R Leece (Appointed 15 April 2021)

P Mills (Resigned 7 December 2022)

E Nicholson

R Sutcliffe

W Woodhouse (Appointed 3 November 2021)

J Yates (Appointed 15 April 2021)

R Medhill (Resigned 6 April 2022)

N Inge (Appointed 3 November 2022)

RESPONSE ORGANISATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

In January 2021 the Board reviewed its Standing Orders, Scheme of Delegation and Reservation of Powers. The Standing Orders take account of the Memorandum & Articles of Association, legislative, code and regulatory requirements and good practice advice.

The Standing Orders also clarify how the procedures and delegations work in accordance with the constitution and taking account of the codes as follows:

- Charity Commission Charity Governance Code for larger charities;
- Charity Commission The Essential Trustee: what you need to know, what you need to do (CC3)
- Care Quality Commission (Registration) Regulations 2009
- National Housing Federation Code of Governance and Code of Conduct

Response Organisation has complied with the Charity Commission Code of Governance.

The Standing Orders are part of a wider governance framework which includes:

- Memorandum & Articles of Association
- Scheme of Delegation and Powers of Reservation
- Financial Regulations
- Business plan and strategies
- Policies and procedures
- Terms of reference for the Board and Committees
- Chief Executive and the other Executive Team members' role profiles

The present membership of the Board is set out on the legal and administrative information page. A regular skills audit is carried out to ensure that the Trustee body has the appropriate mix of skills and experience. New Trustees receive an induction pack containing detailed information about Response Organisation, its organisation and its work. Trustees are encouraged to undertake a skills audit and to attend training sessions in order to develop their knowledge and skills. The Trustees actively encourage the participation of users and carers in the working of the charity.

Election and re-election of Trustees is carried out by approval by the Board. Executive Officers are consulted regarding all appointments. Trustees are appointed for a period of three years after which they are required to retire by rotation at an Annual General Meeting. Trustees who so retire, may, if willing to act, be reappointed up to a maximum total term of nine years. A Trustee's term of office may also be ended by resignation or by removal, if necessary, by the Board and in accordance with the Memorandum and Articles of Association.

The Chief Executive is responsible for the day to day management of Response Organisation's affairs and for implementing policies agreed by the Board. The Chief Executive is assisted by a team of senior managers.

Committees

The Board has established three formally constituted sub-committees, each with specific terms of reference and functions delegated by the Board; formal minutes of the committees are circulated to all Board members. The committees are:-

- Audit and Risk
- Finance
- Performance

The Audit and Risk Committee meets at least four times a year and oversees and provides assurance to the Board in discharging its responsibility for Response's audit and risk activities. This comprises financial reporting assurance; external audit; internal audit control and compliance, including corporate performance comprising the specification of the Key Performance Indicators (KPIs) adopted by the Finance and Property and Performance Committees; IT and General Data Protection; business continuity; financial stress testing; health and safety and the risk management framework.

RESPONSE ORGANISATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

The Committee evaluates its performance on an annual basis using the Deloitte Audit Committee Effectiveness Framework.

The Finance Committee meets at least six times a year and oversees and provides assurance to the Board in discharging its responsibility for financial oversight and property asset management, including acquisitions and disposals. This includes business planning and approval of the draft annual budget for recommendation to the Board and monitoring performance against it, and compliance with loan covenants and financial regulations.

The Performance Committee meets at least six times a year and oversees and provides assurance to the Board in discharging its responsibility for engaging with its service users and focuses on enhancing the delivery of the services provided to them. This includes safeguarding, service user and stakeholder engagement, service delivery performance and KPIs, Human Resources (HR) and training.

The Board has responsibility for safeguarding the service users; it attaches high importance to this responsibility, and its membership includes individuals with significant experience in this field.

At Executive level we have invested in Director of Corporate Governance and Compliance, Health and Safety Manager and Virtual Chief Security Officer roles.

We have undertaken a full Health and Safety audit, recruited a Health and Safety Manager and are working to a Health and Safety plan. This approach has strengthened governance and compliance across the organisation, ensuring a firm foundation is created to enable the organisation to adapt and grow in the future.

In addition to the above committees:

The Response Giving Committee provides grants of financial help for those who have mental health issues. These people are often living in the community, in very basic accommodation, and have no funds of their own which they can use to acquire the necessities of life.

Key Management Personnel Remuneration

The Trustees consider the Trustees and Executive Officers as comprising the key management personnel of the charity: the Board is responsible for strategic planning and direction of the charity and it delegates to the Executive Officers the responsibility for managing and operating the charity on a day to day basis. All Trustees give of their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses are disclosed in note 11, and related party transactions are disclosed in note 23 to the accounts.

