WORKSOP AND RETFORD HOUSING PROJECT LIMITED

England & Wales · Charity number 1045334

Details

Other names	NEW ROOTS, NEW ROOTS HOUSING PROJECT
Status	Registered
Legal form	Charitable company
Company number	02814950
Registered	1995-03-28
Register	View on the Charity Commission register

Contact

Address	New Roots Housing Project 2 Overend Road Worksop S80 1QF
Phone	01909501732
Email	info@newrootshousing.org.uk
Website	www.newrootshousing.org.uk

Activities

Objects: 1. TO RELIEVE POVERTY BY PROVIDING HOUSING AND ASSOCIATED AMENITIES FOR PERSONS WHO ARE IN NECESSITOUS CIRCUMSTANCES ON TERMS APPROPRIATE TO THEIR MEANS. 2. TO PROMOTE THE RELIEF OF DISABLED PEOPLE IN PARTICULAR THROUGH THE PROVISION OF ACCOMODATION. 3. TO ADVANCE EDUCATION.

Activities: New Roots provides supported accommodation in Bassetlaw & Newark & Sherwood to homeless and vulnerably housed young people between 16-21yrs. We work with single young people, couples and young parents. It is the aim of New Roots to support all service users in the development of independent living skills and making the transition to suitable and permanent accommodation within their own community

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Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Accommodation/housing
- **Who:** Children/young People

Geography

- Nottinghamshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,221,188	£2,264,693	£1,699,060	32
2024-03-31	£2,684,739	£2,081,672	£1,742,565	32
2023-03-31	£1,890,131	£1,604,052	£1,139,498	28
2022-03-31	£1,137,094	£1,070,643	£853,419	19
2021-03-31	£1,256,904	£1,127,602	£786,968	19

Trustees

Name	Role	Appointed
Stuart Antony West	Chair	2016-02-25
Fiona Jane Barton		2018-02-26
Paul Dickenson		2018-08-01
Rita Susanne Hobson		2011-04-04

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WORKSOP AND RETFORD HOUSING PROJECT LIMITED

England & Wales - Charity number 1045334

Accounts

Charity registration number 1045334 (England and Wales)

Company registration number 02814950

WORKSOP AND RETFORD HOUSING PROJECT LIMITED

NEW ROOTS HOUSING PROJECT

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
LEGAL AND ADMINISTRATIVE INFORMATION

Operating Name	New Roots Housing Project	
Company number	02814950	
Charity number	1045334	
Registered office	2 Overend Road Worksop Nottinghamshire S80 1QF	
Chair	Stuart West	
Management Committee (Directors And Trustees)	J Griffiths R Hobson S West (Chair) J Barton (Treasurer) P Dickenson	
Senior staff	C Scawthon I Barley V Baker-Shaw	CEO Business Coordinator Registered Service Manager
Auditor	Rogers Spencer Newstead House Pelham Road Nottingham NG5 1AP	
Bankers	Natwest 69 Bridge Street Worksop S80 1DJ	

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
CONTENTS

	Page
Trustees report	1 - 13
Statement of Trustees responsibilities	14
Independent auditor's report	15 - 18
Statement of financial activities	19 - 20
Balance sheet	21
Statement of cash flows	22
Notes to the financial statements	23 - 34

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2025

Annual Report for the Accounts -Year End 31 March 2025

The management committee (who are also directors for the purposes of company law) are please to present their annual report for the financial year ending the 31st of March 2025

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the New Root's governing document, the Companies Act 2006 and "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)".

This report highlights our achievements, financial performance and strategic initiatives undertaken during the past year. It has been a year of growth, challenges, and significant impact in our mission to:

"Deliver specialist support and accommodation to homeless young people with care experience or those at risk of entering the care system"

New Roots is a voluntary sector organisation that offers a high standard of accommodation and support to homeless young people with care experience or those at risk of entering the care system in Bassetlaw and the surrounding areas.

The organisation is a company limited by guarantee. It was established as a company in 1993 and registered as a charity in 1995 and since that time has developed a long and impressive track record for delivering high quality, niche services.

New Roots has benefited from effective strategic management that continue to enable the organisation to weather changes in the social, political and economic environment that include challenges and increasing pressure as a result of ever increasing 'cost of living' that has led to growing levels of both absolute/relative poverty and a continued reduction in public services; exacerbating the pressures felt by homeless and 'care experienced' young people, in particular in relation to poor mental health. Growing levels of need and expectations of service delivery with increased regulatory obligations.

Sound financial management and planning has supported continued development and expansion of both our property portfolio and the range and depth of services and support, we are able to provide young people. We believe, we are the local market leader (the provider of choice) in the provision of accommodation and bespoke support for 'care experienced' children and young people.

Our Services
New Roots continues to support vulnerable children and young people and young parents (YPP) aged 16–25 across Bassetlaw, one of the most disadvantaged areas in Nottinghamshire by providing safe accommodation with nurturing support than aims to help children, young people and young parents:

- Navigate the broad challenges and successes in their lives, knowing there are people who care about them and will be with them through the 'ups and the downs'.
- Develop knowledge and skills that provide them with the best chance of building their independence and achieving their goals.
- Improving mental health and wellbeing; developing emotional resilience and the tools to maintain stability, limiting the impact of childhood trauma/ Adverse Childhood Experiences
- Access personal development, life skills, education and employment, that help improve life chances
- Build supportive social and professional networks that offer appropriate advice, guidance and advocacy
- Know what being a 'good' parent involves and receive parenting support where this is needed
- Feel part of the community, with access to opportunities to 'give back' through volunteering time.

Over the last year we have worked with and supported 107 children and young people.

Objectives and activities

Our approach is informed by our understanding of trauma and the impact of adverse childhood experiences. We view behaviour as expressions of need and seek to understand what has happened to a child/young person, with clear boundaries that help children and young people to feel safe and support them to understand their responsibilities as growing adults and the expectations of society.

Our support is strength based, needs led and person centred. This means we work with each person and explore with them, their experiences, needs, fears, hopes and wishes – building trusted relationships to enable children and young people to feel safe and secure enough to be open and honest. We work together with children and young people to co-produce support plans and manage risk.

Some children and young people have been involved in offending behaviour/county lines /child sexual exploitation/ domestic abuse etc. and as such are at risk of harm from others. Other children and young people are more of a harm to themselves e.g. with suicide ideation, self-harming and other risk-taking behaviour.
Many children and young people have high levels of mistrust of professionals, with history of abuse and neglect and rejection from parents; excluded and evicted from services. We walk alongside children and young people throughout their journey – using elastic tolerance to work through challenges, demonstrating our care for and commitment to them.

Our team:

- build positive, productive and assertive relationships with YPP
- advocate on behalf of our children and young people
- prioritise the needs and safety of children and young people
- are tenacious, competent and knowledgeable.
- are not afraid to have difficult conversations
- work non-judgmentally and are aware of potential bias
- are professional and communicate clearly with all involved
- genuinely care for children and young people and 'go above and beyond' what is expected

Operating Context

Youth homelessness in the UK continues to rise, driven by a combination of economic pressures, policy changes, and systemic challenges. The latest national data shows that nearly 300,000 people are experiencing the worst forms of homelessness, with over 118,000 young people aged 16–24 affected in 2023–24, a 10% increase on the previous year (Centre Point,2025)

The continued increasing cost-of-living, high housing costs, and a shortfall between housing benefit and private rents have made it increasingly difficult for young people to secure and sustain accommodation. Local authorities report that it is now harder than ever to access both social housing and private tenancies for those at risk of homelessness, with many services overstretched and underfunded

The introduction of new Ofsted regulations in 2023 has brought significant changes to the supported accommodation sector. All providers for 16- and 17-year-olds must now be registered and are subject to regular inspections, with a focus on safety, quality, and the lived experiences of young people. While these reforms aim to improve standards, they have also increased administrative pressures and highlighted ongoing disparities between regulatory expectations and contractual obligations with local authorities.

Young people facing homelessness are disproportionately affected by adverse childhood experiences (ACEs), including abuse, neglect, family breakdown, and exposure to violence or discrimination. Recent research confirms that the risk of homelessness increases with the number of ACEs a young person has experienced, and that these traumas have a cumulative effect on health, emotional wellbeing, and housing stability. Mental health challenges among homeless youth are at record levels, with high rates of depression, anxiety, self-harm, and suicidal ideation. Many young people are unable to access appropriate support due to restrictive eligibility criteria and high service thresholds.

The demand for all forms of support continues to outstrip supply. The rigidity of contract models and the inability to match young people's needs to available accommodation have led to persistent gaps between demand and provision. The situation is further complicated by the increasing complexity of needs, including those of care experienced children and young people, young parents, refugees, and young people with disabilities or long-term conditions.

In response, New Roots has continued to adapt, developing new accommodation and support options to better meet the needs of children and young people, including specialist services for teenage parents and those requiring bespoke support packages. However, the sector as a whole faces ongoing challenges in workforce recruitment, funding, and compliance, as well as the need to demonstrate impact and respond to evolving regulatory requirements.

Public Benefit Statement

The trustees confirm that they have complied with their duty under section 17 of the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit.

New Roots exists to offer specialist support and accommodation to homeless young people with care experience or those at risk of entering the care system. Our activities are designed to advance the life chances of these young people by providing safe, supported accommodation, emotional and mental health support, access to education, employment and training, and parenting support. Our services are tailored to meet complex needs, including mental health challenges, housing insecurity, financial hardship, and barriers to education and employment. We work in partnership with local authorities and other agencies to ensure that our beneficiaries receive holistic, person-centred support that empowers them to achieve greater independence and wellbeing.

The trustees are satisfied that the activities of New Roots provide clear public benefit by addressing the needs of a vulnerable group, reducing homelessness, improving health and wellbeing, and supporting young people to make positive transitions into adulthood. Our work is underpinned by a trauma-informed, strengths-based approach, and we continually review our services to ensure they deliver meaningful outcomes for our beneficiaries and the wider community.

Who used and benefited from our services?

Contractual obligations limit the services we provide to those between the ages of 16 and 25 (and their children) who will benefit from supported accommodation Many of our beneficiaries are care experienced young people, looked after children, children subject to child protection plans, teenage parents, young offenders and those at risk of becoming "looked after" by Nottinghamshire County Council or any other 'purchasing' local authority.

In the period April 2024 to March 2025, we delivered services to 107 children and young people over the age of 16 and 9 children under 5. (this includes the number of service users on the 1st April 2024 plus the new starters throughout the year). The number of new starters during the period was 33.

Allocations continue to be made through the Family Services Supported Accommodation Panel (SAP). Priority continues to be given to young people to whom a statutory duty is owed. The majority of referrals we accommodated were children 'in care', 'looked after' or subject to social care intervention. The majority referred, arrived with emotional/mental health issues such as depression, anxiety, histories of self- harm and suicidal ideation.

While challenging, we continue to work with partners to ensure wherever possible limited resources and services are targeted to those children and young people in greatest need. We also continue to work flexibly in conjunction with Commissioners and Nottinghamshire County Council Family Services to accommodate emergencies as quickly as possible using the emergency bedspace provision, New Roots has become known as "the most understanding of providers for complex situations", with many sharing their views that demonstrate that we provide an excellent service, the following reflective of the feedback received "Always been impressed with New Roots and their dedication" (Social Care professional).

Achievements and Performance

Key Achievements:

Maintained 47 units of high-quality accommodation, used flexibly to respond to the needs and issues presented by children and young people

65 children and young people were accommodated (14 young parents) with 9 children aged under 5, and provided with holistic and person-centred packages of support. An additional 7 children and young people supported through emergency short-term accommodation (EBS) . Of the 39 children and young people who moved on from the service 100% did this in planned way, achieving a positive outcome or one that they desired or needed.

Impact

New Roots works with children and young people to address complex needs and challenges, e.g. mental health, accommodation, education, financial hardship, health inequalities, transitioning from 'child to adult', stigma, relationships, childhood trauma and safeguarding. Providing a range of interventions that help to support them to build stable and fulfilling lives helping to reduce negative impact on society. "Don't know where I'd be without New Roots" (Service User).

Core Outcomes
Children and young people maintained or made significant progression in the following areas:
90% - Being Enthusiastic About My Life
90% - Life Skills
89% - Managing Money and Bills
90% - Building Personal and Social Support Networks
95% - Alcohol Use
87% - Drug Use
92% - Being Healthy
84% - Emotional Wellbeing
78% - Meaningful Use of Time
78% - Managing my Tenancy
71% - Making Positive Choices

Social value is achieved through delivering these successful outcomes for children and young people, not only benefiting individuals, but also their communities and broader society contributing to the following:

- Reducing recurring homelessness and homeless presentations
- Reducing rates and levels of offending
- Reducing the likelihood of children and young people becoming involved in crime, both as victims and as perpetrators through CSE/CCE/domestic abuse etc.
- Reducing unwanted/teenage pregnancy
- Reducing risks of children and young people engagement in child protection and removal of their children to the care system – breaking cycle of care
- Improvements in physical and mental health and wellbeing and reduction in emergency care presentations
- Increasing the take up training/learning opportunities by children and young people and supporting them to move closer to employment market

Other achievements:

- Top 5% of Employers

Along with only the top 5% of employers in the UK, we maintained Investors in People at Platinum status. Creating a first-class employment environment, introducing new measure to support the health and wellbeing of team members e.g. wellbeing breakfast and activities. Listening to feedback and in response developing the working environment by renovating office spaces.

- New Operating Structure Implemented

A new operating structure was designed and implemented to improve flexibility and staff wellbeing. Leadership and management models were revised, including supervision structures and training for new managers.

- Ofsted Registration

New Roots achieved OFSTED registration and maintained continued compliance for supported accommodation for children and young people and young parents.

- Led County-wide initiative to develop Smooth Transition

New Roots team identified the challenges faced by children moving to New Roots accommodation from residential care, they wanted to make the experience easier and more positive for them, hence the creation of Smooth Moves originally established to strengthen connections between residential homes and supported accommodation, with the aim of improving communication and equipping children and young people for successful transitions. Smooth Move initiative since adopted by Notts County Council and rolled out across providers.

Smooth Moves focuses on early identification of moves and personalised transition planning for children and young people moving between residential and supported accommodation. New Roots led the engagement with children and young people ensuring their voices were heard and enabling them to contribute to the development of resources e.g., FAQ documents and videos that involved the creation of avatars to help share their experiences with other children and young.

"The New Roots initiative is distinguished by its focus on early intervention, personalisation, and empowering children and young people to shape their own transition experience. It seeks to understand each individual as a whole person, rather than simply a collection of risks, and is committed to continuous improvement and openness" New Roots Manager

- 151 qualifications achieved

49 children and young people achieved 151 units of accreditation through Lifewise, a programme that helps children and young people to develop skills that support them to live independently and successful lives as well as providing them with a recognisable entry level qualification. Range of units covered included practical living skills, emotional support and development, healthy relationships and parenting support.

- Specialist Construction Pre-apprenticeship Scheme becomes embedded as part of core work

A programme funded by the Tudor Trust to support children and young people to develop the skills and confidence to take up apprenticeships, employment and volunteering has become embedded as part of the core work of the organisation due to its success in engaging children and young people, helping them to:

  - develop personal and work-based skills, including basic skills, communication, teamwork, problem solving, maintaining routines and social and interpersonal skills
  - identify hopes and aspirations and develop goals for the future
  - grow confidence and self-esteem – develop meaning and purpose
  - develop skills for independent living, e.g. basic DIY and understanding practicalities of maintaining a home

As part of this programme children and young people are working with the construction team in renovating a newly purchased property that will become a new residential home – expanding support available for children and young people between the ages 16 – 17 years.

- Maintained high standard of flexible accommodation

Continue to maintain properties to retain a high standard of accommodation and purchased two new properties to expand support available to children and young people that will be purposely adapted to support the provision of bespoke and flexible support.

- Alternative and Positive Activities

Children and young people are supported to access a wide variety of positive and alternative activities that build confidence, support 'safe risk taking' allow children and young people to have fun – to be children, to build positive memories and for young parents to bond and create positive attachments with their children, supporting them to provide the very best start in life
Many of the activities/outings had no or limited costs associated with them, this means that the children and young people could continue to use local parks and areas of natural beauty, heritage and conservation – offering huge therapeutic benefits.

- Additional Social Value

New Roots continues to be committed to demonstrating Social Value, we employ local people, buy local and use local contractors/services wherever possible. Purchasing empty and run-down houses, bringing them back into use, preventing anti-social behaviour and vandalism associated with unoccupied properties. improving and regenerating the area.

We work with a local independent contractor who invests heavily to fulfil social responsibility by facilitating work placements and potential opportunities for apprenticeships. They allocate specific workers to be mentors for the project who are excellent role models to children and young people. Through this scheme our young people are involved in the refurbishment and property development of their own home or the homes of other young people.

- Partnerships

New Roots works collaboratively across North Nottinghamshire and in some cases nationally actively supporting and/or participates in a range of interventions and forums that respond to the challenges faced by young people, for example:

- Notts CC: New Roots continues to work with Notts CC as a commissioned provider of supported accommodation and regularly attends meetings that support children and young people and their journeys
- ICS facilitated Bassetlaw Children and Young People' Network, proactively sharing resources to enable assessment, management of risk and support, e.g., use of New Roots training room for child protection conferences/reviews and for collaborative care planning meetings.
- Bassetlaw Mental Health Forum and Adult Mental Alliance, actively sharing and gathering information, raising issues and sharing best practice
- Bassetlaw Youth Homelessness forum
- Neighbourhood Safeguarding and Disruption meeting
- Provider Forum: A quarterly meeting providing access to peer support and an agenda focussed on sharing good practice, issues and challenges and exploring policy, legislation and strategy that impact on the work of young people and supported housing.
- National Association of Supported Accommodation Providers forum: New Roots were Invited to Join this group of larger providers offering additional opportunities to access peer support, share issues and best practice.
- Centre Point: Opportunities to contribute to national campaigns and research – elevating the voices of children and young people

In addition, partnerships are formed/maintained with local funders such as the Rotary Club who have continued to support New Roots and fund annual achievement awards that help us celebrate children and young people's progress, in their journey, demonstrating how they are valued by the organisation and the local community.

Governance
The board of Trustees have met in full and in smaller working groups over the last year, taking a supportive and active strategic leadership role, particularly to support the management team during the unexpected, prolonged absence of the CEO.
Ongoing work ensures governance arrangements and processes remain fit for purpose and that Trustees have the necessary support/resources to undertake their role. This has included a review of the Trustee Handbook and Trustee Recruitment pack, in preparation for welcoming future Trustees.

Key decisions
Key decisions undertaken by Trustees have included:

- Approval of the Workforce Development plan, that drove forward the development of a new pay and reward structure – ensuring staff are properly reimbursed for their contribution, realigned to real living wage and the organisation remains competitive in the employment market.
- A revision of the management structure and the creation of a team of Service Coordinators to support increased regulatory requirements, expanded operational delivery and to improve flexibility and staff wellbeing and maintain the quality and consistency of support to children and young people.
- Purchase and implementation of property development including the purchase and design of new key sites

Financial review
New Roots financial strength has allowed the organisation to overcome challenges and ensure our resources are continued to be used effectively for public benefit.