Trustees are required to disclose all relevant interests and in accordance with the charity's policy, withdraw from decisions where a conflict of interest arises.

The pay of the Executive Officers is reviewed annually. The remuneration is reviewed to ensure that it is fair and not out of line with similar roles.

Auditor

In accordance with the company's articles, a resolution proposing that Critchleys Audit LLP be reappointed as auditor of the company will be put at a General Meeting.

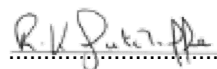
RESPONSE ORGANISATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) *FOR THE YEAR ENDED 31 MARCH 2022*

Disclosure of information to auditor

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.



R Sutcliffe

Trustee

Date: 27.01.23

RESPONSE ORGANISATION

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2022

The trustees, who are also the directors of Response Organisation for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

RESPONSE ORGANISATION

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF RESPONSE ORGANISATION

Opinion

We have audited the financial statements of Response Organisation (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, 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 charity'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 other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 our audit:

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

RESPONSE ORGANISATION

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF RESPONSE ORGANISATION

Matters on which we are required to report by exception

In the 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 directors' report included within the trustees' report.

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the 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 accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

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 purpose 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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities, and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our knowledge and experience;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Company.

RESPONSE ORGANISATION

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF RESPONSE ORGANISATION

We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where applicable; and

- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the CIO's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected, and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims;
- reviewing relevant correspondence.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

RESPONSE ORGANISATION

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF RESPONSE ORGANISATION

Use of our report

This report is made solely to the charitable 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 charitable company's members those matters we are required to state to them in an auditors' 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Katherine Wilkes (Senior Statutory Auditor)
for and on behalf of Critchleys Audit LLP

27.01.23
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Chartered Accountants
Statutory Auditor

Beaver House
23-38 Hythe Bridge Street
Oxford
OX1 2EP

RESPONSE ORGANISATION

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Income and endowments from:							
Donations and legacies	3	17,256	45,670	62,926	-	41,500	41,500
Charitable activities							
Housing	4	9,523,793	5,000	9,528,793	6,533,961	-	6,533,961
Adult services	4	5,492,972	-	5,492,972	4,796,884	-	4,796,884
Children's services	4	846,666	2,500	849,166	1,703,696	127,025	1,830,721
RAW Workshop	4	-	549,000	549,000	-	315,654	315,654
Central services income	4	98,449	-	98,449	165,519	-	165,519
Investments	5	1	-	1	1,138	-	1,138
Other income	6	476,878	440,528	917,406	7,378	312,395	319,773
Total income		16,456,015	1,042,698	17,498,713	13,208,576	796,574	14,005,150
Expenditure on:							
Raising funds	7	7,583	52,398	59,981	5,218	70,328	75,546
Charitable activities							
Housing	8	8,821,801	4,500	8,826,301	6,032,263	-	6,032,263
Adult services	8	6,383,621	3,049	6,386,670	5,374,475	-	5,374,475
Children's services	8	895,682	167,233	1,062,915	1,559,205	151,468	1,710,673
RAW workshop	8	-	826,132	826,132	-	623,738	623,738
Total charitable expenditure		16,101,104	1,000,914	17,102,018	12,965,943	775,206	13,741,149
Loan interest		84,380	-	84,380	72,073	-	72,073
Total expenditure		16,193,067	1,053,312	17,246,379	13,043,234	845,534	13,888,768
Net incoming/(outgoing) resources before transfers		262,948	(10,614)	252,334	165,342	(48,960)	116,382
Gross transfers between funds		(205,852)	205,852	-	(24,443)	24,443	-
Net income for the year/ Net movement in funds		57,096	195,238	252,334	140,899	(24,517)	116,382
Fund balances at 1 April 2021		7,505,550	845,205	8,350,755	7,364,651	869,722	8,234,373
Fund balances at 31 March 2022		7,562,646	1,040,443	8,603,089	7,505,550	845,205	8,350,755