Overall our income reduced from £2.6m to £2.2m. This was largely due to the 'matching of service user need' to available properties, leaving properties vacant for longer periods of time. Expenditure costs grew in the year by £183,021,on the previous year due to additional pressures on employment costs, with increases in NI, the minimum wages and maintaining New Roots as a Living Wage employer.

The balance sheet remains strong with net assets amounting to £1.7m with cash reserves held at £471,257. Surplus gains from prior years have enabled property purchases, supporting a strategic portfolio restructure to address market needs and reduce exposure to vacant units.

Our key strategic objective for 2025/26 will be to maximise sufficient recourses to weather changes in the economic environment, supporting us to manage increase regulatory pressures, growing employment costs and the necessity to continue to deliver key business objectives of maintaining the quality of the accommodation and expanding our property portfolio to meet increasing demand and changes to service user needs and those of commissioners.

Continued investment in service improvements will remain central to our 10-year strategy, ensuring responsible use of charitable funds and sustained success in meeting the needs of children and young people.

Reserves Policy

Reserves are defined as unrestricted funds that are freely available to spend on any of the charitable purposes.

Reserves should be held to service an unexpected need for funds, covering unforeseen day-to-day operational costs, a shortfall in income or to fulfil its obligations.

As a company limited by guarantee, reserves are set according to budgeted income. It is intended to mitigate against uncertainty relating to cash flow, to ensure that there are sufficient reserves to cover any financial shortfalls, to react to unexpected situations, to protect the charity's activities if expected income is not received and to retain continuity in relation to expected grant awards. The reserves policy is only acted on when cash flow permits, to meet our objectives.

Free reserves are £497,145 at the year end (2024: £702,082). Trustees will be looking at ways to increase this in the future.

Risk Management

Trustees and the senior management team regularly explore the risks faced by the charity, using an open approach and a range of mechanisms that enable issues to be identified and highlighted. Trustees accept that risks are an everyday part of charitable activity in the voluntary sector and several of our services, by their nature, present high levels of risk, however we aim to keep these as low as possible.
Everyone at New Roots has a clear role to play in managing risk, guided by clear policy and procedures within a constructive and supportive environment that welcomes concerns
Trustees manage risk through regular review and assessment, which takes place at meetings and Trustee workshops. Information is presented to the Trustees to enable them to safeguard the Charity's funds and assets. This includes consideration of reputational, environmental, financial, legislative, technological, governance, external and operational impact.

By managing risk effectively Trustees ensure that;

- Significant risks are identified and monitored enabling Trustees to make informed and timely decisions.
- Strategic planning is improved.
- Charitable aims and objectives are achieved successfully.
- Opportunities are not missed.

The Trustees have a risk management strategy which comprises:

- Underpinning value of openness and accountability
- Regular review of principle risks, uncertainties and potential change.
- Policy for managing risks.
- Procedures for responding should risk materialise.
- Contingency plans

Key identified organisational risks management strategies implemented over the period of April 2024 – March 2025

- **Safeguarding and Protection**
  - **Risk:** Failure to adequately safeguard children and young people from harm, abuse, exploitation, or neglect, leading to significant harm to children and young people
  - **Mitigation:** robust safeguarding policies, missing child protocols, and behaviour management strategies.

- **Maintain Regulatory Compliance**
  - **Risk:** Non-compliance with new mandatory quality standards, Ofsted registration requirements and forthcoming regulatory oversight such as Renters Reform and the roll out of Awwabs Law all that could lead to potential closures / enforcement action
  - **Mitigation:** Registration complete. Contract compliance manager with dedicated time to conduct regular audits and self-assessments to ensure organisational compliance with policies/systems and processes. Management and staff team upskilled, with clear practice performance management processes in place.
- **Quality of Support and Accommodation**
  - **Risk:** Inconsistent or poor-quality support and accommodation. Limited control over repair times of Registered Provider, leading to potential negative outcomes for young people and reputational damage
  - **Mitigation:** Quality of both support and environment is prioritised, staff are suitably qualified and skilled with regular support and supervision structures in place. Feedback sought from children and young people/professionals. Agreement in place with registered providers with repairs process implemented. New Roots properties benefit from ongoing cycles of maintenance.

- **Placement Suitability**
  - **Risk:** Inappropriate placements for children and young people with higher needs. Conflict between contractual requirements and Ofsted regulations – risk of breach with both
  - **Mitigation:** Needs of children and young people are prioritised, staff understand and are empowered to assess referrals to ensure they fit within regulatory requirements. Open dialogue is maintained with commissioners

- **Staffing and Workforce Sufficiency**
  - **Risk:** Insufficient number of staff to cover range of operational sites, staff experience vicarious trauma/ burnout and/or feel under pressure. Potential risk of poor-quality support and high staff turnover
  - **Mitigation:** New Roots employers an ongoing recruitment plan, has a bank of trained agency staff that can step in at times of pressure. Development of workforce strategy which responds strategically. Staff are trained and supported, with mental health first aiders within the team and wellbeing initiatives in place. Staff have access to employee assistance programme with good terms and conditions of employment.
- **Financial Instability and Increasing Costs**
  - **Risk:** Financial instability due to increased operating costs e.g. NI and living wage requirement. Costs of meet new regulatory requirements and those related to expansion and potential new service development.
  - **Mitigation:** Contract variation and uplift agreed. Expansion in progress and efficiencies

- **Transition and Independence**
  - **Risk:** Failure to support young people's transition to independent living and achieve desired outcomes
  - **Mitigation:** Staff are passionate about their work and are suitably trained and supported. Each child/ young person receives bespoke support that is reviewed. Case audits take place and structure of support and supervision identified practice issues or barriers that require escalation. Outcomes are monitored with responsive action plans developed where performance is low

Plans for Future

New Roots continues to be committed to expanding our impact and reach, working with children and young people to ensure they can address the challenges they face and the needs and aspirations they have to be able to achieve their potential.

Our board of Trustees are experienced and highly skilled and have once again provided effective governance throughout this period, in what has been a particularly difficult year for many of our senior management team. As a result of the difficulties, our plans to implement board succession planning has been delayed. This will become a priority in the coming years, commencing with the appointment of new members with relevant backgrounds and capabilities - with the potential of taking on key officer roles when this becomes necessary to ensure strong governance is maintained and future proofed.

Maintaining New Roots as a strong and stable organisation will remain a key strategic priority. We will undertake a 10-year visioning future proofing exercise and review and revise our strategic/business and funding plans (2026-2029) to ensure they continue to be relevant and fit for purpose in the short/medium term.
Additional key aims include:

- Maintain our IIP Platinum status as an excellent employer. Creating progression and 'grow our own' opportunities and supporting employee health and wellbeing. Improving retention and reducing unnecessary absence.
- Improve IT and WiFi connectivity across dispersed properties
- Meeting additional regulatory requirements for in house housing professionals through the CIH qualification.
- Continue work with children and young people to identify needs and issues faced, to develop strategies and new initiatives where necessary - advocating on their behalf where this is required, key issues we have identified include:
    - Mental health and wellbeing, suicide ideation and self-harm resulting from the impact of childhood trauma
    - Transition from child to adult services
- Address impacts of National Insurance and minimum wage changes and prepare for changes in employment legislation
- Extending the provision of specialist services, both in terms of increasing unit numbers and levels and intensity of support, introducing specialist workers to specifically focus on improving mental health and wellbeing and employment, education and training remains a key aspiration.
- Open our new site in Worksop that will deliver 3 places in residential accommodation for 16/17-year-olds with completed Ofsted registration
- Maintain practice standards and achieve a minimum of middle outcome at our first Ofsted inspection of the Young Peoples Service
- Review and develop how services user outcomes are measured and recorded to assist support planning processes and better demonstrate impact to young people and commissioners/funders.
- Actively prioritising and being creative in the way we the involve the participation of children and young people in all aspects of the organisations work, including the planning, design, delivery, management and evaluation of services – ensuring they are empowered and their voices are heard and influence.
- Continue to explore how New Roots can become more environmentally sustainable.
- Raise the Charity profile and develop a modern organisational identify, update current communication mechanisms and developing a new social media strategy.
- Implement Duke of Edinburgh Award scheme and become an accredited centre offering children and young people valuable opportunities to build confidence, resilience, and essential life skills such as teamwork and leadership. The scheme is widely recognised by employers and universities, making it a highly beneficial experience for young people.

Structure, governance and management
The board of Trustees have met in full and in smaller working groups over the last year, taking a supportive and active strategic leadership role, particularly to support the management team during the unexpected, prolonged absence of the CEO.

Ongoing work ensures governance arrangements and processes remain fit for purpose and that Trustees have the necessary support/resources to undertake their role. This has included a review of the Trustee Handbook and Trustee Recruitment pack, in preparation for welcoming future Trustees.

The Management Committee (Directors and 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:

J Griffiths
R Hobson
S West (Chair)
J Barton (Treasurer)
P Dickenson

Recruitment and appointment of trustees
The Charity carries out a skills audit of current trustees which identifies knowledge gaps within the board and then actively takes steps to recruit trustees accordingly.

Trustee induction and training
New members of the Board of Trustees will become familiar with the practical work of the charity after reading the Annual Report and will have received a copy of the Memorandum and Articles of Association and the latest financial reports.

Additionally, they are invited to attend induction training which covers the following areas:

- The Policy and Practice Guide
- Training and Support
- Roles and Responsibilities
- Knowledge, Communication
- Best Practice Guides

Arrangements for setting key management personnel remuneration
The salary grade appropriate for each post will be set at the time of recruitment, based on the agreed job description and person specification. Grades will be reviewed by agreement or where there has been a significant variation in the post's duties and responsibilities. Salary reviews will be based on comparison with roles of similar responsibilities within the voluntary and social care sector network.

Running of the organisation, including delivery of services, finance and human resources remain delegated to the senior management team.

As we continue to emerge from the COVID pandemic and head into both political and economic uncertainty the Trustees would like to thank both the Senior Staff and the teams for their leadership, support and commitment for continued success.

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

Conclusion
We would like to extend our heartfelt gratitude to our donors, partners, volunteers, and staff for their unwavering support. Together, we have made a tangible difference in the lives of those we serve. We look forward to another year of progress and continued collaboration. We would particularly like to highlight support from the Rotary Club of Retford and The Percy Law Memorial Fund.

The Trustees report was approved by the Board of Management Committee (Directors And Trustees).

.....

S West (Chair)
Chair
Dated: .....11/12/25.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
STATEMENT OF TRUSTEES RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2025

The Management Committee (Directors and Trustees), who are also the directors of Worksop and Retford Housing Project Limited 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 Management Committee (Directors and 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 Management Committee (Directors and 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;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Management Committee (Directors and 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.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
INDEPENDENT AUDITOR'S REPORT

TO THE MANAGEMENT COMMITTEE (DIRECTORS AND TRUSTEES) OF WORKSOP AND RETFORD HOUSING PROJECT LIMITED

Opinion

We have audited the financial statements of Worksop and Retford Housing Project Limited (the 'charity') for the year ended 31 March 2025 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 2025 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 Management Committee (Directors and 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 Management Committee (Directors and 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 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.

TO THE MANAGEMENT COMMITTEE (DIRECTORS AND TRUSTEES) OF WORKSOP AND RETFORD HOUSING PROJECT LIMITED

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Management Committee (Directors and Trustees)

As explained more fully in the statement of Trustees responsibilities, the Management Committee (Directors and 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 Management Committee (Directors and 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 Management Committee (Directors and 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 Management Committee (Directors and 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

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

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

Our approach to identifying and assessing the risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- 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 charity through discussions with trustees and other management, and from our knowledge and experience of the charity sector and housing providers;
- 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 charity, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment, environmental and health and safety legislation;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; 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 charity'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;
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and
- Understanding the design of the charity's remuneration policies.

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 set out in note 1 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; and
- Reviewing correspondence with relevant regulators.

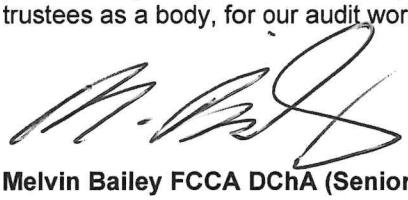
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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.

TO THE MANAGEMENT COMMITTEE (DIRECTORS AND TRUSTEES) OF WORKSOP AND RETFORD HOUSING PROJECT LIMITED

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



11/12/25

Melvin Bailey FCCA DChA (Senior Statutory Auditor)
for and on behalf of Rogers Spencer
Chartered Accountants
Newstead House
Pelham Road
Nottingham
NG5 1AP

Date

Rogers Spencer is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2025

Current financial year

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
Income from:					
Charitable activities	3	2,202,187	-	2,202,187	2,667,776
Other trading activities		18,878	123	19,001	16,963
Total income		2,221,065	123	2,221,188	2,684,739
Expenditure on:					
Raising funds	4	26,225	-	26,225	36,089
Charitable activities	5	2,191,309	47,159	2,238,468	2,045,583
Total resources expended		2,217,534	47,159	2,264,693	2,081,672
Net incoming/(outgoing) resources before transfers		3,531	(47,036)	(43,505)	603,067
Gross transfers between funds		(132)	132	-	-
Net income/(expenditure) for the year/ Net movement in funds		3,399	(46,904)	(43,505)	603,067
Fund balances at 1 April 2024		1,658,865	83,700	1,742,565	1,139,498
Fund balances at 31 March 2025		1,662,264	36,796	1,699,060	1,742,565

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

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.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2025

Prior financial year

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Income from:				
Charitable activities	**3**	2,594,489	73,287	2,667,776
Other trading activities		16,963	-	16,963
Total income		2,611,452	73,287	2,684,739
Expenditure on:				
Raising funds	**4**	30,589	5,500	36,089
Charitable activities	**5**	1,999,829	45,754	2,045,583
Total resources expended		2,030,418	51,254	2,081,672
Net incoming/(outgoing) resources before transfers		581,034	22,033	603,067
Net income/(expenditure) for the year/ Net movement in funds		581,034	22,033	603,067
Fund balances at 1 April 2023		1,077,831	61,667	1,139,498
Fund balances at 31 March 2024		1,658,865	83,700	1,742,565

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

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.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
BALANCE SHEET
AS AT 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	**10**		1,230,696		1,026,479
Current assets					
Debtors	**11**	474,680		378,933	
Cash at bank and in hand		471,257		694,102	
		945,937		1,073,035	
Creditors: amounts falling due within one year	**13**	(306,905)		(177,383)	
Net current assets			639,032		895,652
Total assets less current liabilities			1,869,728		1,922,131
Creditors: amounts falling due after more than one year	**14**		(170,668)		(179,566)
Net assets			1,699,060		1,742,565
Income funds					
Restricted funds	**18**		36,796		83,700
Unrestricted funds			1,662,264		1,658,865
			1,699,060		1,742,565

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2025, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Management Committee (Directors And Trustees) on 11/12/25

.....

S West (Chair)
Trustee
Company Registration No. 02814950

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Cash flows from operating activities					
Cash generated from operations	**22**		75,384		656,372
Investing activities					
Purchase of tangible fixed assets		(280,407)		(107,026)	
Interest received		6,695		4,299	
Net cash used in investing activities			(273,712)		(102,727)
Financing activities					
Repayment of bank loans		(8,398)		(7,779)	
Interest and financing costs		(16,120)		(16,752)	
Net cash used in financing activities			(24,518)		(24,531)
Net (decrease)/increase in cash and cash equivalents			(222,846)		529,114
Cash and cash equivalents at beginning of year			694,102		164,988
Cash and cash equivalents at end of year			471,257		694,102
Relating to:					
Cash at bank and in hand			471,257		694,102

1 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Management Committee (Directors and 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.

2 Accounting policies

Charity information

Worksop and Retford Housing Project Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is 2 Overend Road, Worksop, Nottinghamshire, S80 1QF.

2.1 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 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, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

2.2 Going concern

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

2.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Management Committee (Directors and Trustees) in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors 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.

2.4 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.

2 Accounting policies **(Continued)**

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.

2.5 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources.

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the promotional costs to the charity.
- Expenditure on charitable activities includes all costs undertaken to further the purposes of the charity and their associated support costs, including costs of governance.

2.6 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 provided on tangible assets on a straight line basis on cost at rates calculated to write off the costs of each asset over its expected useful life as follows:

Freehold land and buildings	50 years
Plant and equipment	4 years
Fixtures and fittings	4 years
Computers	4 years
Motor vehicles	4 years

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.

2.7 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).

2.8 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

2 Accounting policies (Continued)

2.9 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

3 Charitable activities

	2025	2024
	£	£
Grants	-	73,287
Rents and Young Persons Supported Accommodation Services income receivable	2,202,187	2,594,489
	2,202,187	2,667,776
Analysis by fund		
Unrestricted funds	2,202,187	2,594,489
Restricted funds	-	73,287

4 Raising funds

			Restricted funds	Total
	2025	2024	2024	2024
	£	£	£	£
Fundraising and publicity				
Consultancy fees	26,225	30,589	5,500	36,089
	26,225	30,589	5,500	36,089

5 Charitable activities

	2025 £	2024 £
Staff costs	1,021,489	887,922
Training costs	16,901	15,702
Staff travel costs	18,188	11,464
Insurance	20,895	14,793
Move-on units rents	163,440	138,288
Repairs and renewals	141,095	120,715
Council tax and water rates	20,553	11,661
Light and heat	78,704	65,401
Advertising, printing, postage and stationery	7,502	9,560
Telephone	20,898	31,403
Cleaning	8,795	8,624
Motor expenses	5,821	19
Equipment rental	-	5,022
Bad debts written off	16,181	123,381
Professional fees	42,826	129
Bank charges	513	473
Loan interest	16,120	16,752
Other interest payable	302	-
Activities and projects	10,536	5,566
Sundry expenses	13,596	17,550
Depreciation of fixed assets	76,189	64,048
IT software and consumables	15,137	11,384
Recruitment costs	25,968	21,288
Security costs	26,510	5,544
NCHA fees	408,074	398,389
	2,176,233	1,988,295
Share of governance costs (see note 7)	62,235	57,288
	2,238,468	2,045,583
Analysis by fund		
Unrestricted funds	2,191,309	
Restricted funds	47,159	
	2,238,468	
For the year ended 31 March 2024		
Unrestricted funds		1,999,829
Restricted funds		45,754
		2,045,583

6 Management Committee (Directors And Trustees)

None of the Management Committee (Directors and Trustees) (or any persons connected with them) received any remuneration.

One member of the Management Committee (Directors and Trustees) received £Nil (2024: £Nil) for the reimbursement of travelling expenses during the year.

7 Governance costs

	2025	2024
	£	£
Staff costs	43,698	40,901
Audit and accountancy fees	18,537	16,387
	62,235	57,288

Governance costs includes payments to the auditors of £6,500 (2024 - £6,000) for audit fees.