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

RESPONSE ORGANISATION

COMPANY STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Income and endowments from:						
Donations and legacies	17,256	45,670	62,926	-	41,500	41,500
<u>Charitable activities</u>						
Housing	9,523,793	5,000	9,528,793	6,533,961	-	6,533,961
Adult services	5,492,972	-	5,492,972	4,796,884	-	4,796,884
Children services	846,666	2,500	849,166	1,703,696	127,025	1,830,721
Central services income	98,449	-	98,449	165,519	-	165,519
Investments	1	-	1	1,138	-	1,138
Other income	476,878	-	476,878	7,378	-	7,378
Total income	16,456,015	53,170	16,509,185	13,208,576	168,525	13,377,101
Expenditure on:						
Raising funds	7,583	-	7,583	5,218	-	5,218
<u>Charitable activities</u>						
Housing	8,895,019	4,500	8,899,519	6,144,184	-	6,144,184
Adult services	6,383,621	3,049	6,386,670	5,374,475	-	5,374,475
Children's services	895,682	167,233	1,062,915	1,559,205	151,468	1,710,673
Total charitable expenditure	16,174,322	174,782	16,349,104	13,077,864	151,468	13,229,332
Loan interest	84,378	-	84,378	72,073	-	72,073
Total expenditure	16,266,283	174,782	16,441,065	13,155,155	151,468	13,306,623
Net incoming/(outgoing) resources before transfers	189,732	(121,612)	68,120	53,421	17,057	70,478
Gross transfers between funds	(132,633)	132,633	-	(24,443)	24,443	-
Net income for the year/ Net movement in funds	57,099	11,021	68,120	28,978	41,500	70,478
Fund balances at 1 April 2021	7,353,856	684,356	8,038,212	7,324,878	642,856	7,967,734
Fund balances at 31 March 2022	7,410,955	695,377	8,106,332	7,353,856	684,356	8,038,212

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

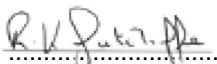
RESPONSE ORGANISATION

BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	Group 2022 £	Company 2022 £	Group 2021 £	Company 2021 £
Fixed assets					
Tangible assets	13	9,356,534	9,292,092	9,356,116	9,286,326
Current assets					
Stocks	14	12,746	-	7,554	-
Debtors	15	1,601,722	1,474,969	2,642,981	2,615,063
Cash at bank and in hand		1,656,515	1,042,141	1,646,531	1,340,833
		3,270,983	2,517,110	4,297,066	3,955,896
Creditors: amounts falling due within one year	16	(2,194,540)	(1,872,982)	(3,251,536)	(3,153,119)
Net current assets		1,076,443	644,128	1,045,530	802,777
Total assets less current liabilities		10,432,977	9,936,220	10,401,646	10,089,103
Creditors: amounts falling due after more than one year	17	(1,524,888)	(1,524,888)	(1,751,791)	(1,751,791)
Provisions for liabilities	19	(305,000)	(305,000)	(299,100)	(299,100)
Net assets		8,603,089	8,106,332	8,350,755	8,038,212
Income funds					
Restricted funds	20	1,040,443	695,377	845,205	684,356
Unrestricted funds		7,562,646	7,410,955	7,505,550	7,353,856
		8,603,089	8,106,332	8,350,755	8,038,212

The financial statements were approved by the Trustees on 27.01.23



R Sutcliffe
Chairman

Company registration number 4781936

RESPONSE ORGANISATION

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	24		(24,506)		280,004
Investing activities					
Purchase of tangible fixed assets		(328,262)		(734,359)	
Proceeds on disposal of tangible fixed assets		486,487		-	
Investment income received		1		1,138	
Net cash generated from/(used in) investing activities			158,226		(733,221)
Financing activities					
New borrowings		-		100,000	
Repayment of bank loans		(123,736)		(222,503)	
Net cash used in financing activities			(123,736)		(122,503)
Net increase/(decrease) in cash and cash equivalents			9,984		(575,720)
Cash and cash equivalents at beginning of year			1,646,531		2,222,251
Cash and cash equivalents at end of year			1,656,515		1,646,531

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

Charity information

Response Organisation is a private company limited by guarantee incorporated in England and Wales. The registered office is A G Palmer House, Morrell Crescent, Littlemore, Oxford, OX4 4SU.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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). The charity is a Public Benefit Entity as defined by FRS 102.

The accounts are consolidated to include the results of RAW Workshop (a private company limited by guarantee). Response Organisation controls this charity as a result of it being the sole member of RAW, and thus having the power to appoint or remove its board members. The activities of RAW are deemed to contribute to the overall charitable aims of Response.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention or transaction value unless otherwise stated in the relevant accounting policy note. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

The charity also received government grants in respect of supported housing contracts. Income from government grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, 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 classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold property and land	Not depreciated
Leasehold property & improvements	Straight line over the life of the lease
Office fixtures & fittings	33% Straight line
Equipment & furniture	25% Straight line
Vehicles	25% Straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

Depreciation is not charged on freehold property as the properties are maintained to a high standard, are not seen as diminishing in value, and therefore any depreciation charge would be immaterial. Properties are reviewed for impairment annually.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.11 Provisions

Provisions are recognised when the charity has a legal or constructive present obligation as a result of a past event, it is probable that the charity will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation. Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value. When a provision is measured at present value, the unwinding of the discount is recognised as a finance cost in net income/(expenditure) in the period in which it arises.

1.12 Employee benefits

When employees have rendered service to the charity, short-term benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

1.14 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

1.15 Loans and Borrowings

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised costs using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The judgements that have had the most significant effect on amounts recognised in the financial statements was the charge for depreciation during the year and the amount provided for dilapidations on leasehold properties. The liability related to dilapidations has been based upon a review of property conditions and historically incurred costs on previous expired leases.

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Restricted funds
	2022	2022	2022	2021
	£	£	£	£
Donations and gifts	17,256	45,670	62,926	41,500

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

4 Charitable activities

	Group and Company	Group and Company	Group and Company	Group Only	Group and Company		
	Housing	Adult services	Children services	RAW Workshop	Central services income	Total 2022	Total 2021
	2022	2022	2022	2022	2022		
	£	£	£	£	£	£	£
Income from charitable activities	9,528,793	5,492,972	849,166	549,000	98,449	16,518,380	13,642,739
Analysis by fund							
Unrestricted funds	9,523,793	5,492,972	846,666	-	98,449	15,961,880	13,200,060
Restricted funds	5,000	-	2,500	549,000	-	556,500	442,679
	9,528,793	5,492,972	849,166	549,000	98,449	16,518,380	13,642,739

For the year ended 31 March 2021

	Group and Company	Group and Company	Group and Company	Group Only	Group and Company		
	Housing	Adult services	Children services	RAW Workshop	Central services income	Total 2021	
	£	£	£	£	£	£	£
Income from charitable activities	6,533,961	4,796,884	1,830,721	315,654	165,519	13,642,739	
Analysis by fund							
Unrestricted funds	6,533,961	4,796,884	1,703,696	-	165,519	13,200,060	
Restricted funds	-	-	127,025	315,654	-	442,679	
	6,533,961	4,796,884	1,830,721	315,654	165,519	13,642,739	

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

5 Investments (Group & Company)

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Interest receivable	1	1,138

6 Other income Group and Company

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2022	2022	2022	2021	2021	2021
	£	£	£	£	£	£
Net gain on disposal of tangible fixed assets	476,878	-	476,878	-	-	-
Activities for generating funds	-	-	-	7,378	-	7,378
RAW Workshop (Group only)	-	440,528	440,528	-	312,395	312,395
	476,878	440,528	917,406	7,378	312,395	319,773

7 Raising funds

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2022	2022	2022	2021	2021	2021
	£	£	£	£	£	£
<u>Raising funds</u>						
General fundraising costs (Group and Charity)	6,871	-	6,871	5,218	-	5,218
Response Giving (Group and Charity)	712	-	712	-	-	-
Raw Workshop (Group Only)	-	52,398	52,398	-	70,328	70,328
Raising funds	7,583	52,398	59,981	5,218	70,328	75,546
	7,583	52,398	59,981	5,218	70,328	75,546

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

8 Charitable activities Group

	Housing 2022 £	Adult services 2022 £	Children's services 2022 £	RAW workshop 2022 £	Total 2022 £	Total 2021 £
Staff costs	817,495	4,358,067	414,031	348,207	5,937,800	5,455,225
Other direct costs	7,618,500	515,542	446,280	213,555	8,793,877	6,691,727
	<u>8,435,995</u>	<u>4,873,609</u>	<u>860,311</u>	<u>561,762</u>	<u>14,731,677</u>	<u>12,146,952</u>
Share of support costs (see note 10)	343,151	1,513,061	202,604	256,440	2,315,256	1,518,202
Share of governance costs (see note 10)	47,155	-	-	7,930	55,085	75,995
	<u>8,826,301</u>	<u>6,386,670</u>	<u>1,062,915</u>	<u>826,132</u>	<u>17,102,018</u>	<u>13,741,149</u>
Analysis by fund						
Unrestricted funds	8,821,801	6,383,621	895,682	-	16,101,104	12,965,943
Restricted funds	4,500	3,049	167,233	826,132	1,000,914	775,206
	<u>8,826,301</u>	<u>6,386,670</u>	<u>1,062,915</u>	<u>826,132</u>	<u>17,102,018</u>	<u>13,741,149</u>

For the year ended 31 March 2021

	Housing £	Adult services £	Children's services £	RAW workshop £	Total 2021 £
Staff costs	631,352	4,106,749	326,871	390,253	5,455,225
Other direct costs	4,935,780	479,793	1,199,338	76,816	6,691,727
	<u>5,567,132</u>	<u>4,586,542</u>	<u>1,526,209</u>	<u>467,069</u>	<u>12,146,952</u>
Share of support costs (see note 10)	441,885	753,508	175,191	147,618	1,518,202
Share of governance costs (see note 10)	23,246	34,425	9,273	9,051	75,995
	<u>6,032,263</u>	<u>5,374,475</u>	<u>1,710,673</u>	<u>623,738</u>	<u>13,741,149</u>
Analysis by fund					
Unrestricted funds	6,032,263	5,374,475	1,559,205	-	12,965,943
Restricted funds	-	-	151,468	623,738	775,206
	<u>6,032,263</u>	<u>5,374,475</u>	<u>1,710,673</u>	<u>623,738</u>	<u>13,741,149</u>