8 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

9 Employees

Number of employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
	32	32

Employment costs	2025 £	2024 £
Wages and salaries	898,564	825,327
Social security costs	78,882	47,234
Other pension costs	87,741	56,262
	1,065,187	928,823

The number of employees whose annual remuneration was £60,000 or more were:

	2025 Number	2024 Number
£60,000-£70,000	-	1

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2025 £	2024 £
Aggregate compensation	229,995	217,031

10 Tangible fixed assets

	Freehold land and buildings	Plant and equipment	Fixtures and fittings	Computers	Motor vehicles	Total
	£	£	£	£	£	£
Cost						
At 1 April 2024	1,101,391	179,052	83,668	51,532	14,987	1,430,630
Additions	208,243	68,482	172	3,510	-	280,407
At 31 March 2025	1,309,634	247,534	83,840	55,042	14,987	1,711,037
Depreciation and impairment						
At 1 April 2024	202,477	103,460	70,742	27,160	312	404,151
Depreciation charged in the year	23,091	34,216	5,942	9,194	3,747	76,190
At 31 March 2025	225,568	137,676	76,684	36,354	4,059	480,341
Carrying amount						
At 31 March 2025	1,084,066	109,858	7,156	18,688	10,928	1,230,696
At 31 March 2024	898,914	75,592	12,925	24,373	14,675	1,026,479

- All tangible fixed assets are used for the purpose of the charity.
- The cost of depreciable assets included in land and buildings as at 31 March 2025 was £1,182,752 (2024: £1,133,725).
- The Charity Bank Limited holds a first legal charge over freehold land and buildings with a net book value of £453,148 (2024: £466,575) as security for loans advanced for the development of those properties.

11 Debtors

	2025	2024
Amounts falling due within one year:	£	£
Trade debtors	461,518	364,218
Prepayments and accrued income	13,162	14,715
	474,680	378,933

12 Loans and overdrafts

	2025	2024
	£	£
Bank loans	179,668	188,066
Payable within one year	9,000	8,500
Payable after one year	170,668	179,566

12 Loans and overdrafts (Continued)

The bank loan, is secured by way of a first legal charge over 2 and 4 Overend Road.

13 Creditors: amounts falling due within one year

	Notes	2025 £	2024 £
Bank loans	12	9,000	8,500
Other taxation and social security		66,506	33,449
Trade creditors		182,627	101,865
Other creditors		17,798	-
Accruals and deferred income		30,974	33,569
		306,905	177,383

14 Creditors: amounts falling due after more than one year

	Notes	2025 £	2024 £
Bank loans	12	170,668	179,566

15 Retirement benefit schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge in respect of defined contribution schemes was £87,741 (2024: £56,262).

16 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2024 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2025 £
General funds	1,658,865	2,221,065	(2,217,534)	(132)	1,662,264

Previous year:	At 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2024 £
General funds	1,077,831	2,611,452	(2,030,418)	-	1,658,865

17 Analysis of net assets between funds

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £
At 31 March 2025:			
Tangible assets	1,165,119	65,577	1,230,696
Current assets/(liabilities)	667,813	(28,781)	639,032
Long term liabilities	(170,668)	-	(170,668)
	1,662,264	36,796	1,699,060

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 March 2024:			
Tangible assets	956,783	69,696	1,026,479
Current assets/(liabilities)	881,648	14,004	895,652
Long term liabilities	(179,566)	-	(179,566)
	1,658,865	83,700	1,742,565

18 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

		Movement in funds			Movement in funds			
	Balance at 1 April 2023	Incoming resources	Resources expended	Balance at 1 April 2024	Incoming resources	Resources expended	Transfers	Balance at 31 March 2025
	£	£	£	£	£	£	£	£
National Lottery Charities Board	6,000	-	(2,554)	3,446	-	(2,597)	-	849
Tudor Trust	37,771	47,300	(21,664)	63,407	-	(37,172)	-	26,235
Homeless Link	17,896	-	(17,896)	-	-	-	-	-
NCC - Ofsted	-	5,500	(5,500)	-	-	-	-	-
William Benevolent Trust	-	2,500	(2,500)	-	-	-	-	-
D Oyly Carte	-	3,000	-	3,000	-	(3,000)	-	-
Rotary Club	-	-	-	-	123	(255)	132	-
Sports England	-	14,987	(1,140)	13,847	-	(4,135)	-	9,712
	61,667	73,287	(51,254)	83,700	123	(47,159)	132	36,796

18 Restricted funds **(Continued)**

The National Lottery - this grant was made to fund the initial purchase of a property on Overend Road, which has been refurbished and is being used both as supported accommodation for single young people and office accommodation. The grant is being written off in line with the depreciation policy.

Clothworkers and Help For Homeless - this money was fully utilised in the development and furnishing costs of the flats at 2 and 4 Overand Road. These costs have been capitalised and are being depreciated over the estimated useful life of the assets.

Tudor Trust - to fund a worker to offer effective experience for our most complex young people. Having a real workplace environment which equips our young people with meaningful skills and workplace experiences.

Homeless Link funds the refurbishment of properties, movement represents depreciation charged.

NNC Ofsted - to fund the Ofsted registration fee.

William Benevolent - to fund the defibrillator,training and fitting.

Sports England - For outdoor gym equipment, staffing time and sports equipment.

19 Operating lease commitments

Lessee
Total future minimum lease payments under non-cancellable other operating leases are as follows:

	2025	2024
	£	£
Within one year	52,593	52,593
Between two and five years	52,593	105,186
	105,186	157,779

20 Related party transactions

There were no disclosable related party transactions during the year (2024 - none).

21 Analysis of changes in net funds

	At 1 April 2024	Cash flows	At 31 March 2025
	£	£	£
Cash at bank and in hand	694,102	(222,845)	471,257
Loans falling due within one year	(8,500)	(500)	(9,000)
Loans falling due after more than one year	(179,566)	8,898	(170,668)
	506,036	(214,447)	291,589

22 Cash generated from operations

	2025	2024
	£	£
(Deficit)/surpus for the year	(43,505)	603,067
Adjustments for:		
Interest received	(6,695)	(4,299)
Interest on loan	16,120	16,752
Depreciation and impairment of tangible fixed assets	76,189	64,048
Movements in working capital:		
(Increase)/decrease in debtors	(95,747)	81,284
Increase/(decrease) in creditors	129,022	(104,480)
Cash generated from operations	75,384	656,372

WORKSOP AND RETFORD HOUSING PROJECT LIMITED

England & Wales - Charity number 1045334

Accounts

Charity registration number 1045334 (England and Wales)

Company registration number 02814950

WORKSOP AND RETFORD HOUSING PROJECT LIMITED

NEW ROOTS HOUSING PROJECT

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
LEGAL AND ADMINISTRATIVE INFORMATION

Operating Name	New Roots Housing Project	
Company number	02814950	
Charity number	1045334	
Registered office	2 Overend Road Worksop Nottinghamshire S80 1QF	
Chair	Stuart West	
Management Committee (Directors And Trustees)	J Griffiths R Hobson S West (Chair) J Barton (Treasurer) P Dickinson (Vice Chair)	
Senior staff	C Scawthon I Barley V Baker-Shaw	Senior Project Manager Business Coordinator Social Care Manager
Auditor	Rogers Spencer Newstead House Pelham Road Nottingham NG5 1AP	
Bankers	Natwest 69 Bridge Street Worksop S80 1DJ	

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
CONTENTS

	Page
Trustees report	1 - 9
Statement of Trustees responsibilities	10
Independent auditor's report	11 - 14
Statement of financial activities	15 - 16
Balance sheet	17
Statement of cash flows	18
Notes to the financial statements	19 - 30

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2024

The management committee (who are also directors for the purposes of company law) or please present the annual report for the financial year ending the 31st of March 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 2 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "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)".

Objectives and activities

This report highlights our achievements, financial performance and strategic initiatives undertaken during the past year. It has been a year of growth, challenges, and significant impact in our mission to:

"offer specialist support and accommodation to homeless young people with care experience or those at risk of entering the care system"

New Roots is a voluntary sector organisation that offers a high standard of accommodation and support to homeless young people with care experience or those at risk of entering the care system in Bassetlaw and the surrounding areas.

The organisation is a company limited by guarantee. It was established as a company in 1993 and registered as a charity in 1995 and since that time has developed a long and impressive track record for delivering high quality, niche services.

New Roots has benefited from effective strategic management that has enabled the organisation to weather changes in the social, political and economic environment challenges including the increasing pressures felt as a result of the so call 'cost of living crisis' that has led to growing levels of both absolute/relative poverty and a continued reduction in public services; exacerbating the pressures felt by homeless and 'care experienced' young people, in particular in relation to poor mental health.

Sound financial management and planning has supported continued development and expansion of both our property portfolio and the range and depth of services and support, we are able to provide young people. We believe, we are the local market leader (the provider of choice) in the provision of accommodation and bespoke support for young people with high levels of complex need.

Core Services

Our core services have remained consistent. Over the last year we have worked with over 99 children and young people across 4 key service areas that provide public benefit

- **Supported Accommodation**
  A mixed model of accommodation and support for young people 16-25years, with support levels that step up and down according to need. Providing a seamless journey. Purchased in block by Nottinghamshire County Council.

- **Young Parents Supported Accommodation**
  A mixed model of accommodation and support, with support levels that step up and down according to need. Providing a seamless journey. Purchased in block by Nottinghamshire County Council.

- **Specialised Support Services**
  A range of specialist accommodation with varying support options for young people/parents. Normally offered through DPS (Dynamic Purchasing Systems) and/or funded through charitable grant income.

- **Outreach Support**
  Floating Support offered as a final step in a young person/parent's journey, supporting them to settle in new communities and establish their home. Responding to crisis and specific needs.

Underpinning Approach

Our approach to working with young people/parents (YPP) is informed by our understanding of trauma and the impact of adverse childhood experiences. We view behaviour as expression of need and seek to understand what has happened to a YPP.

Our support is strength based, needs led and person centred. This means we work with each person and explore with them, their experiences, needs, fears, hopes and wishes – building trusted relationships to enable YPP to feel safe and secure enough to be open and honest. We work together with YPP to coproduce support plans and manage risk.

YPP have been involved in offending behaviour/county lines /CSE /domestic abuse etc. and as such are at risk of harm from others. Other YPP are more a harm to themselves e.g. with suicide ideation, self-harming and other risk-taking behaviour.

Many YPP have high levels of mistrust of professionals, with history of abuse and neglect and rejection from parents; excluded and evicted from services. We walk alongside YPP throughout their journey – using elastic tolerance to work through challenges, demonstrating our care for the YPP and our commitment to them.

Our team:

- build positive, productive and assertive relationships with YPP
- advocate on behalf of and prioritise the needs and safety of children and young people
- are tenacious, competent and knowledgeable. They are not afraid to have difficult conversations
- work non-judgmentally and are aware of potential bias
- are professional and communicate clearly with all involved
- genuinely care for YPP and 'go above and beyond'

Operating Context

Youth Homelessness is expected to continue to increase as a result of reduction in public spending, previous welfare reforms and the growing impact of the current 'cost of living crisis'. Where there is no statutory duty, the increased pressure for throughput and completion of support for YP reaching 18 years who are not ready to move (do not have the emotional and practical skills) will add to the youth homeless burden.

It is increasingly recognised that many people who are at risk of or are experiencing long term homelessness have a high number of ACES (Adverse Childhood Experiences). Evidence shows children who experience stressful and poor-quality childhoods are more likely to develop health-harming and antisocial behaviours, more likely to perform poorly in school, more likely to be involved in crime and ultimately less likely to be a productive member of society.

Trauma is prevalent in the narrative of many young people's pathway to homelessness. Research has shown that people who are homeless are likely to have experienced some form of trauma.

Young people supported by New Roots in 2023/24 became homeless due to:

- being "looked after" or experience of "being in care"
- childhood abuse, criminal behaviour and/or child
- sexual or criminal exploitation
- domestic abuse and/or family breakdown
- referred with emotional/mental health issues (depression, anxiety, histories of self-harm and suicidal ideation. Inability to regulate emotions)
- aggressive and violent behaviour to staff in, residential and/or other supported accommodation
- being young parents with children under 5. Many lacking parental role model/s
- increasing knife crime and young people carrying weapons

Poor mental health of young people has been described as a national epidemic. We see a mental health crisis amongst the young people we support. The level and complexity of the mental health challenges experienced by young people are unprecedented. Suicide attempts and ideation are prevalent, struggles with gender and self-identity are more common – with impacts such as self-harm and high levels of anxiety, volatility and aggression, putting themselves and others at risk. Access to services is often denied as their experience does not fit current definitions or meet increasingly high thresholds.

Demand for all services continually exceeds by far what the organisation can provide, despite increasing levels of positive throughput. Numbers of referrals through targeted support remain consistent. The rigidity of the contract model has reduced our ability, to utilise accommodation resources as effectively as we have previously done. The inability to match the needs of young people to vacant spaces, has often led to a disparity between demand and availability.

Attempting to address this, the new accommodation recently developed by New Roots, provides the opportunity to better match and respond to increasing need, enabling the project to offer additional services such as: teenage parent assessments and spot purchase options for young people requiring specialised support packages – demand for these types of services remain high.

In addition, there are ongoing disparities between the expectations of Ofsted and our contractual obligations with NCC.

Who used and benefited from our services?

Our aims and funding limit the services we provide to those between the ages of 16 and 25 (and their children) who will benefit from supported accommodation or support to remain in accommodation in Bassetlaw. Many of our beneficiaries are care experienced young people, looked after children, children subject to child protection plans, teenage parents, young offenders and those at risk of becoming "looked after" by Nottinghamshire County Council or any other 'purchasing' local authority.

In the period April 2023 to March 2024, we delivered services to 99 children and young people (this includes the number of service users on the 1st April 2023 plus the new starters throughout the year). The number of new starters during the period was 33.

Allocations continue to be made through the Family Services Supported Accommodation Panel (SAP). Priority continues to be given to young people to whom a statutory duty is owed. 81% of the referrals we accommodated were in care, looked after or subject to social care intervention. Majority referred with emotional/mental health issues such as depression, anxiety, histories of self- harm and suicidal ideation.

While challenging we continue to work with partners to ensure whereover possible limited resources and services are targeted to those young people in greatest need. We also continue to work flexibly in conjunction with Commissioners and Nottinghamshire County Council Family Services to accommodate emergencies as quickly as possible using the emergency bedspace provision, "you make mountains to make things work" (NCC Commissioning team 2024).

Achievements

- ***Core Services - Young People Accommodated and Supported***

47 units of accommodation have been used flexibly to respond to the needs and risk issues presented by young people. Between 1 April 2023 and 31 March 2024.

80 young people were accommodated and/ or provided with holistic and person centered packages of support. Of the 39 young people who moved on from the service 92% moved on from the service in a positive and planned way, achieving a positive outcome or one that they desired.

Core outcomes for young people supported include:

- 80 C&YP accessed supported accommodation/support
- 98% of YP/TP maintained their independence
- 95% of clients reported feeling safer because of intervention; increase in community cohesion and reduction of anti-social behaviour. E.g. 100% reduction in neighbour dispute from Marcus House since establishing core base; decrease in social isolation and loneliness
- 95% of YP record improvement in the safety and protection of YP and their children - 100% of C&YP with a child protection concern have a plan overseen by the Specialist Safeguarding Practitioner.
- 90% of clients achieve a qualification.
- 95% of YP record increased feelings of self-confidence/esteem and general improvement in the quality of their lives. 95% of YP have less debt when leaving the service as a result of improvements to managing finances (budgeting) and maximising income.

"The New Roots team clearly has a strong passion in helping young people. The facilities and support you provide are outstanding" (Referral agency 2023)"

- ***Specialist Construction Pre-apprenticeship Scheme***

A programme funded by the Tudor Trust to support young people to develop the skills and confidence to take up apprenticeships, employment and volunteering. The project supported young people, helping them to:

- develop personal and work-based skills, including basic skills, communication, teamwork, problem solving, maintaining routines and social and interpersonal skills
- identify hopes and aspirations and develop goals for the future
- grow confidence and self-esteem – develop meaning and purpose
- develop skills for independent living, e.g. basic DIY and understanding practicalities of maintaining a home

Of young people participating:

- 100% increased confidence and communication skills
- 98% improved their mental health and ability to regulate their emptions
- 97% achieved an entry level AQA qualification
- 100% development at least one DIY skill

The reparation element of the project diverted young people from the criminal justice system.

Due to the success of the project and benefits realised by young people, we have taken the decision to continue with this work.

- ***Parenting Assessment Unit***

Completed renovation work on a house to become a 'parenting assessment unit', already in demand as a specialist placement for which it has remained fully utilised. Ofsted regulation preparatory work is complete, staff have been upskilled and systems and process developed in readiness for the property to become vacant, enabling us to proceed.

- ***Education and Training***

Lifewise is a programme that helps young people to develop skills that support them to live independent and successful lives as well as providing them with a recognisable entry level qualification.

Over the year, 77 young people received an accreditation through the Lifewise programme. 129 accreditations were achieved over the academic period.

- ***Property Portfolio Development***
  - Office at our New Hollies site has been invaluable in providing additional security and support to young parents and able a 24/7 staffing presence when necessary.
  - Plans to long-term lease the 11 properties belonging to Together Housing was unable to proceed due to a last-minute change in decision on their part. Instead, we renewed our housing management contract for the next 3 years.
  - Undertaken a radical overall to improve the energy efficiency and reduce environmental impact of our properties, starting with new energy efficient boilers and WIFI heating controls in all staffed premises.
- Continue to maintain properties to retain a high standard of accommodation, e.g. redecoration of hall and stairs in Overend Road.

- **Alternative and Positive Activities**

Our team work with young people to create a programme of positive activities. A particular successful element of this work was the range of practical and sustainable conservation activities funded by the D'orly Carte Foundation. This work aimed to help young people, young parents (and their children) improve feelings of wellbeing and develop skills for life and future work.

Many of the activities/outings had no or limited costs associated with them, this means that the CYP could continue to use local parks and areas of natural beauty, heritage and conservation – we found this to be the case for young parents, who told us about others visits they had made with the children. The parents feel better about themselves as parents and are developing their relationships with their children – building what we hope will become habits of 'getting outdoors' and playing - which we know has many social and therapeutic benefits.

100% of the CYP who participated built their confidence and developed:

- communication and teamwork skills. For example, "D" would not come out of his room or speak to people - he would not engage in activities – he now speaks and is often the first person to get involved.
- basic skills, using basic maths and problem-solving skills e.g. when designing and building bug homes and bird feeders.
- ability to be creative, have a go and share their ideas – taking risks and accepting feedback.

Our positive impact of the project has inspired both CYP, staff and the organisation to do more. New Roots has decided to embed this work within our service and have redeployed a worker - adapting their role to undertake positive and educational activities that will continue to support the desired outcomes of the work.

Partnerships

We have strengthened our collaboration with several organisations:

- NCC - We worked closely with NCC in the design and implementation of a Multi-disciplinary team to provide additional support for young people with mental health challenges Prevent A&E presentations – mental health prevention

- SAP (Supported Accommodation Provision) - a collaborative approach between NCC and local providers, to share and embed good practice through weekly meetings where referrals and case issues are discussed

- Provider Forum - A quarterly meeting providing access to peer support and an agenda focussed on sharing good practice, issues and challenges and exploring policy, legislation and strategy that impact on the work of young people and supported housing.

In addition, New Roots works collaboratively across North Nottinghamshire and actively supports and/or participates in a range of interventions and forums that respond to the challenges faced by young people, for example:

- ICS facilitated Bassetlaw Children and Young People' Network
- proactively sharing resources to enable assessment, management of risk and support, e.g., use of New Roots training room for child protection conferences/reviews and for collaborative care planning meetings.