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

8 Charitable activities Company

	Housing 2022 £	Adult services 2022 £	Children's services 2022 £	Total 2022 £	Total 2021 £
Staff costs	817,495	4,358,067	414,031	5,589,593	5,064,972
Other direct costs	7,691,718	515,542	446,280	8,653,540	6,726,832
	8,509,213	4,873,609	860,311	14,243,133	11,791,804
Share of support costs (see note 9)	343,151	1,513,061	202,604	2,058,816	1,370,584
Share of governance costs (see note 9)	47,155	-	-	47,155	66,944
	8,899,519	6,386,670	1,062,915	16,349,104	13,229,332
Analysis by fund					
Unrestricted funds	8,895,019	6,383,621	895,682	16,174,322	13,077,864
Restricted funds	4,500	3,049	167,233	174,782	151,468
	8,899,519	6,386,670	1,062,915	16,349,104	13,229,332

9 Support costs (Group)

	Support costs £	Governance costs £	2022 Support costs £	Governance costs £	2021 £
Staff costs	1,426,976	18,009	1,444,985	838,689	50,232
Depreciation	318,235	-	318,235	243,955	-
Operating lease charges	-	-	-	72,073	-
Facilities Costs	130,984	-	130,984	135,216	-
General Office Costs	439,061	-	439,061	228,269	-
Audit fees	-	14,080	14,080	-	12,600
Accountancy	-	3,360	3,360	-	2,100
Trustee Liability	-	886	886	-	851
Insurance	-	15,000	15,000	-	1,501
Office costs	-	3,750	3,750	-	8,711
Other costs	-	-	-	-	-
	2,315,256	55,085	2,370,341	1,518,202	75,995
Analysed between Charitable activities	2,315,256	55,085	2,370,341	1,518,202	75,995

Governance costs includes payments to the auditors of £14,080 (2021- £12,600) for audit fees.

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

9 Support costs (Company)

	Support costs £	Governance costs £	2022 Support costs £	Governance costs £	2021 £
Staff costs	1,324,256	18,009	1,342,265	778,143	819,324
Depreciation	302,394	-	302,394	228,921	228,921
Facilities Costs	79,982	-	79,982	100,204	100,204
General Office Costs	352,184	-	352,184	263,316	263,316
Audit fees	-	9,900	9,900	-	12,600
Accountancy	-	3,360	3,360	-	2,100
Trustee Liability Insurance	-	886	886	-	851
Office costs	-	15,000	15,000	-	1,501
Other costs	-	-	-	-	8,711
	<u>2,058,816</u>	<u>47,155</u>	<u>2,105,971</u>	<u>1,370,584</u>	<u>1,437,528</u>
Analysed between Charitable activities	<u>2,058,816</u>	<u>47,155</u>	<u>2,105,971</u>	<u>1,370,584</u>	<u>1,437,528</u>

Governance costs includes payments to the auditors of £9,900 (2021: £12,600) for audit fees.

10 Net movement in funds

	2022 £	2021 £
Net movement in funds is stated after charging/(crediting)		
Fees payable to the company's auditor for the audit of the company's financial statements	14,080	12,600
Depreciation of owned tangible fixed assets	318,235	243,955
Profit on disposal of tangible fixed assets	(476,878)	-
Operating lease charges - rent	2,801,729	2,199,609
Operating lease charges - other	<u>82,924</u>	<u>72,073</u>

11 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

12 Employees

The group average monthly number of employees during the year was:

	2022 Number	2021 Number
Housing	25	24
Adult Services	204	189
Children's Services	15	12
Support Services	28	22
Raw workshop	21	21
	<hr/>	<hr/>
Total	293	268
	<hr/> <hr/>	<hr/> <hr/>

GROUP

Employment costs

	2022 £	2021 £
Wages and salaries	6,578,953	5,642,680
Social security costs	550,411	489,500
Other pension costs	253,421	211,966
	<hr/>	<hr/>
	7,382,785	6,344,146
	<hr/> <hr/>	<hr/> <hr/>

CHARITY

Employment costs

	2022 £	2021 £
Wages and salaries	6,170,519	5,224,307
Social security costs	519,151	464,939
Other pension costs	242,168	204,101
	<hr/>	<hr/>
	6,931,838	5,893,347
	<hr/> <hr/>	<hr/> <hr/>

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2022 Number	2021 Number
£60,001 - £70,000	1	2
£70,001 - £80,000	1	-
£90,001 - £100,000	-	1
£100,001 - £110,000	1	-
	<hr/> <hr/>	<hr/> <hr/>

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

12 Employees

(Continued)

Pension contributions

In accordance with the requirements of the Pensions Act 2008 Response Organisation administers a workplace pension scheme with The People's Pension. The scheme automatically enrolls eligible employees at the prescribed rate of 3.2% of basic salary.