Governance

The board of New Roots has met fully and in smaller working groups over the last year, taking a supportive and active strategic leadership role. Ongoing work ensures governance arrangements and processes remain fit for purpose and that Trustees have the necessary support/resources to undertake their role.

Key decisions

Key decisions undertaken by Trustees have included:

- Approval of the Strategic and Business Plan 2023 – 2026
- Audit, development and approval of key organisation operating documents, that include the vast range of policies and position statements, that enabled the positive registration of New Roots as an Ofsted Regulated service.
- Restructuring of staffing structure to provide increased recognition and to strengthen management and support structures
- Agreement of succession plans for the administration team and the development of a new HR focussed administration role
- Invest in time and resources to support the health and wellbeing of staff, including the training of 11 team members as Mental Health First Aiders
- Financially support the education and employment project previously funded by the Tudor Trust due to the benefits achieved by the work.

Risk Management

Trustees and the management leadership team regularly explore the risks faced by the charity, using an open approach and a range of mechanisms that enable issues to be identified and highlighted. Trustees accept that risk are an everyday part of charitable activity in the voluntary sector and several of our services, by their nature, present high levels of risk, however we aim to keep these as low as possible.

Everyone at New Roots has a clear role to play in managing risk, guided by clear policy and procedures within a constructive and supportive environment that welcomes concerns

Trustees manage risk through regular review and assessment, which takes place at meetings and Trustee workshops. Information is presented to the Trustees to enable them to safeguard the Charity's funds and assets. This includes consideration of reputational, environmental, financial, legislative, technological, governance, external and operational impact.

By managing risk effectively Trustees ensure that;

- Significant risks are identified and monitored enabling Trustees to make informed and timely decisions.
- Strategic planning is improved.
- Charitable aims and objectives are achieved successfully.
- Opportunities are not missed

The Trustees have a risk management strategy which comprises:

- Underpinning value of openness and accountability
- Regular review of principle risks, uncertainties and potential change.
- Policy for managing risks.
- Procedures for responding should risk materialise.
- Contingency plans

Key organisational risks identified and managed over the period of April 2023 – March 2024

- Move away from a flexible and needs led approach to a more ridged framework that places greater restrictions around age limitations, stricter criteria for the varying unit levels of support and length of stays
- Increased number of sites, impact on staffing levels, operating below optimum compliment
- Recruitment (number required to meet a full staffing compliment) of additional staff in an environment where support staff have become a scarcity.
- Maintaining service delivery quality standards with a largely new and inexperienced team.
- Increased high levels and complexity of need of young people, especially regarding the additional mental health distress young people are enduring and reductions in access to specialised health/support services.
- Reducing number of trustees and length of service of current members – requiring a need for succession planning to maintain the excellent level of governance.
- Referral data not reflective of the presenting risks of the young people. Some professionals appear to make need fit, to what they know of service availability
- Restrictive in use and availability of units, due to contractual definitions
- Lack of suitable 'move on' and specialised accommodation – compounded by reduced services to manage the transition from young person to adult and reluctance from Adult Social Care
- Increased regulatory oversight, disparity in expectations and greater demand for evidence.

Future Plans

New Roots is committed to expanding our impact and reach, working with young people to ensure they have the opportunity to address the challenges they face and the needs and aspirations they have to achieve their potential.

Our board of Trustees are experienced and highly skilled and have provided effective governance throughout this period. Many board members have served on the board for a significant period and as a result, we are seeking to implement, a succession planning process, commencing with the appointment of new members with relevant backgrounds and capabilities - with the potential of taking on key officer roles when this becomes necessary to ensure strong governance is maintained and the board remains stable.

The development of New Roots as a strong and stable organisation will remain a key strategic priority. We will review and revise our strategic/business and funding plans (2023-2026) to ensure they continue to be relevant and fit for purpose and develop and implement a workforce development plan to address current challenges and take a long-term view to 'future proof' maintain our IIP Platinum status as an excellent employer.

Additional key aims include:

Work with young people to identify needs and issues faced, to develop strategies and project initiatives where necessary and advocate on their behalf where this is required, key issues we have identified include:

- Transitions from care settings to supported housing
- Mental health and wellbeing, suicide ideation and self-harm resulting from the impact of childhood trauma
- Transition from child to adult services

Creating a broader income spectrum; exploring contracts opportunities within different areas of work that meet our charitable aims and utilise existing organisational strengths and those outside of Nottinghamshire.

Extending the provision of specialist services, both in terms of increasing unit numbers and levels and intensity of support, introducing specialist workers to specifically focus on improving mental health and wellbeing and employment, education and training remains a key aspiration.

Delivering a further 5 units of core accommodation within Worksop and increase the number of properties available for use through DPS by 2.

Roll out the Lifewise unit that supports the achievement of basic home management skills within the induction of all young people to the service; supporting the development of practical independence living skills

Achieving Ofsted registration for the Parenting Assessment Unit

Maintain practice standards and achieve a minimum of 'good' at our first Ofsted inspection of the Young Peoples Service

Review and develop how services user outcomes are measured and recorded to assist support planning processes and better demonstrate impact to young people and commissioners/funders.

Actively prioritising and be creative in the way we the involve the participation of children and young people in all aspects of the organisations work, including the planning, design, delivery, management and evaluation of services – ensuring they are empowered and their voices are heard and influence.

Maintain the quality of the accommodation within our property portfolio and ensure all properties meet quality standards and health and safety issues are identified and rectified in a timely manner – regardless of landlord.

Continue to explore how New Roots can become more environmentally sustainable.

Financial review

Income has increased from £1,890,131 to £2,684,739. Expenditure has also increased during the year from £1,604,052 to £2,081,672.

The balance sheet remains strong with net assets amounting to £1,742,565(2023: £1,139,498) including unrestricted funds of £1,658,865 (2023: £1,077,831).

Growing surplus levels remained a key strategic objective for 2023/24, to ensure we have sufficient resources to weather changes in the economic and political operating environment and to continue to deliver key business objectives of maintaining the quality of the accommodation and expanding our property portfolio to meet increasing demand and changes to service user needs and those of commissioners.

However, our surplus figures exceeded planned targets, largely in part to the continued external challenges in recruiting the number and right level and calibre of staff, despite significant investment and employing a range of strategies to recruit staff locally and from abroad.

Identifying suitable properties has also taken longer than expected, regardless we have recently located several options and are currently in the process of purchasing a significant sized development that will increased the number of available units and offer additional delivery and office space.

Continued investment in service improvements will remain a key driver. Strategic and operational plans remain under constant review to ensure continued responsible use of charitable funds and our continued success in meeting the needs of children and young people we support.

Reserves Policy

Reserves are defined as unrestricted funds that are freely available to spend on any of the charitable purposes.

Reserves should be held to service an unexpected need for funds, covering unforeseen day-to-day operational costs, a shortfall in income or to fulfil its obligations.

As a company limited by guarantee, reserves are set according to budgeted income. It is intended to mitigate against uncertainty relating to cash flow, to ensure that there are sufficient reserves to cover any financial shortfalls, to react to unexpected situations, to protect the charity's activities if expected income is not received and to retain continuity in relation to expected grant awards. The reserves policy is only acted on when cash flow permits, to meet our objectives.

Free reserves are £881,648 at the year end (2023: £354,585). Trustees will be looking at ways to increase this in the future.

Management Information

Reserve levels are reported as part of the monthly management accounts and presented to Trustees at each committee meeting. The CEO and Finance Manager are designated to raise any issues in relation to the level of reserves directly with the Trustees. The policy will be reviewed annually when budgets and activity for the year is planned.

Structure, governance and management

The Management Committee provides governance of the organisation with regular meetings taking place interspersed with planned sub-committee meetings when necessary. The committee are responsible for organisational strategy, policy review, business planning and supports the budget setting. They are increasingly involved in attending significant meetings and planning the future development of the organisation.

Trustees receive performance, financial, and operational information along with any other relevant reports to ensure the organisation is achieving its targets and meeting its charitable aims and objectives and protects the safeguarding of organisational assets. In relation to the Chief Executive Officer, the Committee act as a critical friend.

All members of the Management Committee give their time voluntarily and receive no benefits from the charity, claiming minimal expenses.

The Management Committee (Directors and 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:

L Davenport	(Resigned 7 June 2023)
J Griffiths	
R Hobson	
L Oldcorn	(Resigned 28 March 2024)
S West (Chair)	
J Barton (Treasurer)	
P Dickinson (Vice Chair)	

Recruitment and appointment of trustees

The Charity carries out a skills audit of current trustees which identifies knowledge gaps within the board and then actively takes steps to recruit trustees accordingly.

Trustee induction and training
New members of the Board of Trustees will become familiar with the practical work of the charity after reading the Annual Report and will have received a copy of the Memorandum and Articles of Association and the latest financial reports.

Additionally, they are invited to attend induction training which covers the following areas:

- The Policy and Practice Guide
- Training and Support
- Roles and Responsibilities
- Knowledge, Communication
- Best Practice Guides

Arrangements for setting key management personnel remuneration
The salary grade appropriate for each post will be set at the time of recruitment, based on the agreed job description and person specification. Grades will be reviewed by agreement or where there has been a significant variation in the post's duties and responsibilities. Salary reviews will be based on comparison with roles of similar responsibilities within the voluntary and social care sector network.

Running of the organisation, including delivery of services, finance and human resources remain delegated to the senior management team.

As we continue to emerge from the COVID pandemic and head into both political and economic uncertainty the Trustees would like to thank both the Senior Staff and the teams for their leadership, support and commitment for continued success.

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

The Trustees report was approved by the Board of Management Committee (Directors And Trustees).

.....
S West (Chair)
Chair
Dated: 30 January 2025

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
STATEMENT OF TRUSTEES RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2024

The Management Committee (Directors and Trustees), who are also the directors of Worksop and Retford Housing Project Limited 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 Management Committee (Directors and 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 Management Committee (Directors and 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;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Management Committee (Directors and 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.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
INDEPENDENT AUDITOR'S REPORT

TO THE MANAGEMENT COMMITTEE (DIRECTORS AND TRUSTEES) OF WORKSOP AND RETFORD HOUSING PROJECT LIMITED

Opinion

We have audited the financial statements of Worksop and Retford Housing Project Limited (the 'charity') for the year ended 31 March 2024 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 2024 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 Management Committee (Directors and 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 Management Committee (Directors and 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 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.

TO THE MANAGEMENT COMMITTEE (DIRECTORS AND TRUSTEES) OF WORKSOP AND RETFORD HOUSING PROJECT LIMITED

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Management Committee (Directors and Trustees)

As explained more fully in the statement of Trustees responsibilities, the Management Committee (Directors and 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 Management Committee (Directors and 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 Management Committee (Directors and 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 Management Committee (Directors and 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

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

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

Our approach to identifying and assessing the risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- 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 charity through discussions with trustees and other management, and from our knowledge and experience of the charity sector and housing providers;
- 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 charity, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment, environmental and health and safety legislation;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; 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 charity'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;
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and
- Understanding the design of the charity's remuneration policies.

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 set out in note 1 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; and
- Reviewing correspondence with relevant regulators.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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.

TO THE MANAGEMENT COMMITTEE (DIRECTORS AND TRUSTEES) OF WORKSOP AND RETFORD HOUSING PROJECT LIMITED

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

30/1/25

Date

Melvin Bailey FCCA DChA (Senior Statutory Auditor)
for and on behalf of Rogers Spencer
Chartered Accountants
Newstead House
Pelham Road
Nottingham
NG5 1AP

Rogers Spencer is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2024

Current financial year

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Total 2023 £
Income from:					
Charitable activities	3	2,594,489	73,287	2,667,776	1,864,515
Other trading activities		16,963	-	16,963	25,616
Total income		2,611,452	73,287	2,684,739	1,890,131
Expenditure on:					
Raising funds	4	30,589	5,500	36,089	32,848
Charitable activities	5	1,999,829	45,754	2,045,583	1,571,204
Total resources expended		2,030,418	51,254	2,081,672	1,604,052
Net income for the year/ Net movement in funds		581,034	22,033	603,067	286,079
Fund balances at 1 April 2023		1,077,831	61,667	1,139,498	853,419
Fund balances at 31 March 2024		1,658,865	83,700	1,742,565	1,139,498

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

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.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2024

Prior financial year

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Income from:				
Charitable activities	3	1,821,515	43,000	1,864,515
Other trading activities		25,616	-	25,616
Total income		1,847,131	43,000	1,890,131
Expenditure on:				
Raising funds	4	32,848	-	32,848
Charitable activities	5	1,538,583	32,621	1,571,204
Total resources expended		1,571,431	32,621	1,604,052
Gross transfers between funds		1,292	(1,292)	-
Net income for the year/ Net movement in funds		276,992	9,087	286,079
Fund balances at 1 April 2022		800,839	52,580	853,419
Fund balances at 31 March 2023		1,077,831	61,667	1,139,498

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

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.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
BALANCE SHEET
AS AT 31 MARCH 2024

	Notes	2024 £	£	2023 £	£
Fixed assets					
Tangible assets	**10**		1,026,479		983,501
Current assets					
Debtors	**11**	378,933		460,217	
Cash at bank and in hand		694,102		164,988	
		1,073,035		625,205	
Creditors: amounts falling due within one year	**13**	(177,383)		(281,863)	
Net current assets			895,652		343,342
Total assets less current liabilities			1,922,131		1,326,843
Creditors: amounts falling due after more than one year	**14**		(179,566)		(187,345)
Net assets			1,742,565		1,139,498
Income funds					
Restricted funds	**17**		83,700		61,667
Unrestricted funds			1,658,865		1,077,831
			1,742,565		1,139,498

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Management Committee (Directors And Trustees) on ..... 30 January 2025 .....

S West (Chair)
Trustee
Company Registration No. 02814950

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Cash flows from operating activities					
Cash generated from operations	21		656,372		55,244
Investing activities					
Purchase of tangible fixed assets		(107,026)		(174,039)	
Interest received		4,299		530	
Net cash used in investing activities			(102,727)		(173,509)
Financing activities					
Repayment of bank loans		(7,779)		(9,242)	
Interest and financing costs		(16,752)		(11,738)	
Net cash used in financing activities			(24,531)		(20,980)
Net increase/(decrease) in cash and cash equivalents			529,114		(139,245)
Cash and cash equivalents at beginning of year			164,988		304,233
Cash and cash equivalents at end of year			694,102		164,988
Relating to:					
Cash at bank and in hand			694,102		164,988

1 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Management Committee (Directors and 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.

2 Accounting policies

Charity information
Worksop and Retford Housing Project Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is 2 Overend Road, Worksop, Nottinghamshire, S80 1QF.

2.1 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 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, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

2.2 Going concern
At the time of approving the financial statements, the Management Committee (Directors and Trustees) have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Management Committee (Directors and Trustees) continue to adopt the going concern basis of accounting in preparing the financial statements.

2.3 Charitable funds
Unrestricted funds are available for use at the discretion of the Management Committee (Directors and Trustees) in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors 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.

2.4 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.

2 Accounting policies **(Continued)**

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.

2.5 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources.

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the promotional costs to the charity.
- Expenditure on charitable activities includes all costs undertaken to further the purposes of the charity and their associated support costs, including costs of governance.

2.6 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 provided on tangible assets on a straight line basis on cost at rates calculated to write off the costs of each asset over its expected useful life as follows:

Freehold land and buildings	50 years
Plant and equipment	4 years
Fixtures and fittings	4 years
Computers	4 years
Motor vehicles	4 years

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.

2.7 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).

2.8 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

2 Accounting policies **(Continued)**

2.9 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

3 Charitable activities

	2024 £	2023 £
Grants	73,287	43,000
Rents and Young Persons Supported Accommodation Services income receivable	2,594,489	1,821,515
	2,667,776	1,864,515
Analysis by fund		
Unrestricted funds	2,594,489	1,821,515
Restricted funds	73,287	43,000
	2,667,776	1,864,515

4 Raising funds

		Restricted funds	Total	
	2024 £	2024 £	2024 £	2023 £
Fundraising and publicity				
Consultancy fees	30,589	5,500	36,089	32,848
	30,589	5,500	36,089	32,848

5 Charitable activities

	2024 £	2023 £
Staff costs	887,922	727,810
Training costs	15,702	7,568
Staff travel costs	11,464	9,669
Insurance	14,793	11,614
Move-on units rents	138,288	133,687
Repairs and renewals	120,715	87,244
Council tax and water rates	11,661	9,268
Light and heat	65,401	38,277
Advertising, printing, postage and stationery	9,560	10,488
Telephone	31,403	25,550
Cleaning	8,624	11,822
Motor expenses	19	155
Equipment rental	5,022	5,386
Bad debts written off	123,381	50,641
Professional fees	129	6,935
Bank charges	473	472
Loan interest	16,752	11,738
Other interest payable	3,217	-
Activities and projects	5,566	4,068
Sundry expenses	17,550	23,509
Depreciation of fixed assets	64,048	37,683
IT software and consumables	11,384	21,737
Recruitment costs	21,288	14,127
Security costs	5,544	4,140
NCHA fees	398,389	268,064
	1,988,295	1,521,652
Share of governance costs (see note 7)	57,288	49,552
	2,045,583	1,571,204
Analysis by fund		
Unrestricted funds	1,999,829	
Restricted funds	45,754	
	2,045,583	
For the year ended 31 March 2023		
Unrestricted funds		1,538,583
Restricted funds		32,621
		1,571,204

6 Management Committee (Directors And Trustees)

None of the Management Committee (Directors and Trustees) (or any persons connected with them) received any remuneration.

One member of the Management Committee (Directors and Trustees) received £Nil (2023: £Nil) for the reimbursement of travelling expenses during the year.

7 Governance costs

	2024	2023
	£	£
Staff costs	40,901	35,831
Audit and accountancy fees	16,387	13,721
	57,288	49,552

Governance costs includes payments to the auditors of £6,000 (2023 - £5,500) for audit fees.

8 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

9 Employees

Number of employees

The average monthly number of employees during the year was:

	2024 Number	2023 Number
	32	28

Employment costs	2024 £	2023 £
Wages and salaries	825,327	686,007
Social security costs	47,234	30,131
Other pension costs	56,262	47,503
	928,823	763,641

The number of employees whose annual remuneration was £60,000 or more were:

	2024 Number	2023 Number
£60,000-£70,000	1	-

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2024 £	2023 £
Aggregate compensation	217,031	190,900

10 Tangible fixed assets

	Freehold land and buildings	Plant and equipment	Fixtures and fittings	Computers	Motor vehicles	Total
	£	£	£	£	£	£
Cost						
At 1 April 2023	1,072,160	127,482	79,492	44,469	-	1,323,603
Additions	29,231	51,570	4,175	7,063	14,987	107,026
At 31 March 2024	1,101,391	179,052	83,667	51,532	14,987	1,430,629
Depreciation and impairment						
At 1 April 2023	179,988	79,377	62,139	18,599	-	340,103
Depreciation charged in the year	22,489	24,083	8,603	8,560	312	64,047
At 31 March 2024	202,477	103,460	70,742	27,159	312	404,150
Carrying amount						
At 31 March 2024	898,914	75,592	12,925	24,373	14,675	1,026,479
At 31 March 2023	892,173	48,106	17,353	25,869	-	983,501

- All tangible fixed assets are used for the purpose of the charity.
- The cost of depreciable assets included in land and buildings as at 31 March 2024 was £1,133,725 (2023: £986,792).
- The Charity Bank Limited holds a first legal charge over freehold land and buildings with a net book value of £466,575 (2023: £477,648) as security for loans advanced for the development of those properties.

11 Debtors

Amounts falling due within one year:	2024 £	2023 £
Trade debtors	364,218	456,092
Prepayments and accrued income	14,715	4,125
	378,933	460,217

12 Loans and overdrafts

	2024 £	2023 £
Bank loans	188,066	195,845
Payable within one year	8,500	8,500
Payable after one year	179,566	187,345

12 Loans and overdrafts **(Continued)**

The bank loan, is secured by way of a first legal charge over 2 and 4 Overend Road.

13 Creditors: amounts falling due within one year

	Notes	2024 £	2023 £
Bank loans	12	8,500	8,500
Other taxation and social security		33,449	15,233
Trade creditors		101,865	244,067
Accruals and deferred income		33,569	14,063
		177,383	281,863

14 Creditors: amounts falling due after more than one year

	Notes	2024 £	2023 £
Bank loans	12	179,566	187,345

15 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2024 £
General funds	1,077,831	2,611,452	(2,030,418)	-	1,658,865

Previous year:	At 1 April 2022 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2023 £
General funds	800,839	1,847,131	(1,571,431)	1,292	1,077,831

16 Analysis of net assets between funds

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 March 2024:			
Tangible assets	956,783	69,696	1,026,479
Current assets/(liabilities)	881,648	14,004	895,652
Long term liabilities	(179,566)	-	(179,566)
	1,658,865	83,700	1,742,565

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
At 31 March 2023:			
Tangible assets	910,591	72,910	983,501
Current assets/(liabilities)	354,585	(11,243)	343,342
Long term liabilities	(187,345)	-	(187,345)
	1,077,831	61,667	1,139,498

17 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	Movement in funds					Movement in funds		
	Balance at 1 April 2022	Incoming resources	Resources expended	Transfers	Balance at 1 April 2023	Incoming resources	Resources expended	Balance at 31 March 2024
	£	£	£	£	£	£	£	£
National Lottery Charities Board	8,354	-	(2,354)	-	6,000	-	(2,554)	3,446
Clothworkers	1,292	-	-	(1,292)	-	-	-	-
Tudor Trust	23,549	43,000	(28,778)	-	37,771	47,300	(21,664)	63,407
Homeless Link	19,385	-	(1,489)	-	17,896	-	(17,896)	-
NCC - Ofsted	-	-	-	-	-	5,500	(5,500)	-
William Benevolent Trust	-	-	-	-	-	2,500	(2,500)	-
D Oyly Carte	-	-	-	-	-	3,000	-	3,000
Sports England	-	-	-	-	-	14,987	(1,140)	13,847
	52,580	43,000	(32,621)	(1,292)	61,667	73,287	(51,254)	83,700

17 Restricted funds **(Continued)**

The National Lottery - this grant was made to fund the initial purchase of a property on Overend Road, which has been refurbished and is being used both as supported accommodation for single young people and office accommodation. The grant is being written off in line with the depreciation policy.

Clothworkers and Help For Homeless - this money was fully utilised in the development and furnishing costs of the flats at 2 and 4 Overand Road. These costs have been capitalised and are being depreciated over the estimated useful life of the assets.

Tudor Trust - to fund a worker to offer effective experience for our most complex young people. Having a real workplace environment which equips our young people with meaningful skills and workplace experiences.

Homeless Link funds the refurbishment of properties, movement represents depreciation charged.

NNC Ofsted - to fund the Ofsted registration fee.

William Benevolent - to fund the defibrillator,training and fitting.

Sports England - For outdoor gym equipment, staffing time and sports equipment.

18 Operating lease commitments

Lessee
Total future minimum lease payments under non-cancellable other operating leases are as follows:

	2024	2023
	£	£
Within one year	52,593	52,593
Between two and five years	105,186	157,778
	157,779	210,371

19 Related party transactions

There were no disclosable related party transactions during the year (2023 - none).

20 Analysis of changes in net funds/(debt)

	At 1 April 2023	Cash flows	At 31 March 2024
	£	£	£
Cash at bank and in hand	164,988	529,114	694,102
Loans falling due within one year	(8,500)	-	(8,500)
Loans falling due after more than one year	(187,345)	7,779	(179,566)
	(30,857)	536,893	506,036

21 Cash generated from operations

	2024	2023
	£	£
Surplus for the year	603,067	286,079
Adjustments for:		
Interest received	(4,299)	(530)
Interest on loan	16,752	11,738
Depreciation and impairment of tangible fixed assets	64,048	37,683
Movements in working capital:		
Decrease/(increase) in debtors	81,284	(428,087)
(Decrease)/increase in creditors	(104,480)	148,361
Cash generated from operations	656,372	55,244

WORKSOP AND RETFORD HOUSING PROJECT LIMITED

England & Wales - Charity number 1045334

Accounts

Charity registration number 1045334

Company registration number 02814950 (England and Wales)

WORKSOP AND RETFORD HOUSING PROJECT LIMITED

NEW ROOTS HOUSING PROJECT

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
LEGAL AND ADMINISTRATIVE INFORMATION

Operating Name	New Roots Housing Project	
Company number	02814950	
Charity number	1045334	
Registered office	2 Overend Road Worksop Nottinghamshire S80 1QF	
Chair	Stuart West	
Management Committee (Directors And Trustees)	J Griffiths R Hobson L Oldcorn S West J Barton P Dickinson	
Senior staff	Carol Scawthon Ian Barley Vicky Baker-Shaw	Senior Project Manager Business Coordinator Social Care Manager
Auditor	Rogers Spencer Newstead House Pelham Road Nottingham NG5 1AP	
Bankers	Natwest 69 Bridge Street Worksop S80 1DJ	

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
CONTENTS

	Page
Trustees report	1 - 10
Statement of Trustees responsibilities	11
Independent auditor's report	12 - 15
Statement of financial activities	16 - 17
Balance sheet	18
Statement of cash flows	19
Notes to the financial statements	20 - 29

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2023

The Management Committee (who are also directors for the purposes of company law) present their report and financial statements for the year ended 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "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)".

Objectives and activities

New Roots is a voluntary sector housing and young person's support project registered as a company limited by guarantee and as a charity registered with the Charity Commission. Established in 1993, it operates mainly within Bassetlaw, but includes Newark and Sherwood and surrounding areas.

The organisation exists to provide support to the most vulnerable and disadvantaged young people who are homeless or vulnerably housed. It does this by providing a high standard of accommodation, a range of support services, including access to training, education and pre-employment opportunities.

Despite the challenges we have faced over the last several years due to the impact of the Covid pandemic, the cost-of-living crisis and the increasing pressures on the lives of young people we have continued to develop and expand our work.

The directors review the performance, aims and objectives of the Company every year to ensure compliance with the Charity Commission's guidance on public benefit.

Core Services
Over the last year we have worked with over 150 children and young people across 4 key service areas that provide public benefit:

- **Supported Accommodation**
  A mixed model of accommodation and support for young people 16-25years, with support levels that step up and down according to need. Providing a seamless journey. Purchased in block by Nottinghamshire County Council.

- **Young Parents Supported Accommodation**
  A mixed model of accommodation and support, with support levels that step up and down according to need. Providing a seamless journey. Purchased in block by Nottinghamshire County Council

- **Specialised Support Services**
  A range of specialist accommodation with varying support options for YPP. Normally offered through DPS (Dynamic Purchasing Systems) and or funded through charitable grant income.

- **Outreach Support**
  Floating Support offered as a final step in a YPP journey, supporting them to settle in new communities and establish their home. Responding to crisis and specific needs.

There are four core values that underpin our work:
- Excellence
- Respect
- Fairness
- Empowerment

The values drive the organisation and the services it delivers in the following ways:

- Young Person led journey that is bespoke, flexible and adaptable, starting where the young person is at, accepts risk and recognises that there are no quick fixes.
- Challenge and promote change to enable young people and employees to discover and fulfil their potential.
- Supporting Young People's right to control their lives and make informed choice.
- Designing all aspects of the organisation and delivering services that are accessible, inclusive, celebrate diversity.
- Treating people as individuals with fairness and respect.
- Championing and promoting social justice and equality.
- Continually striving for excellence in all aspects of our service.

Strategic Objectives:

1. Maintain and continue to develop a strong effective and stable organisation

1. Consolidating our core work and current model of delivery and expanding this offer to neighbouring authorities

1. Development of new and specialist services that help to meet the increasing complexity of need of our client group, in particular to establish a parenting assessment unit

1. Continuing to develop an asset base, by acquiring additional properties that will also support our mission.

Key Decisions

Key decisions taken this year by Trustees have included:

- Maintaining the position of specialist provider, delivering services which may appropriately be promoted as the highest quality across the county.
- Continuation of plans to extend of bespoke services provided through DPS/spot purchase arrangements.
- Open a "parenting assessment unit' with Ofsted registration.
- Agreeing the continuation of the current funding strategy to develop a mixed economy funding base – expanding outside of the current geographical area of focus to reduce the dependance on NCC and increase New Roots ability to maintain independence and be a strong advocate for the needs and rights of young people.
- Continue to support the medium-term strategy to expand existing services with the intention of purchasing additional properties to add to New Roots property portfolio.
- Work towards becoming leaseholder of properties managed on behalf of Together Registered Provider.
- Progress the workforce development strategy to continue upskilling of staff (NCFE qualifications will start in January 2024), expanding the talent pool by exploring oversees sponsorship and implementing a continuous program of recruitment.
- Suspend the external student placement scheme, to focus capacity on building our internal Social/Support Work career development pathway.
- Explore sub-contracting partnerships to deliver elements of the young parents contact in Newark and Sherwood

Risk Management

Trustees manage risk through regular review and assessment, which takes place at meetings and Trustee workshops. Information is presented to the Trustees to enable them to safeguard the Charity's funds and assets. This includes consideration of reputational, environmental, financial, legislative, technological, governance, external and operational impact. Trustees accept that risk is an everyday part of charitable activity in the voluntary sector.

By managing risk effectively Trustees ensure that;

- Significant risks are identified and monitored enabling Trustees to make informed and timely decisions.
- Strategic planning is improved.
- Charitable aims and objectives are achieved successfully.
- Opportunities are not missed.

The Trustees have a risk management strategy which comprises:

- Regular review of principle risks, uncertainties and potential change.
- Policy for managing risks.
- Procedures for responding should risk materialise.
- Contingency plans

For the period of April 2022 – March 2023 organisational risk increased with change and expansion of contractual requirements.

- Management of new contract implementation without accompanying resources, creating a potential financial loss.
- Move away from a flexible and needs led approach to a more ridged framework that places greater restrictions around age limitations, stricter criteria for the varying unit levels of support and length of stays.
- Recruitment (number required to meet a full staffing compliment) of additional staff in an environment where support staff have become a scarcity.
- Maintaining service delivery quality standards with a largely new and inexperienced team.
- Increased high levels and complexity of need of young people, especially regarding the additional mental health distress young people are enduring and reductions in access to specialised health/ support services.
- Reducing number of trustees and length of service of current members – requiring a need for succession planning to maintain the excellent level of governance.

These risks were minimised through effective organisational leadership and financial management. We have been able to develop modern and flexible approaches to recruitment and implement intensive induction training and support processes. These curative steps along with an existing high functioning staff team, and excellent relationships with commissioners has enabled us to manage the transition safely and efficiently.

The long-term nature of the new public sector contracts will provide organisational and service stability, allowing us the space to develop innovative responses to the growing level of need we are facing from the young people we serve.

Collaboration and Partnership Work
To further improve services and strengthen our position we have continued to actively encourage positive partnerships and working arrangements with other voluntary and statutory agencies and continue to work collaboratively with Nottinghamshire Community Housing Association - a larger provider with very similar core values and ethos to enable tendering of cross district-wide delivery of provision. We continue to work in partnership with Centre Point, which gives us the credibility of being connected with a national organization along with a campaigning arm. We continue our close working relationship with North Notts College, Princes Trust, Remedy, Youth Service, Women's Aid, REAL, Notts County Council, Nottinghamshire Police, CGL, BCVS and BHP.

Staffing Analysis
Explored a range of recruitment options, adopting a more value based approach that led us to test a range of methods. An investment of time and resources has enabled us to develop and broaden out the skills within the team, ensuring the organisation complies with the delivery of core contracts as well as allowing valuable specialisms to be utilised through alternative funding streams.

General maintenance continues to be delivered through our preferred contractor. This has demonstrated both cost benefit and an improvement in quality and consistency.

Staff have completed 154 units of training during the reporting period. Social Work Manager has achieved CUBAS assessor status, (replacing the outdated PAMS assessment tool) to facilitate completion of court reports, PEPs 1 and 2 and is working towards the attainment of MA in Advanced Social Work Practice.

New Roots was awarded Platinum status, recognised by Investors in People as one of the top 5% of employers in the UK.

How our activities deliver public benefit
Our main activities remain unchanged with all of our charitable activities focused on the provision of support and accommodation to homeless young people (and their children), those at risk of homelessness and those who cannot remain safely in the family environment for whatever reason and undertaken to further our charitable purposes for the public benefit.

Who used and benefited from our services?
Our aims and funding limit the services we provide to those between the ages of 16 and 25 (and their children) who will benefit from supported accommodation or support to remain in accommodation in Bassetlaw. Many of our beneficiaries are care leavers, looked after children, children subject to child protection plans, teenage parents, young offenders and those at risk of becoming "looked after" by Nottinghamshire County Council or any other 'purchasing' local authority.

In the period April 2022 to March 2023, we delivered services to 86 children and young people (this includes the number of service users on the 1st April 2022 plus the new starters throughout the year). The number of new starters during the period was 32.

Allocations continue to be made through the Family Services Supported Accommodation Panel (SAP). Priority continues to be given to young people to whom a statutory duty is owed. 84% of the referrals we accepted were in care, looked after or subject to social care intervention. The majority of referrals experience some level of emotional/mental health issues such as depression, anxiety, histories of self- harm and suicidal ideation.

We continue to work with partners to ensure limited resources and services are targeted to those young people in greatest need. In relation to this aim, New Roots continue to work flexibly in conjunction with Commissioners and Nottinghamshire County Council Family Services to accommodate emergencies as quickly as possible using properties according to need and appropriateness rather than a scheme criteria and quota.

Move On Support
Support and specialist intervention was provided to young people requiring additional transitional support when moving on from the project and for young people not necessitating or are suitable for New Roots accommodation but would still benefit from support. This support has enabled young people to maintain their independence, helping to prevent issues from escalating and reducing the risk of young people re-entering homeless services.

Volunteer Service
Our volunteer service stalled in development as a result of covid. However, We have recently reaffirmed our aspiration to develop in a dynamic and responsive way to provide further opportunities for young people to receive support as well as become volunteers themselves, giving back to other young people, the service and the wider community.

This year we have developed a partnership with Remedy, enabling young people (both within and outside of the service) to undertake volunteer activity as part of a restorative justice approach. Young People have been involved furniture reclamation – repainting the chicken shed and gardening.

Children's Work / Parent Support
Our work with young parents and their children continues to develop. This year has seen a growth in the challenges faced by young people and the complexity of their needs and support requirements that impact on their ability to care for their child safely and appropriately.

As a result, there has been an increased need for Social Care intervention. New Roots has work cooperatively with young people and Social Care to reduce the risk of harm to their children, helping young parents develop their skills, knowledge and understanding, e.g. child development, recognising and responding to risk, home safety, healthy relationships work, building attachments with children, learning through positive play etc. to be able to keep children in their care. Prioritising the needs of children and advocating for their protection where necessary.

Opportunities for social interaction through interactive groups, 'Baby Roots' and other family-based activities have helped to reduce isolation, provided peer support and aided young people to build support and friendship networks and most of all develop aspirations for themselves and their children.

Life Skills, Education and Training
Lifewise is a programme that helps young people to develop skills that support them to live independent and successful lives as well as providing them with a recognisable entry level qualification.

Over the year, 31 young people received an accreditation through the Lifewise programme. 77 accreditations were achieved over the academic period.

Two service users have successfully enrolled at universities one at Sheffield and another at St Andrews, despite statistics which identify 38% of homeless young people have fewer than five A*to C GCSEs and only 14% of care leavers go to university, compared to 47% of all young people, Civitas (2023).

We also continue to benefit from The Rotary Club of Retford, which enables our young people to receive awards in recognition of their personal achievements. This is particularly rewarding for many of our achievers who do not always identify themselves how far they have progressed despite their difficult circumstances.

Specialist Construction Pre-apprenticeship Scheme
Funded by the Tudor Trust and delivered with the support of RICHDON this project continues to have a significant impact, bringing both benefits for the organisation and participant young people, not to mention other individuals living in the project and the wider community where our properties are based.

Young people involved in the project worked on properties that we took as derelict and uninhabitable, turning these into ten stunning self-contained flats with onsite offices which are now of great benefit to the service as well as significantly enhancing the local neighbourhood and fulfilling the governments "empty properties" agenda. Community member consistently remark on the difference it has made in reducing anti-social behaviour as the properties are no longer empty.

The young people learnt to apply basic, every day and work-based skills, such as:

- getting up in the morning and getting ready for work e.g. packing themselves up for lunch
- social interaction and communication skills
- health and safety, understanding risk and taking responsibility following
- guidance/construction site rules
- basic skills (numeracy and literacy i.e. measuring a floorspace /window size)
- trade and maintenance skills: plumbers, electricians, site management etc.

Key Achievements

- **Young People Supported**
  47 units of accommodation have been used flexibly to respond to the needs and risk issues presented by young people. Between 1 April 2022 and 31 March 2023. 81 young people were accommodated and/ or provided with holistic and person centred packages of support. Of the 30 young people who moved on from the service (90%) moved on from the service in a positive and planned way, achieving a positive outcome or one that they desired.

- **Consolidated and embedded our core underpinning approach across the organisation**
  Our approach to working with young people is informed by our understanding of trauma and the impact of adverse childhood experiences. We view behaviour as expression of need and seek to understand what has happened to a young person.

  Our support is strength based, needs led and person centred. This means we work with each person and explore with them, their experiences, needs, fears, hopes and wishes – building trusted relationships to enable young people to feel safe and secure enough to be open and honest.

- **Property Portfolio Development**
  - Work was completed on a two-bedroom house, specifically designed as a parenting assessment unit with an office base to provide unobtrusive 24-hour on site staff support.
  - London Road was refurbished and adapted to become 'core plus'. With office space created that will enable 24/7 support.
  - Completion of two additional units at Wellbeck street
  - Secured planning permission to site an office at new Hollies to allow for the option of 24/7 staffing.
- **Secured and implemented public sector contracts.**
  - Following a competitive tendering process, new Roots was awarded by NCC the contract to deliver accommodation and support to young people across Bassetlaw. As the lead provider New Roots has worked in partnership with NCHA to successfully implement the new service requirements to deliver 54 units of accommodation, emergency bed space and 10 units of floating support. Expanding both the number and range of contracted units.
  - Secured and implemented a new public sector contract to deliver support and accommodation to Young Parents across Bassetlaw and Newark and Sherwood. Offering 9 units of support.
  - Secured places on the Direct Purchasing System frameworks of Lincoln and the partnership D2N2 (Derbyshire and Nottinghamshire), allowing us to respond and offer services to young people in greatest need, where capacity allows.
- **Expanded staffing compliment and developed human resource model**
  To manage the increase in support units, New Roots restructured and redesigned the staffing model, creating additional opportunities for career progression, succession planning and ensuring staff are fully supported, recognized and rewarded for their contribution.