Response Organisation had retained the stakeholder pension scheme with Friends Life for employees who were members of that scheme before the introduction of the People's Pension workplace pension scheme. Contributions to the Friends Life stakeholder pension scheme are made up to a maximum of 6% of basic salary matched by the employer.

In addition, five members of staff are members of the NHS pension scheme.

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

13 Tangible fixed assets

Group

	Freehold property and land improvements	Leasehold property & improvements	Assets under construction	Office fixtures & fittings	Equipment & furniture	Vehicles	Total
	£	£	£	£	£	£	£
Cost							
At 1 April 2021	7,119,263	2,173,944	-	902,722	608,997	158,264	10,963,190
Additions	-	57,767	35,356	132,098	103,041	-	328,262
Disposals	(6,626)	-	-	-	(10,406)	(66,544)	(83,576)
At 31 March 2022	7,112,637	2,231,711	35,356	1,034,820	701,632	91,720	11,207,876
Depreciation and impairment							
At 1 April 2021	-	383,292	-	569,133	524,883	129,766	1,607,074
Depreciation charged in the year	-	81,342	-	181,321	48,451	7,121	318,235
Eliminated in respect of disposals	-	-	-	-	(7,423)	(66,544)	(73,967)
At 31 March 2022	-	464,634	-	750,454	565,911	70,343	1,851,342
Carrying amount							
At 31 March 2022	7,112,637	1,767,077	35,356	284,366	135,721	21,377	9,356,534
At 31 March 2021	7,119,263	1,790,652	-	333,589	84,114	28,498	9,356,116

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

13 Tangible fixed assets

Company

	Freehold property and land improvements	Leasehold property & improvements	Assets under construction	Office fixtures & fittings	Equipment & furniture	Vehicles	Total
	£	£	£	£	£	£	£
Cost							
At 1 April 2021	7,119,263	2,125,693	-	902,722	497,502	105,984	10,751,164
Additions	-	57,767	35,356	132,098	92,548	-	317,769
Disposals	(6,626)	-	-	-	(10,406)	(66,544)	(83,576)
At 31 March 2022	7,112,637	2,183,460	35,356	1,034,820	579,644	39,440	10,985,357
Depreciation and impairment							
At 1 April 2021	-	354,217	-	569,133	435,504	105,984	1,464,838
Depreciation charged in the year	-	79,682	-	181,321	41,391	-	302,394
Eliminated in respect of disposals	-	-	-	-	(7,423)	(66,544)	(73,967)
At 31 March 2022	-	433,899	-	750,454	469,472	39,440	1,693,265
Carrying amount							
At 31 March 2022	7,112,637	1,749,561	35,356	284,366	110,172	-	9,292,092
At 31 March 2021	7,119,263	1,771,476	-	333,589	61,998	-	9,286,326

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

14 Stocks (Group only)

	2022 £	2021 £
Finished goods and goods for resale	12,746	7,554

15 Debtors	Group 2022 £	Company 2022 £	Group 2021 £	Company 2021 £
Amounts falling due within one year:				
Rents and service charges receivable	777,704	637,080	1,923,959	1,923,959
Other debtors	401,885	417,951	324,954	203,589
Prepayments and accrued income	422,133	419,938	394,068	487,515
	<u>1,601,722</u>	<u>1,474,969</u>	<u>2,642,981</u>	<u>2,615,063</u>

16 Creditors: amounts falling due within one year

	Notes	Group 2022 £	Company 2022 £	Group 2021 £	Company 2021 £
Bank loans	19	127,369	127,369	124,202	124,202
Other borrowings		100,000	100,000	-	-
Other taxation and social security		200,195	173,974	135,943	124,692
Rents and service charges received in advance		-	-	235,927	235,927
Trade creditors		487,169	450,411	431,020	410,749
Other creditors		69,135	69,135	102,286	78,791
Accruals and deferred income		1,210,672	952,093	2,222,158	2,178,758
		<u>2,194,540</u>	<u>1,872,982</u>	<u>3,251,536</u>	<u>3,153,119</u>