  As part of this process, we created and implemented staffing support, peer supervision and learning hubs.
- **Developed and implemented a bespoke CMS system**
  Working with our ICT partner we developed a tailor-made CMS system to enable us to record and manage information safely and appropriately, increase efficiency, improve the support provided and develop our ability to collect both quantitative and qualitative data to help better demonstrate our impact and the value of our work.

Extended Benefits
The benefits and results from the work of New Roots provide both social and economic value to local communities and society in general. New Roots works to address the underlying causes of homelessness and impact childhood trauma and adverse childhood experiences, as a result of our work we contribute to reducing:

- recurring homelessness
- anti-social behaviour and risk to young people from criminal and sexual exploitation,
- hospital admissions and pressure on both primary, secondary and specialist health services
- generational poverty and cycles of abuse and care
- the risk of long term social and health impacts from the experience of ACES, e.g., obesity, enduring mental health issues and substance misuse, heart disease and early death

According to a recent impact analysis new Roots created 3.6 million pounds in public benefit:

- Welbeck Street particularly required extensive renovation to return the uninhabitable and derelict property into two stunning flats and an office which are now of great benefit to the service as well as significantly enhancing the local
- neighbourhood and fulfilling the governments "empty properties" agenda. Similarly, Portland Street has changed beyond recognition from an unfit for purpose privately operated HMO which failed to meet H&S regulations into the best example of three self-contained flats with an onsite office for 24-hour staffing
- A significant partnership has developed with one contractor who has purchased properties for community benefit, leased them to New Roots enabling us to extend the type of housing we have available and expand support for YP
- Food inequality is addressed through working with partners such as Fairshare. We receive regular donations resulting in less food waste and significantly contributing to the health and wellbeing of service users who welcome the donations in the form of cooking sessions, batch cooked meals and single item donations
- New Roots employs local people and where possible commissions independent local contractors e.g., gardener's/building contractors/building maintenance/cleaning and housekeeping
- New Roots provides excellent value for money "New Roots high needs DPS is value for money as the service is able to step up and down the support and then plan a move into the SAP model. This process seems to be working really well because the service is in control of all the moves, as it is one service. This is excellent value for money for the Local Authority because young people do not get 'stuck' in the high needs placement - move on plans are made swiftly" SB Commissioning Officer

Future Plans and Actions for 2023-2024

We have maintained an effective and highly skilled and functioning Board of Trustees that have provided effective governance throughout this period. We are seeking to increase the diversity and to appoint additional members with relevant and appropriate skills.

We will continue to prioritise the development of New Roots as a strong and stable organisation and as such will review, develop and implement realistic business plans and funding strategies.

Key aims will include:

- Creating a broader income spectrum that is less reliant on contracted funded activity and exploring delivering/contracting outside of Nottinghamshire
- Extending the provision of services, both in terms of increasing unit numbers and levels and intensity of support, introducing a number of specialist workers to specifically focus on improving mental health and wellbeing remains a key aspiration.
- Integrating a Lifewise unit around basic home management skills as part of young people's induction to the service to support the future development of practical independence skills
- Achieving Ofsted registration for both the Parenting Assessment Unit and Young Peoples Service and a minimum of 'good' at inspection
- Development of an effective and efficient performance management system that demonstrates Impact.
- Development of strong, dynamic, multi-skilled staff team able to respond to the ever-changing needs of the 'user' group and environment. With a commitment to ensuring all staff have a minimum qualification of NCFE level 3 through the provision and support of courses and assessment, become Lifewise accredited facilitators and achieve core qualifications such as First Aid.
- Reviewing and prioritising the Involvement children and young people in all aspects of the organisations work, including the planning, design, delivery, management and evaluation of services
- Continue to increase the number and maintain the quality of the accommodation within our property portfolio- with a focus on expanding the number of properties available for use through DPS
- Ensure all properties meet quality standards and health and safety issues are identified and rectified in a timely manner – regardless of landlord.
- Completing the leaseholder process with Together Housing
- Exploring how New Roots can become more environmentally sustainable.
- Review support of external student Social Worker placements, to consider a more arm's length Practice Educator model and a refocus of resources for internal student placements.
- Purchase of a van to support work young people.

Social impact analysis and cost benefit analysis will be repeated on a regular basis to ensure the organisation is fulfilling its aims and can validate claims on the successes.

New Roots remains grateful for the support of trusts and individual donors, who continue to provide the resources for us to develop our work and increase the support available for children and young people. We would particularly like to thank, The Tudor Trust, Willamson Benevolent Trust, The Rotary Club of Retford and The Rotary Club of Retford Percy Law Memorial Fund.

Financial review

Income has increased from £1,137,094 to £1,890,131. Expenditure has also increased during the year from £1,070,643 to £1,604,052.

The balance sheet remains strong with net assets amounting to £1,139,498 (2022: £853,419) including unrestricted funds of £1,077,831 (2022: £800,839).

Continued success has not gone without its challenges, the Central Staff and Management Teams have continued to work both positively and tirelessly to develop the business whilst maintaining their Core Value. A remaining surplus balance of £286,079 up from £66,451 is a culmination of factors influenced by external market conditions and post covid effects resulting in an inability to recruit the right level and calibre of staffing, this despite a large amount of time and effort being subsumed throughout the year. Furthermore contract wins and extension to services with a focus on mobilisation and steady state running demands have not afforded time to extend the existing property portfolio nor purchase a new support vehicle. The Management Team and Trustees continue to work together finding solutions and new ways of working and are confident of improving the performance and achieving even greater results next year.

Reserves Policy

Reserves are defined as unrestricted funds that are freely available to spend on any of the charitable purposes.

Reserves should be held to service an unexpected need for funds, covering unforeseen day-to-day operational costs, a shortfall in income or to fulfil its obligations.

As a company limited by guarantee, reserves are set according to budgeted income. It is intended to mitigate against uncertainty relating to cash flow, to ensure that there are sufficient reserves to cover any financial shortfalls, to react to unexpected situations, to protect the Charities activities if expected income is not received and to retain continuity in relation to expected grant awards. The reserves policy is only acted on when cash flow permits, to meet our objectives.

Free reserves are £354,585 at the year end (2022: £227,034). Trustees will be looking at ways to increase this in the future.

Management Information

Reserve levels are reported as part of the monthly management accounts and presented to Trustees at each committee meeting. The CEO and Finance Manager are designated to raise any issues in relation to the level of reserves directly with the Trustees. The policy will be reviewed annually when budgets and activity for the year is planned.

Structure, governance and management
The Management Committee provides governance of the organisation with regular meetings taking place interspersed with planned sub-committee meetings when necessary. The committee are responsible for organisational strategy, policy review, business planning and supports the budget setting. They are increasingly involved in attending significant meetings and planning the future development of the organisation.

Trustees receive performance, financial, and operational information along with any other relevant reports to ensure the organisation is achieving its targets and meeting its charitable aims and objectives and protects the safeguarding of organisational assets. In relation to the Chief Executive Officer, the Committee act as a critical friend.

All members of the Management Committee give their time voluntarily and receive no benefits from the charity, claiming minimal expenses.

The Management Committee (Directors and 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:

L Davenport (Resigned 7 June 2023)
J Griffiths
R Hobson
L Oldcorn
S West
J Barton
P Dickinson

Recruitment and appointment of trustees
The Charity carries out a skills audit of current trustees which identifies knowledge gaps within the board and then actively takes steps to recruit trustees accordingly.

Trustee induction and training
New members of the Board of Trustees will become familiar with the practical work of the charity after reading the Annual Report and will have received a copy of the Memorandum and Articles of Association and the latest financial reports.

Additionally, they are invited to attend induction training which covers the following areas:

- The Policy and Practice Guide
- Training and Support
- Roles and Responsibilities
- Knowledge, Communication
- Best Practice Guides

Arrangements for setting key management personnel remuneration
The salary grade appropriate for each post will be set at the time of recruitment, based on the agreed job description and person specification. Grades will be reviewed by agreement or where there has been a significant variation in the post's duties and responsibilities. Salary reviews will be based on comparison with roles of similar responsibilities within the voluntary and social care sector network.

Running of the organisation, including delivery of services, finance and human resources remain delegated to the senior management team.

As we continue to emerge from the COVID pandemic and head into both political and economic uncertainty the Trustees would like to thank both the Senior Staff and the teams for their leadership, support and commitment for continued success.

Auditor

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

The Trustees report was approved by the Board of Management Committee (Directors And Trustees).

.....

S West
Chair
Dated: 22/4/23.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
STATEMENT OF TRUSTEES RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2023

The Management Committee (Directors and Trustees), who are also the directors of Worksop and Retford Housing Project Limited 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 Management Committee (Directors and 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 Management Committee (Directors and 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;

- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Management Committee (Directors and 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.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
INDEPENDENT AUDITOR'S REPORT

TO THE MANAGEMENT COMMITTEE (DIRECTORS AND TRUSTEES) OF WORKSOP AND RETFORD HOUSING PROJECT LIMITED

Opinion

We have audited the financial statements of Worksop and Retford Housing Project Limited (the 'charity') for the year ended 31 March 2023 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 2023 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 Management Committee (Directors and 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 Management Committee (Directors and 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 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Management Committee (Directors and Trustees)

As explained more fully in the statement of Trustees responsibilities, the Management Committee (Directors and 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 Management Committee (Directors and 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 Management Committee (Directors and 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 Management Committee (Directors and 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

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

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

Our approach to identifying and assessing the risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- 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 charity through discussions with trustees and other management, and from our knowledge and experience of the charity sector and housing providers;
- 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 charity, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment, environmental and health and safety legislation;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; 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 charity'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;
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and
- Understanding the design of the charity's remuneration policies.

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 set out in note 2 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; and
- Reviewing correspondence with relevant regulators.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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.

TO THE MANAGEMENT COMMITTEE (DIRECTORS AND TRUSTEES) OF WORKSOP AND RETFORD HOUSING PROJECT LIMITED

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

24/11/23

Date

Melvin Bailey FCCA DChA (Senior Statutory Auditor)
for and on behalf of Rogers Spencer
Chartered Accountants
Newstead House
Pelham Road
Nottingham
NG5 1AP

Rogers Spencer is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2023

Current financial year

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Total 2022 £
Income from:					
Charitable activities	3	1,821,515	43,000	1,864,515	1,133,572
Other trading activities		25,616	-	25,616	3,522
Total income		1,847,131	43,000	1,890,131	1,137,094
Expenditure on:					
Raising funds	4	32,848	-	32,848	17,000
Charitable activities	5	1,538,583	32,621	1,571,204	1,053,643
Total resources expended		1,571,431	32,621	1,604,052	1,070,643
Net incoming resources before transfers		275,700	10,379	286,079	66,451
Gross transfers between funds		1,292	(1,292)	-	-
Net income for the year/ Net movement in funds		276,992	9,087	286,079	66,451
Fund balances at 1 April 2022		800,839	52,580	853,419	786,968
Fund balances at 31 March 2023		1,077,831	61,667	1,139,498	853,419

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.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2023

Prior financial year

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Income from:				
Charitable activities	3	1,089,572	44,000	1,133,572
Other trading activities		3,522	-	3,522
Total income		1,093,094	44,000	1,137,094
Expenditure on:				
Raising funds	4	17,000	-	17,000
Charitable activities	5	1,021,859	31,784	1,053,643
Total resources expended		1,038,859	31,784	1,070,643
Net incoming resources before transfers		54,235	12,216	66,451
Gross transfers between funds		148	(148)	-
Net income for the year/ Net movement in funds		54,383	12,068	66,451
Fund balances at 1 April 2021		746,456	40,512	786,968
Fund balances at 31 March 2022		800,839	52,580	853,419

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.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
BALANCE SHEET
AS AT 31 MARCH 2023

	Notes	2023 £	£	2022 £	£
Fixed assets					
Tangible assets	**10**		983,501		847,145
Current assets					
Debtors	**11**	460,217		32,130	
Cash at bank and in hand		164,988		304,233	
		625,205		336,363	
Creditors: amounts falling due within one year	**13**	(281,863)		(133,502)	
Net current assets			343,342		202,861
Total assets less current liabilities			1,326,843		1,050,006
Creditors: amounts falling due after more than one year	**14**		(187,345)		(196,587)
Net assets			1,139,498		853,419
Income funds					
Restricted funds	**16**		61,667		52,580
Unrestricted funds			1,077,831		800,839
			1,139,498		853,419

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2023, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Management Committee (Directors And Trustees) on .....

.....

S West
Trustee
Company Registration No. 02814950

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Cash flows from operating activities					
Cash generated from operations	21		55,244		150,953
Investing activities					
Purchase of tangible fixed assets		(174,039)		(120,461)	
Interest received		530		22	
Net cash used in investing activities			(173,509)		(120,439)
Financing activities					
Repayment of bank loans		(9,242)		(10,061)	
Interest and financing costs		(11,738)		(8,282)	
Net cash used in financing activities			(20,980)		(18,343)
Net (decrease)/increase in cash and cash equivalents			(139,245)		12,172
Cash and cash equivalents at beginning of year			304,233		292,061
Cash and cash equivalents at end of year			164,988		304,233
Relating to:					
Cash at bank and in hand			164,988		304,233

1 Accounting policies

Charity information

Worksop and Retford Housing Project Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is 2 Overend Road, Worksop, Nottinghamshire, S80 1QF.

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 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, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Management Committee (Directors and Trustees) have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Management Committee (Directors and 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 Management Committee (Directors and 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.

1 Accounting policies **(Continued)**

1.5 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources.

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the promotional costs to the charity.
- Expenditure on charitable activities includes all costs undertaken to further the purposes of the charity and their associated support costs, including costs of governance.

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 provided on tangible assets on a straight line basis on cost at rates calculated to write off the costs of each asset over its expected useful life as follows:

Freehold land and buildings	50 years
Plant and equipment	4 years
Fixtures and fittings	4 years
Computers	4 years

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.

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 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.9 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Management Committee (Directors and 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.

3 Charitable activities

	2023 £	2022 £
Grants	43,000	44,000
Rents and Young Persons Supported Accommodation Services income receivable	1,821,515	1,089,572
	1,864,515	1,133,572
Analysis by fund		
Unrestricted funds	1,821,515	1,089,572
Restricted funds	43,000	44,000
	1,864,515	1,133,572

4 Raising funds

	2023 £	2022 £
Fundraising and publicity		
Consultancy fees	32,848	17,000
	32,848	17,000

5 Charitable activities

	2023 £	2022 £
Staff costs	727,810	599,044
Training costs	7,568	8,539
Staff travel costs	9,669	9,584
Insurance	11,614	8,243
Move-on units rents	133,687	111,380
Repairs and renewals	87,244	136,319
Council tax and water rates	9,268	12,015
Light and heat	38,277	21,420
Advertising, printing, postage and stationery	10,488	10,086
Telephone	25,550	12,077
Cleaning	11,822	7,923
Motor expenses	155	245
Equipment rental	5,386	1,778
Bad debts written off	50,641	(9,250)
Professional fees	6,935	9,934
Bank charges	472	426
Loan interest	11,738	8,282
Volunteer expenses	-	1,782
Activities and projects	4,068	7,740
Sundry expenses	23,509	10,495
Depreciation of fixed assets	37,683	32,769
IT software and consumables	21,737	9,936
Recruitment costs	14,127	-
Security costs	4,140	-
NCHA fees	268,064	-
	1,521,652	1,010,767
Share of governance costs (see note 7)	49,552	42,876
	1,571,204	1,053,643
Analysis by fund		
Unrestricted funds	1,538,583	
Restricted funds	32,621	
	1,571,204	
For the year ended 31 March 2022		
Unrestricted funds		1,021,859
Restricted funds		31,784
		1,053,643

6 Management Committee (Directors And Trustees)

None of the Management Committee (Directors and Trustees) (or any persons connected with them) received any remuneration.

One member of the Management Committee (Directors and Trustees) received £nil (2022: £248) for the reimbursement of travelling expenses during the year.

7 Governance costs

	2023	2022
	£	£
Staff costs	35,831	32,310
Audit and accountancy fees	13,721	10,566
	49,552	42,876

Governance costs includes payments to the auditors of £5,500 (2022 - £5,000) for audit fees.

8 Employees

Number of employees

The average monthly number of employees during the year was:

	2023	2022
	Number	Number
	28	19

Employment costs

	2023	2022
	£	£
Wages and salaries	660,145	553,720
Social security costs	47,234	30,131
Other pension costs	56,262	47,503
	763,641	631,354

There were no employees whose annual remuneration was £60,000 or more.

Management Committee (Directors And Trustees)

None of the Management Committee (Directors and Trustees) (or any persons connected with them) received any remuneration or benefits from the New Roots Housing Project during the year.

One member of the Management Commitee (Directors and Trustees) received £nil (2022: £248) for the reimbursement of travelling expenses.

9 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

10 Tangible fixed assets

	Freehold land and buildings	Plant and equipment	Fixtures and fittings	Computers	Total
	£	£	£	£	£
Cost					
At 1 April 2022	973,981	87,787	73,042	14,756	1,149,566
Additions	98,180	39,696	6,450	29,713	174,039
At 31 March 2023	1,072,161	127,483	79,492	44,469	1,323,605
Depreciation and impairment					
At 1 April 2022	161,837	71,203	55,162	14,219	302,421
Depreciation charged in the year	18,151	8,174	6,977	4,381	37,683
At 31 March 2023	179,988	79,377	62,139	18,600	340,104
Carrying amount					
At 31 March 2023	892,173	48,106	17,353	25,869	983,501
At 31 March 2022	812,143	16,584	17,881	537	847,145

- All tangible fixed assets are used for the purpose of the charity.
- The cost of depreciable assets included in land and buildings as at 31 March 2023 was £986,792 (2022: £888,612).
- The Charity Bank Limited holds a first legal charge over freehold land and buildings with a net book value of £477,648 as security for loans advanced for the development of those properties.

11 Debtors

	2023	2022
Amounts falling due within one year:	£	£
Trade debtors	456,092	30,724
Prepayments and accrued income	4,125	1,406
	460,217	32,130

12 Loans and overdrafts

	2023	2022
	£	£
Bank loans	195,845	205,087
Payable within one year	8,500	8,500
Payable after one year	187,345	196,587

The bank loan, is secured by way of a first legal charge over 2 and 4 Overend Road.

13 Creditors: amounts falling due within one year

	Notes	2023	2022
		£	£
Bank loans	12	8,500	8,500
Other taxation and social security		15,233	18,551
Trade creditors		244,067	95,510
Accruals and deferred income		14,063	10,941
		281,863	133,502

14 Creditors: amounts falling due after more than one year

	Notes	2023	2022
		£	£
Bank loans	12	187,345	196,587

15 Retirement benefit schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £56,262 (2022 - £47,503).

16 Restricted funds

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 2021	Incoming resources	Resources expended	Transfers	Balance at 1 April 2022	Incoming resources	Resources expended	Transfers	Balance at 31 March 2023
	£	£	£	£	£	£	£	£	£
National Lottery Charities Board	11,301	-	(2,947)	-	8,354	-	(2,354)	-	6,000
Clothworkers	1,292	-	-	-	1,292	-	-	(1,292)	-
Help For Homeless	148	-	-	(148)	-	-	-	-	-
Tudor Trust	5,897	43,000	(25,348)	-	23,549	43,000	(28,778)	-	37,771
Gifts & donations - AGM awards	1,000	1,000	(2,000)	-	-	-	-	-	-
Homeless Link	20,874	-	(1,489)	-	19,385	-	(1,489)	-	17,896
	40,512	44,000	(31,784)	(148)	52,580	43,000	(32,621)	(1,292)	61,667

The National Lottery grant was made to fund the initial purchase of a property on Overend Road, which has been refurbished and is being used both as supported accommodation for single young people and office accommodation. The grant is being written off in line with the depreciation policy.

Clothworkers and Help For Homeless money was fully utilised in the development and furnishing costs of the flats at 2 and 4 Overand Road. These costs have been capitalised and are being depreciated over the estimated useful life of the assets.

Tudor Trust - to fund a worker to offer effective experience for our most complex young people. Having a real workplace environment which equips our young people with meaningful skills and workplace experiences.

AGM Awards - awards given to service users who have excelled throughout the year.

Homeless Link funds the refurbishment of properties, movement represents depreciation charged.

17 Analysis of net assets between funds

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Fund balances at 31 March 2023 are represented by:						
Tangible assets	910,591	72,910	983,501	770,392	76,753	847,145
Current assets/(liabilities)	354,585	(11,243)	343,342	227,034	(24,173)	202,861
Long term liabilities	(187,345)	-	(187,345)	(196,587)	-	(196,587)
	1,077,831	61,667	1,139,498	800,839	52,580	853,419

18 Operating lease commitments

Total future minimum lease payments under non-cancellable other operating leases are as follows:

	2023 £	2022 £
Within one year	52,593	108,391
Between two and five years	157,778	-
	210,371	108,391

19 Related party transactions

There were no disclosable related party transactions during the year (2022 - none).

20 Analysis of changes in net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	304,233	(139,245)	164,988
Loans falling due within one year	(8,500)	-	(8,500)
Loans falling due after more than one year	(196,587)	9,242	(187,345)
	99,146	(130,003)	(30,857)

21	**Cash generated from operations**	**2023** £	**2022** £
	Surplus for the year	286,079	66,451
	Adjustments for:		
	Interest received	(530)	(22)
	Interest on loan	11,738	8,282
	Depreciation and impairment of tangible fixed assets	37,683	32,769
	Movements in working capital:		
	(Increase) in debtors	(428,087)	(10,741)
	Increase in creditors	148,361	54,214
	Cash generated from operations	55,244	150,953

WORKSOP AND RETFORD HOUSING PROJECT LIMITED

England & Wales - Charity number 1045334

Accounts

Charity registration number 1045334

Company registration number 02814950 (England and Wales)

WORKSOP AND RETFORD HOUSING PROJECT LIMITED

NEW ROOTS HOUSING PROJECT

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
LEGAL AND ADMINISTRATIVE INFORMATION

Operating Name	New Roots Housing Project	
Company number	02814950	
Charity number	1045334	
Registered office	2 Overend Road Worksop Nottinghamshire S80 1QF	
Chair	Stuart West	
Management Committee (Directors And Trustees)	L Davenport J Griffiths R Hobson L Oldcorn S West J Barton P Dickinson	
Senior staff	Carol Scawthon Ian Barley Vicky Baker-Shaw	Senior Project Manager Business Coordinator Social Care Manager
Auditor	Rogers Spencer Newstead House Pelham Road Nottingham NG5 1AP	
Bankers	Natwest 69 Bridge Street Worksop S80 1DJ	

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
CONTENTS

	Page
Trustees report	1 - 7
Statement of Trustees responsibilities	8
Independent auditor's report	9 - 11
Statement of financial activities	12 - 13
Balance sheet	14
Statement of cash flows	15
Notes to the financial statements	16 - 27

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2022

The Management Committee (who are also directors for the purposes of company law) present their report and financial statements for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the New Roots's governing document, the Companies Act 2006 and "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)".

Objectives and activities

New Roots is a not-for-profit company limited by guarantee governed by its memo & articles of association. It is a registered charity with the Charity Commission providing a voluntary sector housing project within Bassetlaw supporting young people aged 16-25 who are homeless or vulnerably housed and enabling them to move on to independent living within their own community.

Mission Statement

To drive up the standards and expectations through the delivery of a bespoke service and high quality accommodation.

There are a number of values that underpin our mission:

- **Young Person led journey** that is **bespoke**, **flexible** and **adaptable**, starting where the young person is at, accepts risk and recognises that there are no quick fixes
- **Challenge and promote change** to enable young people to **discover and fulfil their potential**
- Designing and delivering services that are **accessible, inclusive, celebrate diversity**
- Championing and promoting **social justice and equality**
- Continually striving for **excellence** in all aspects of our service

Vision

No young person should be disadvantaged by heritage housing status or family background.

Aims and Objectives

The core aims of the organisation are to:

- Provide high quality, responsive and flexible supported accommodation services for young people in need.
- Involve young in all aspects of the organisation's work – planning, design, delivery, management and evaluation of services.
- Monitor and evaluate services on a regular and systematic basis as part of a continuous improvement strategy.
- Work in partnership with other agencies in the statutory, private and voluntary sectors to optimise joint working.
- Disseminate best practice locally, regionally and nationally.
- Be a good and responsible employer.
- Develop services accordingly to meet the needs of young people in the community.
- Seek to extend the facilities and grow the opportunities to support more young people
- Continuously review and improve.

There are Four Core Values that underpin our Mission

- Excellence
- Respect
- Fairness
- Empowerment

Key Decisions

Key decisions taken this year by Trustees have included maintaining the position of specialist provider, delivering services which may appropriately be promoted as the highest quality across the county.

Continue to develop bespoke services to offer through DPS/spot purchase arrangements and extending the skills and capabilities to cater for the most complex and chaotic referrals.

Agreeing the continuation of the current funding strategy to develop a funding base across a diverse income spectrum and reduce dependence on any one single contract.

Trustees continue to support the medium-term strategy to expand existing services with the intention of working towards future purchases to increase New Roots property portfolio.

Risk Management

Trustees manage risk through the regular review and assessment, which takes place at meetings and Trustee workshops. Information is presented to the Trustees to enable them to safeguard the Charity's funds and assets. This includes consideration of reputational, environmental, financial, legislative, technological, governance, external and operational impact. Trustees accept that risk is an everyday part of charitable activity in the voluntary sector.

By managing risk effectively Trustees ensure that;

- Significant risks are identified and monitored enabling Trustees to make informed and timely decisions.
- Strategic planning is improved.
- Charitable aims and objectives are achieved successfully.
- Opportunities are not missed.

The Trustees have a risk management strategy which comprises:

- Regular review of principal risks, uncertainties and potential change.
- Policy for managing risks.
- Procedures for responding should risk materialise.

For the period of April 2021 – March 2022 the financial risk of reliance upon a narrow funding stream was reduced through the award of the Notts County Council SAP contract. Applications for additional funding streams will continue to be submitted to create a more diverse income spectrum.

The aim to increase the organisations property portfolio continues to be explored modelling on previous success and positive outcomes and feedback from a broad range of stakeholders which includes:

- Further development of specialist small scale intensive needs provision through both purchase and private finance initiative.
- Catering for referrals of greater complexity and need.
- Mitigating any risks including welfare reform from the roll out of universal credit.
- Continue to deliver a service of excellent repute.
- Driving up the standards across the county of provision of young person's services.
- Ensuring policies and procedures are reviewed and up to date as well as accreditation being maintained for IIP, ISO9001, and QUAFF.
- Training of staff which exceed minimum requirements which ensure best practice and aspirational goals.
- Financial risk profile reviews to mitigate any financial penalties which have an adverse effect on cashflow.

Collaboration status

In order to improve services and strengthen our position we actively encourage positive partnerships and working arrangements with other voluntary and statutory agencies. We continue to work in partnership with Centrepoint, which gives us the credibility of being connected with a national organisation along with a campaigning arm. We continue our close working relationship with North Notts College, 3iiis, Women's Aid, Nottinghamshire Training Group, Notts County Council, North Notts Police, Northern Racing College, CGL, BCVS, Premier Security and Richdon.

Staffing analysis

In accordance with the business plan we have increased staffing numbers - currently 32. This enables the organisation to comply with the delivery of the core contract as well as enabling valuable specialisms to be utilised through alternative funding streams.

General maintenance continues to be delivered through our preferred contractor. This has demonstrated both cost benefit and an improvement in quality and consistency.

Staff have completed 154 units of training during the reporting period. Staff absence has been at a rate of 15% (total of 4,863 hours). Staff absence has increased with the main contributors due to staff suspension, compassionate and COVID 19 leave. Steps have been taken to promote health and emotional wellbeing within the team including the accreditation of six mental health workers and the appointment of a mental health manager.

How our activities deliver public benefit

Our main activities remain unchanged with all of our charitable activities focused on the provision of support and accommodation to homeless young people (and their children), those at risk of homelessness and those who cannot remain safely in the family environment for whatever reason and undertaken to further our charitable purposes for the public benefit.

Who used and benefited from our services?

Our aims and funding limit the services we provide to those between the ages of 16 and 25 who will benefit from supported accommodation or support to remain in accommodation in Bassetlaw. Many of our beneficiaries are care leavers, looked after children, children subject to child protection plans, teenage parents, young offenders and those at risk of becoming "looked after" by Nottinghamshire County Council orany other relevant local authority.

In the period April 2021 to March 2022, we delivered services to 85 young people (this includes the number of service users on the 1st April 2021 plus the new starters throughout the year). The number of new starters during the period was 43 (45% of referrals). Referrals received throughout this period for New Roots Services was 95.

Allocations continue to be made through the Family Services Supported Accommodation Panel (SAP). Priority continues to be given to young people to whom a statutory duty is owed. 53% of the referrals we accommodated were in care, looked after or subject to social care intervention. 81% were referred with emotional/mental health issues such as depression, anxiety, histories of self- harm and suicidal ideation. This represents an increase of 38.5% compared to last year.

We continue to work with partners to ensure limited resources and services are targeted to those young people in greatest need. In relation to this aim, New Roots continue to work flexibly in conjunction with Commissioners and Nottinghamshire County Council Family Services to accommodate emergencies as quickly as possible using properties according to need and appropriateness rather than a scheme criteria and quota.

Since April 2017, charges for support are now funded through Nottinghamshire County Council, are based on 100% payment by results and relies on throughput with a fee paid for each new starter up to a limited contract value.

In accordance with the Nottinghamshire County Council contract, clear and accessible information is available to all stakeholders about eligibility criteria and how to make an application using these protocol arrangements.

Written information about New Roots' services and procedures is available in other languages and formats upon request. We annually distribute information about our services to all relevant agencies and services working with disadvantaged and minority young people in the areas and communities in which we work.

New Roots' allocations are through NCC Family Services along with all referrals for commissioned services across the county with weekly panel meetings attended by managers from New Roots and allocation decisions made with input from all relevant parties. These continue to be monitored at service, district and county level to ensure no application is treated less favourably because of gender, race, religion, sexuality or nationality in terms of both access to accommodation and the quality/location of the accommodation offered. Service users are treated with fairness, openness, integrity and respect regardless of difference.

Move On Support

Support and specialist intervention was provided to young people requiring additional transitional support when moving on from the project and for young people not necessitating or are suitable for New Roots accommodation but would still benefit from support. This support has enabled young people to maintain their independence, helping to prevent issues from escalating and reducing the risk of young people re-entering homeless services.

Children's Work / Parent Support

Additional support has been provided for young parents around healthy living, healthy relationships, building attachments with children, learning through positive play, safeguarding, minimising harm from homelessness and substance misuse. The service also helped to reduce isolation by providing opportunities for social interaction with other young parents. As a result of this work we are seeing young people change the way they parent their children, build support and friendship networks and most of all develop aspirations for themselves and their children.

We know that parenting skills improved through the support offered as we seen an overwhelming reduction in social care involvement, with a number being prevented from entering child protection processes.

Life Skills, Education and Training

Lifewise is a programme that helps young people to develop skills that support them to live independent and successful lives as well as providing them with a recognisable entry level qualification

Over the year, 37 young people received an accreditation through the Lifewise programme. 57 accreditations were achieved over the academic period.

Two service users have successfully enrolled at universities in Sheffield despite statistics which identify 38% of homeless young people have fewer than five A*to C GCSEs and only 6% of care leavers go to university, compared to 38% of all young people, (Department for Education (2011) Statistical first release).

We also continue to benefit from The Rotary Club of Retford, which enables our young people to receive awards in recognition of their personal achievements. This is particularly rewarding for many of our achievers who do not always identify themselves how far they have progressed despite their difficult circumstances.

Extended Benefits

Aside from the direct benefits derived from supported accommodation by service users, often improvements are noticed in confidence, self-esteem and social responsibility. Issues of relationship and family breakdown are often improved and sometimes reconciled as a result of access to our accommodation and services.

Due to the wide-ranging nature of the service, public benefits include prevention of repeated homelessness, and the necessary agency intervention this incurs, by addressing the underlying causes of homelessness for each individual. The community also benefits from the independent living skills with which New Roots equips its service users. Along with support towards appropriate education, employment and training opportunities, many progress to make positive social and economic contributions to the locality.

Preventative action and the positive change that New Roots intervention precipitates impacts on potential negative behaviours or harmful consequences which can go hand-in-hand with homelessness e.g. offending and anti-social behaviour, substance misuse and health issues.

Further benefits and impacts for all children and young people include:

- 95% of YP demonstrated increased feelings of self-confidence/esteem
- 86% of all CYP supported across New Roots services maintained their ccommodation following exit from the project. Preventing repeat homelessness, further street homeless and/or 'sofa surfing'.
- 5 additional units of core, safe supported and quality accommodation accessible to YP with multiple and complex needs has been created.

Future Plans and Actions for 2022-2023

We have maintained an effective Board of Trustees throughout this period and will continue to seek to appoint additional members with relevant and appropriate skills.

We are keen to extend the provision of services, both in terms of increasing unit numbers and levels and intensity of support, introducing a number of specialist workers to specifically focus on improving mental health and wellbeing.

During the period the team tendered the services and were successful in being awarded an extended contract to the value of £1,715,681. To fulfil the contract obligations recruitment of staff has increased significantly to double the size of the team.

- Welbeck House refurbishment was completed and came available for use from May 2022
- Portland House although not live until September was purchased/leased and refurbished in preparation for contract implementation
- Negotiations have been entered for the leasing of 11 properties from Together Housing for whom we are currently managing agents
- We were awarded Investors in People (IiP) Platinum status
- Planning permission approved to develop Family Assessment Unit (FAU)
- Commencement of Ofsted registration procedure
- Received a Grant from Nationwide for capital spend on Welbeck House
- Barratts Homes grant received for service user well- being improvements
- Awards for All received for £10,000
- Rotary Club – achievement awards
- Development of staff including VBS Master's Degree, SBS HNC and now SW apprentice.

Achievements and performance

42 units of accommodation have been used flexibly to respond to the needs and risk issues presented by young people. Between 1 April 2021 and 31 March 2022 85 young people were accommodated and/or provided with holistic and person-centred packages of support. Of the 45 young people who moved on from the project 42 (93%) moved on from the service in a positive and planned way, achieving a positive outcome or one that they desired. This is an increase of 6% on last year.

Where service user's journeys are failing to move towards positive independence we continue to work with a range of agencies including the Police, Environmental Health Department and the Anti-Social Behaviour Team to ensure any potential negative impact from supported housing in the surrounding community is minimised. Feedback from neighbours is used to target particular areas, problematic tenancies or build bridges with highly sensitised neighbourhoods.

Financial review

The organisation has had to deal with a rise in the number of voids throughout the year meaning income decreasing from £1,253,495 to £1,137,094. Expenditure has decreased during the year from £1,127,602 to £1,070,643. As a result of this the surplus for the year has fallen from £125,893 to £66,451.

The balance sheet remains strong with net assets amounting to £853,419 including unrestricted funds of £800,839.

Reserves Policy

Reserves are defined as unrestricted funds that are freely available to spend on any of the charitable purposes.

Reserves should be held to service an unexpected need for funds, covering unforeseen day-to-day operational costs, a shortfall in income or to fulfil its obligations.

As a company limited by guarantee, reserves are set according to budgeted income. It is intended to mitigate against uncertainty relating to cash flow, to ensure that there are sufficient reserves to cover any financial shortfalls, to react to unexpected situations, to protect the Charities activities if expected income is not received and to retain continuity in relation to expected grant awards. The reserves policy is only acted on when cash flow permits, to meet our objectives.

Free reserves are £227,034 at the year end (2021: £274,297). Trustees will be looking at ways to increase this in the future.

Management Information

Reserve levels are reported as part of the monthly management accounts and presented to Trustees at each committee meeting. The CEO and Finance Manager are designated to raise any issues in relation to the level of reserves directly with the Trustees. The policy will be reviewed annually when budgets and activity for the year is planned.

Structure, governance and management

The Management Committee provides governance of the organisation with regular meetings taking place interspersed with planned sub-committee meetings when necessary. The committee are responsible for organisational strategy, policy review, business planning and supports the budget setting. They are increasingly involved in attending significant meetings and planning the future development of the organisation.

Trustees receive performance, financial, and operational information along with any other relevant reports to ensure the organisation is achieving its targets and meeting its charitable aims and objectives and protects the safeguarding of organisational assets. In relation to the Chief Executive Officer, the Committee act as a critical friend.

All members of the Management Committee give their time voluntarily and receive no benefits from the charity, claiming minimal expenses.

The Management Committee (Directors and 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:

L Davenport
J Griffiths
R Hobson
L Oldcorn
S West
M King (Resigned 19 October 2021)
J Barton
P Dickinson

Recruitment and appointment of trustees
The Charity carries out a skills audit of current trustees which identifies knowledge gaps within the board and then actively takes steps to recruit trustees accordingly.

Trustee induction and training
New members of the Board of Trustees will become familiar with the practical work of the charity after reading the Annual Report and will have received a copy of the Memorandum and Articles of Association and the latest financial reports.

Additionally, they are invited to attend induction training which covers the following areas:

- The Policy and Practice Guide
- Training and Support
- Roles and Responsibilities
- Knowledge, Communication
- Best Practice Guides

Arrangements for setting key management personnel remuneration
The salary grade appropriate for each post will be set at the time of recruitment, based on the agreed job description and person specification. Grades will be reviewed by agreement or where there has been a significant variation in the post's duties and responsibilities. Salary reviews will be based on comparison with roles of similar responsibilities within the voluntary and social care sector network.

Running of the organisation, including delivery of services, finance and human resources remain delegated to the senior management team.