17 Creditors: amounts falling due after more than one year

	Notes	Group 2022 £	Company 2022 £	Group 2021 £	Company 2021 £
Bank loans	19	1,524,888	1,524,888	1,651,791	1,651,791
Other borrowings		-	-	100,000	100,000
		<u>1,524,888</u>	<u>1,524,888</u>	<u>1,751,791</u>	<u>1,751,791</u>

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

18 Loans and overdrafts

	Group 2022 £	Company 2022 £	Group 2021 £	Company 2021 £
Bank loans	1,652,257	1,652,257	1,775,993	1,775,993
Other loans	100,000	100,000	100,000	100,000
	<u>1,752,257</u>	<u>1,752,257</u>	<u>1,875,993</u>	<u>1,875,993</u>
Payable within one year	227,369	227,369	124,202	124,202
Payable after one year	<u>1,524,888</u>	<u>1,524,888</u>	<u>1,751,791</u>	<u>1,751,791</u>

The long-term loans are secured on 2 Dodgson Road, Oxford, 4 Bodley Road, Oxford, 1 Egerton Road, Oxford, 93-95 Papist Way, Wallingford, 1 - 17 Scrutton Close, Oxford and 49 Oxford Road, Banbury. At 31st March 2022 the value of the loans was 39% of the net book value of the secured properties (31 March 2021 - 41%). The loans bear interest between 2.7% and 5.2% and are repayable over 20 years.

19 Provisions for liabilities

	2022 £	2021 £
Dilapidations	<u>305,000</u>	<u>299,100</u>
Movements on provisions:		
		Dilapidations £
At 1 April 2021		299,100
Additional provisions in the year		<u>5,900</u>
At 31 March 2022		<u>305,000</u>

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

20 Restricted funds (Group)

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds					Movement in funds			
	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Balance at 1 April 2021	Incoming resources	Resources expended	Transfers	Balance at 31 March 2022
	£	£	£	£	£	£	£	£	£
Thatcham (Priory) Project fund	351,147	2,000	-	-	353,147	2,000	(2,019)	20	353,148
Aylesbury (Mandeville) Project fund	291,709	39,500	-	-	331,209	1,000	(2,500)	-	329,709
Mental Wealth Academy	-	127,025	(151,468)	24,443	-	34,600	(167,213)	132,613	-
YPSA	-	-	-	-	-	4,000	-	-	4,000
Women's Services	-	-	-	-	-	2,650	-	-	2,650
Oxford Homeless	-	-	-	-	-	5,266	-	-	5,266
RAW Workshop	226,866	628,049	(694,066)	-	160,849	989,528	(878,530)	73,219	345,066
Response Giving	-	-	-	-	-	3,654	(3,050)	-	604
	<u>869,722</u>	<u>796,574</u>	<u>(845,534)</u>	<u>24,443</u>	<u>845,205</u>	<u>1,042,698</u>	<u>(1,053,312)</u>	<u>205,852</u>	<u>1,040,443</u>

The first two named restricted funds were for contributions to the cost of renovations and properties to provide care and support services.

The Mental Wealth Academy fund is a grant from the Voluntary, Social and Enterprise (VCSE) Health & Wellbeing Fund of the Department of Health & Social Care, for the provision of mental health services for children and young people.

YPSA – This relates to funds received for our Young People's Supported Accommodation.

Women's Services – This relates to funds received for the establishment of a new women's only service.

Oxford Homeless – This relates to funds received for work with the Homeless in Oxford.

Response Giving - This relates to funds given for grants to response clients moving into their own accommodation.

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

20 Restricted funds (Company)

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds					Movement in funds			
	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Balance at 1 April 2021	Incoming resources	Resources expended	Transfers	Balance at 31 March 2022
	£	£	£	£	£	£	£	£	£
Thatcham (Priory) Project fund	351,147	2,000	-	-	353,147	2,000	(2,019)	20	353,148
Aylesbury (Mandeville) Project fund	291,709	39,500	-	-	331,209	1,000	(2,500)	-	329,709
Mental Wealth Academy	-	127,025	(151,468)	24,443	-	34,600	(167,213)	132,613	-
YPSA	-	-	-	-	-	4,000	-	-	4,000
Women's Services	-	-	-	-	-	2,650	-	-	2,650
Oxford Homeless	-	-	-	-	-	5,266	-	-	5,266
Response Giving	-	-	-	-	-	3,654	(3,050)	-	604
	<u>642,856</u>	<u>168,525</u>	<u>(151,468)</u>	<u>24,443</u>	<u>684,356</u>	<u>53,170</u>	<u>(174,782)</u>	<u>132,633</u>	<u>695,377</u>

The first two named restricted funds were for contributions to the cost of renovations and properties to provide care and support services.

The Mental Wealth Academy fund is a grant from the Voluntary, Social and Enterprise (VCSE) Health & Wellbeing Fund of the Department of Health & Social Care, for the provision of mental health services for children and young people.

YPSA – This relates to funds received for our Young People's Supported Accommodation.

Women's Services – This relates to funds received for the establishment of a new women's only service.

Oxford Homeless – This relates to funds received for work with the Homeless in Oxford.

Response Giving - This relates to funds given for grants to response clients moving into their own accommodation.

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

21 Group analysis of net assets between funds

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Fund balances at 31 March 2022 are represented by:						
Tangible assets	8,624,571	731,963	9,356,534	8,635,466	720,650	9,356,116
Current assets/(liabilities)	767,963	308,480	1,076,443	920,975	124,555	1,045,530
Long term liabilities	(1,524,888)	-	(1,524,888)	(1,751,791)	-	(1,751,791)
Provisions	(305,000)	-	(305,000)	(299,100)	-	(299,100)
	<u>7,562,646</u>	<u>1,040,443</u>	<u>8,603,089</u>	<u>7,505,550</u>	<u>845,205</u>	<u>8,350,755</u>

21 Company analysis of net assets between funds

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Fund balances at 31 March 2022 are represented by:						
Tangible assets	8,611,236	680,856	9,292,092	8,601,970	684,356	9,286,326
Current assets/(liabilities)	629,607	14,521	644,128	802,777	-	802,777
Long term liabilities	(1,524,888)	-	(1,524,888)	(1,751,791)	-	(1,751,791)
Provisions	(305,000)	-	(305,000)	(299,100)	-	(299,100)
	<u>7,410,955</u>	<u>695,377</u>	<u>8,106,332</u>	<u>7,353,856</u>	<u>684,356</u>	<u>8,038,212</u>

22 Operating lease commitments

Lessee

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2022 £	2021 £
Within one year	2,556,394	3,039,316
Between two and five years	2,801,009	2,090,908
In over five years	1,277,040	2,198,589
	<u>6,634,443</u>	<u>7,328,813</u>

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

23 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2022 £	2021 £
Aggregate compensation	372,011	395,102

Response Organisation is the sole member of RAW Workshop (a registered charity), and now has control via common trustees with Response. For the purposes of the group accounts, Raw Workshop funds are considered to be restricted.

Response organisation lent RAW Workshop funds, of which £16,066 (2021: £10,650) were outstanding for repayment at the period end.

There were no other related party transactions to be disclosed for this year.

For the year ended 31st March 2022 the subsidiary showed the following results:

	2022 £	2021 £
Income from:		
Donations	231,203	206,222
Grants	203,263	106,173
Investments: rent received	12,000	36,000
Charitable activities: workshop sales	616,281	391,574
Total income	1,062,747	739,969
Expenditure on:		
Fundraising, marketing and development	87,635	70,328
Charitable activities	790,896	623,738
Total expenditure	878,531	694,066
Net income	184,216	45,903
	2022 £	2021 £
Fixed assets		
Tangible assets	64,441	69,790
Current assets		
Stock	12,746	7,554
Debtors	142,818	38,568
Cash at bank and in hand	614,376	305,696
	769,940	351,818

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

23	Related party transactions	(Continued)	
	Creditors: Amounts falling within one year	(337,623)	(109,066)
	Net current assets	432,317	242,752
	Net assets	496,758	312,542
	Funds		
	General funds	226,190	93,964
	Restricted funds	270,568	218,578
	Total Funds	496,758	312,542
24	Cash generated from operations	2022	2021
		£	£
	Surplus for the year	252,334	116,382
	Adjustments for:		
	Investment income recognised in statement of financial activities	(1)	(1,138)
	Gain on disposal of tangible fixed assets	(476,878)	-
	Depreciation and impairment of tangible fixed assets	318,235	243,955
	Movements in working capital:		
	(Increase) in stocks	(5,192)	(7,554)
	Decrease/(increase) in debtors	1,041,259	(983,501)
	(Decrease)/increase in creditors	(924,236)	555,029
	(Decrease) in provisions	5,900	299,100
	(Decrease)/increase in deferred income	(235,927)	57,731
	Cash (absorbed by)/generated from operations	(24,506)	280,004
25	Analysis of changes in net (debt)/funds	At 1 April 2021	Cash flowsAt 31 March 2022
		£	£
	Cash at bank and in hand	1,646,531	9,984
	Loans falling due within one year	(124,202)	(103,167)
	Loans falling due after more than one year	(1,751,791)	226,903
		(229,462)	133,720
			(95,742)