As we continue to emerge from the COVID pandemic and head into both political and economic uncertainty the Trustees would like to thank both the Senior Staff and the teams for their leadership, support and commitment for continued success.

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

The Trustees report was approved by the Board of Management Committee (Directors And Trustees).

.....
S West
Chair
Dated: 22/02/23.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
STATEMENT OF TRUSTEES RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2022

The Management Committee (Directors and Trustees), who are also the directors of Worksop and Retford Housing Project Limited 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 Management Committee (Directors and Trustees) to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the New Roots 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 Management Committee (Directors and 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;

- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the New Roots will continue in operation.

The Management Committee (Directors and Trustees) are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the New Roots 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 New Roots and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
INDEPENDENT AUDITOR'S REPORT

TO THE MANAGEMENT COMMITTEE (DIRECTORS AND TRUSTEES) OF WORKSOP AND RETFORD HOUSING PROJECT LIMITED

Opinion

We have audited the financial statements of Worksop and Retford Housing Project Limited (the 'New Roots') 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 New Roots 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 New Roots'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 Management Committee (Directors and 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 Management Committee (Directors and 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 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.

TO THE MANAGEMENT COMMITTEE (DIRECTORS AND TRUSTEES) OF WORKSOP AND RETFORD HOUSING PROJECT LIMITED

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Management Committee (Directors and Trustees)

As explained more fully in the statement of Trustees responsibilities, the Management Committee (Directors and Trustees), who are also the directors of the New Roots 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 Management Committee (Directors and 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 Management Committee (Directors and Trustees) are responsible for assessing the New Roots'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 Management Committee (Directors and 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

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

- Ensuring that the Audit Team had the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations, with specific susceptible areas (e.g. verification of wages) having been outlined at the planning stage.
- Enquiry of management and those charged with governance around actual and potential litigation and claims and fraudulent transactions.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness.

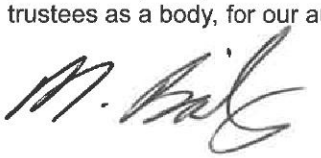
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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.

TO THE MANAGEMENT COMMITTEE (DIRECTORS AND TRUSTEES) OF WORKSOP AND RETFORD HOUSING PROJECT LIMITED

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



1/3/23

Date

Melvin Bailey FCCA DChA (Senior Statutory Auditor)
for and on behalf of Rogers Spencer
Chartered Accountants
Newstead House
Pelham Road
Nottingham
NG5 1AP

Rogers Spencer is eligible for appointment as auditor of the New Roots by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2022

Current financial year

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Total 2021 £
Income from:					
Donations and legacies	3	-	-	-	10,128
Charitable activities	4	1,089,572	44,000	1,133,572	1,223,031
Other trading activities		3,522	-	3,522	3,109
Other income	5	-	-	-	17,227
Total income		1,093,094	44,000	1,137,094	1,253,495
Expenditure on:					
Raising funds	6	17,000	-	17,000	12,750
Charitable activities	7	1,021,859	31,784	1,053,643	1,114,852
Total resources expended		1,038,859	31,784	1,070,643	1,127,602
Net incoming resources before transfers		54,235	12,216	66,451	125,893
Gross transfers between funds		148	(148)	-	-
Net income for the year/ Net movement in funds		54,383	12,068	66,451	125,893
Fund balances at 1 April 2021		746,456	40,512	786,968	661,075
Fund balances at 31 March 2022		800,839	52,580	853,419	786,968

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.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2022

Prior financial year

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Income from:				
Donations and legacies	3	10,128	-	10,128
Charitable activities	4	1,133,031	90,000	1,223,031
Other trading activities		3,109	-	3,109
Other income	5	17,227	-	17,227
Total income		1,163,495	90,000	1,253,495
Expenditure on:				
Raising funds	6	12,750	-	12,750
Charitable activities	7	1,004,816	110,036	1,114,852
Total resources expended		1,017,566	110,036	1,127,602
Net incoming resources before transfers		145,929	(20,036)	125,893
Gross transfers between funds		(2,606)	2,606	-
Net income for the year/ Net movement in funds		143,323	(17,430)	125,893
Fund balances at 1 April 2020		603,133	57,942	661,075
Fund balances at 31 March 2021		746,456	40,512	786,968

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.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
BALANCE SHEET
AS AT 31 MARCH 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible assets	11		847,145		759,454
Current assets					
Debtors	12	32,130		21,389	
Cash at bank and in hand		304,233		292,131	
		336,363		313,520	
Creditors: amounts falling due within one year	14	(133,502)		(79,358)	
Net current assets			202,861		234,162
Total assets less current liabilities			1,050,006		993,616
Creditors: amounts falling due after more than one year	15		(196,587)		(206,648)
Net assets			853,419		786,968
Income funds					
Restricted funds	18		52,580		40,512
Unrestricted funds			800,839		746,456
			853,419		786,968

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2022, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Management Committee (Directors And Trustees) on 22/2/23

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S West

Trustee

Company Registration No. 02814950

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Cash flows from operating activities					
Cash generated from operations	**22**		150,953		185,529
Investing activities					
Purchase of tangible fixed assets		(120,461)		(77,148)	
Interest received		22		46	
Net cash used in investing activities			(120,439)		(77,102)
Financing activities					
Repayment of bank loans		(10,060)		(9,750)	
Interest and financing costs		(8,282)		(8,494)	
Net cash used in financing activities			(18,342)		(18,244)
Net increase in cash and cash equivalents			12,172		90,184
Cash and cash equivalents at beginning of year			292,061		201,877
Cash and cash equivalents at end of year			304,233		292,061
Relating to:					
Cash at bank and in hand			304,233		292,131
Short term deposits included in current asset investments			-		-
Bank overdrafts included in creditors payable within one year			-		(70)

1 Accounting policies

Charity information

Worksop and Retford Housing Project Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is 2 Overend Road, Worksop, Nottinghamshire, S80 1QF.

1.1 Accounting convention

The financial statements have been prepared in accordance with the New Roots'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 New Roots is a Public Benefit Entity as defined by FRS 102.

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

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Management Committee (Directors and Trustees) have a reasonable expectation that the New Roots has adequate resources to continue in operational existence for the foreseeable future. Thus the Management Committee (Directors and 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 Management Committee (Directors and 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 New Roots 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 New Roots 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 New Roots 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.

1 Accounting policies **(Continued)**

1.5 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources.

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the promotional costs to the charity.
- Expenditure on charitable activities includes all costs undertaken to further the purposes of the charity and their associated support costs, including costs of governance.

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 provided on tangible assets on a straight line basis on cost at rates calculated to write off the costs of each asset over its expected useful life as follows:

Freehold land and buildings	50 years
Plant and equipment	4 years
Fixtures and fittings	4 years
Computers	4 years
Motor vehicles	4 years

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.

1.7 Impairment of fixed assets

At each reporting end date, the New Roots 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 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the New Roots is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.9 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

In the year, the Charity received £nil (2021: £17,227) in respect of the Coronavirus Job Retention Scheme.

2 Critical accounting estimates and judgements

In the application of the New Roots's accounting policies, the Management Committee (Directors and 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.

3 Donations and legacies

	Total	Unrestricted funds
	2022	2021
	£	£
Donations and gifts	-	10,128

4 Charitable activities

	2022	**2021**
	£	**£**
Grants	44,000	90,000
Rents and Young Persons Supported Accommodation Services income receivable	1,089,572	1,133,031
	1,133,572	1,223,031
Analysis by fund		
Unrestricted funds	1,089,572	1,133,031
Restricted funds	44,000	90,000
	1,133,572	1,223,031

5 Other income

	Total	Unrestricted funds
	2022	2021
	£	£
Government grants - furlough income	-	17,227

6 Raising funds

	2022	2021
	£	£
Fundraising and publicity		
Consultancy fees	17,000	12,750
	17,000	12,750

7 Charitable activities

	2022 £	2021 £
Staff costs	599,044	619,927
Training costs	8,539	6,044
Staff travel costs	9,584	8,598
Insurance	8,243	7,031
Move-on units rents	111,380	112,695
Repairs and renewals	136,319	167,795
Council tax and water rates	12,015	11,185
Light and heat	21,420	15,633
Advertising, printing, postage and stationery	10,086	5,053
Telephone	22,013	16,491
Cleaning	7,923	5,879
Motor expenses	245	490
Equipment rental	1,778	910
Bad debts written off	(9,250)	38,312
Professional fees	9,934	4,539
Bank charges	426	484
Loan interest	8,282	8,494
Volunteer expenses	1,782	1,565
Activities and projects	7,740	4,173
Sundry expenses	10,495	8,885
Depreciation of fixed assets	32,769	31,989
	1,010,767	1,076,172
Share of governance costs (see note 9)	42,876	38,680
	1,053,643	1,114,852
Analysis by fund		
Unrestricted funds	1,021,859	
Restricted funds	31,784	
	1,053,643	
For the year ended 31 March 2021		
Unrestricted funds		1,004,816
Restricted funds		110,036
		1,114,852

8 Management Committee (Directors And Trustees)

None of the Management Committee (Directors and Trustees) (or any persons connected with them) received any remuneration.

One member of the Management Committee (Directors and Trustees) received £248 (2021: £nil) for the reimbursement of travelling expenses from the New Roots Housing Project during the year.

9 Governance costs

	2022	2021
	£	£
Staff costs	32,310	29,653
Audit and accountancy fees	10,566	9,027
	42,876	38,680

Governance costs includes payments to the auditors of £5,000 (2021 - £4,500) for audit fees.

10 Employees

Number of employees

The average monthly number of employees during the year was:

	2022	2021
	Number	Number
	19	19

Employment costs	2022	2021
	£	£
Wages and salaries	553,720	583,785
Social security costs	30,131	27,480
Other pension costs	47,503	38,315
	631,354	649,580

There were no employees whose annual remuneration was £60,000 or more.

11 Tangible fixed assets

	Freehold land and buildings	Plant and equipment	Fixtures and fittings	Computers	Motor vehicles	Total
	£	£	£	£	£	£
Cost						
At 1 April 2021	871,504	80,482	62,362	14,756	4,500	1,033,604
Additions	102,476	7,305	10,680	-	-	120,461
Disposals	-	-	-	-	(4,500)	(4,500)
At 31 March 2022	973,980	87,787	73,042	14,756	-	1,149,565
Depreciation and impairment						
At 1 April 2021	144,065	61,756	50,465	13,365	4,500	274,151
Depreciation charged in the year	17,772	9,447	4,696	854	-	32,769
Eliminated in respect of disposals	-	-	-	-	(4,500)	(4,500)
At 31 March 2022	161,837	71,203	55,161	14,219	-	302,420
Carrying amount						
At 31 March 2022	812,143	16,584	17,881	537	-	847,145
At 31 March 2021	727,440	18,726	11,897	1,391	-	759,454

- All tangible fixed assets are used for the purpose of the charity.
- The cost of depreciable assets included in land and buildings as at 31 March 2022 was £888,612 (2021: £786,136).
- The Charity Bank Limited holds a first legal charge over freehold land and buildings with a net book value of £488,721, as security for loans advanced for the development of those properties.

12 Debtors

Amounts falling due within one year:	2022 £	2021 £
Trade debtors	30,724	19,510
Prepayments and accrued income	1,406	1,879
	32,130	21,389

13 Loans and overdrafts

	2022	2021
	£	£
Bank overdrafts	-	70
Bank loans	205,087	215,148
	205,087	215,218
Payable within one year	8,500	8,570
Payable after one year	196,587	206,648

The bank loan, is secured by way of a first legal charge over 2 and 4 Overend Road.

14 Creditors: amounts falling due within one year

	Notes	2022	2021
		£	£
Bank loans and overdrafts	13	8,500	8,570
Other taxation and social security		18,551	-
Trade creditors		95,510	60,914
Accruals and deferred income		10,941	9,874
		133,502	79,358

15 Creditors: amounts falling due after more than one year

	Notes	2022	2021
		£	£
Bank loans	13	196,587	206,648

16 Retirement benefit schemes

The New Roots operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the New Roots in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £47,503 (2021 - £38,315).

17 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	770,392	76,753	847,145	678,807	80,647	759,454
Current assets/(liabilities)	227,034	(24,173)	202,861	274,297	(40,135)	234,162
Long term liabilities	(196,587)	-	(196,587)	(206,648)	-	(206,648)
	800,839	52,580	853,419	746,456	40,512	786,968

18 Restricted funds

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
	£	£	£	£	£	£	£	£	£
National Lottery Charities Board	14,920	-	(3,619)	-	11,301	-	(2,947)	-	8,354
Clothworkers	5,308	-	(4,016)	-	1,292	-	-	-	1,292
Help For Homeless	468	-	(320)	-	148	-	-	(148)	-
Tudor Trust	36,246	2,000	(32,349)	-	5,897	43,000	(25,348)	-	23,549
Lloyds Foundation	-	-	(2,606)	2,606	-	-	-	-	-
Gifts & donations - AGM awards	1,000	-	-	-	1,000	1,000	(2,000)	-	-
Homeless Link	-	46,000	(25,126)	-	20,874	-	(1,489)	-	19,385
Nationwide	-	42,000	(42,000)	-	-	-	-	-	-
	57,942	90,000	(110,036)	2,606	40,512	44,000	(31,784)	(148)	52,580

18 Restricted funds **(Continued)**

The National Lottery grant was made to fund the initial purchase of a property on Overend Road, which has been refurbished and is being used both as supported accommodation for single young people and office accommodation. The grant is being written off in line with the depreciation policy.

Clothworkers and Help For Homeless money was fully utilised in the development and furnishing costs of the flats at 2 and 4 Overand Road. These costs have been capitalised and are being depreciated over the estimated useful life of the assets.

Lloyds Foundation funds the salary of the intensive and complex needs manager.

Tudor Trust - to fund a worker to offer effective experience for our most complex young people. Having a real workplace environment which equips our young people with meaningful skills and workplace experiences.

AGM Awards - awards given to service users who have excelled throughout the year.

Homeless Link funds the salary of a support and development worker and the refurbishment of properties.

Nationwide funds received were fully utilised on refurbishments during the year.

19 Operating lease commitments

Total future minimum lease payments under non-cancellable other operating leases are as follows:

	2022	2021
	£	£
Within one year	108,391	102,305

20 Related party transactions

There were no disclosable related party transactions during the year (2021 - none).

21 Analysis of changes in net funds

	At 1 April 2021	Cash flows	At 31 March 2022
	£	£	£
Cash at bank and in hand	292,131	12,102	304,233
Bank overdrafts	(70)	70	-
	292,061	12,172	304,233
Loans falling due within one year	(8,500)	-	(8,500)
Loans falling due after more than one year	(206,648)	10,061	(196,587)
	76,913	22,233	99,146

22 Cash generated from operations

	2022	2021
	£	£
Surplus for the year	66,451	125,893
Adjustments for:		
Interest received	(22)	(46)
Interest on loan	8,282	8,494
Depreciation and impairment of tangible fixed assets	32,769	31,989
Movements in working capital:		
(Increase) in debtors	(10,741)	(4,716)
Increase in creditors	54,214	23,915
Cash generated from operations	150,953	185,529

WORKSOP AND RETFORD HOUSING PROJECT LIMITED

England & Wales - Charity number 1045334

Accounts

Charity Registration No. 1045334

Company Registration No. 02814950 (England and Wales)

WORKSOP AND RETFORD HOUSING PROJECT LIMITED

NEW ROOTS HOUSING PROJECT

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
LEGAL AND ADMINISTRATIVE INFORMATION

Operating Name	New Roots Housing Project	
Company number	02814950	
Charity number	1045334	
Registered office	2 Overend Road Worksop Nottinghamshire S80 1QF	
Chair	Stuart West	
Management Committee (Directors And Trustees)	L Davenport J Griffiths R Hobson L Oldcorn S West J Barton P Dickinson	
Senior staff	Carol Scawthon Ian Barley Karen Burgess	Senior Project Manager Business co coordinator Specialist Safeguarding Practitioner
Auditor	Rogers Spencer Newstead House Pelham Road Nottingham NG5 1AP	
Bankers	Natwest 69 Bridge Street Worksop S80 1DJ	

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
CONTENTS

	Page
Trustees report	1 - 9
Statement of Trustees responsibilities	10
Independent auditor's report	11 - 13
Statement of financial activities	14 - 15
Balance sheet	16
Statement of cash flows	17
Notes to the financial statements	18 - 29

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2021

The Management Committee (who are also directors for the purposes of company law) present their report and financial statements for the year ended 31 March 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the New Roots's governing document, the Companies Act 2006 and "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)".

Objectives and activities

New Roots is a not-for-profit company limited by guarantee governed by its memo & articles of association. It is a registered charity with the Charity Commission providing a voluntary sector housing project within Bassetlaw supporting young people aged 16-25 who are homeless or vulnerably housed and enabling them to move on to independent living within their own community.

Mission Statement

To drive up the standards and expectations through the delivery of a bespoke service and high quality accommodation.

There are a number of values that underpin our mission:

- **Young Person led journey** that is **bespoke**, **flexible** and **adaptable**, starting where the young person is at, accepts risk and recognises that there are no quick fixes
- **Challenge and promote change** to enable young people to **discover and fulfil their potential**
- Designing and delivering services that are **accessible, inclusive, celebrate diversity**
- Championing and promoting **social justice and equality**
- Continually striving for **excellence** in all aspects of our service

Vision

No young person should be disadvantaged by heritage housing status or family background.

Aims and Objectives

The core aims of the organisation are to:

- Maintain and continue to develop a strong effective and stable organisation
- Become a ‘market leader’ in the provision of high quality, responsive and flexible accommodation with support for young people (and their children) in need.
- Develop and provide: a range of services that respond to the needs of young people and help them achieve their potential and become valued members of the community
- Involve young people in all aspects of the organisation’s work – planning, design, delivery, management
- and evaluation of services and ensure their voices influence change/developments
- Monitor and evaluate services on a regular and systematic basis as part of a continuous improvement strategy.
- Work in partnership with other agencies in the statutory, private and voluntary sectors to optimise joint working.
- Disseminate best practice locally, regionally and nationally.
- Be a good and responsible employer.

Key Decisions

Key decisions taken this year by Trustees have included:

- Developing and implementing a Covid management and recovery plan.
- Prioritizing the health, safety and wellbeing of team members and service users
- Maintaining the position of specialist provider, delivering services which may appropriately be promoted as the highest quality across the county.
- An extension of bespoke services provided through DPS/spot purchase arrangements, which includes a ‘step down’ element to support a young person to move through to ‘core services’
- Agreeing the continuation of the current funding strategy to develop a funding base across a diverse income spectrum and reduce dependence on any one single contract.
- Continue to support the medium-term strategy to expand existing services with the intention of working towards future purchases to increase New Roots property portfolio.
- Agreeing an underpinning ‘trauma informed’ approach – that asks what has happened to you, rather than ‘what is wrong with you’ and recognises that behaviour is often an expression of need.

Risk Management

Trustees manage risk through the regular review and assessment, which takes place at meetings and Trustee workshops. Information is presented to the Trustees to enable them to safeguard the Charity’s funds and assets. This includes consideration of reputational, environmental, financial, legislative, technological, governance, external and operational impact. Trustees accept that risk is an everyday part of charitable activity in the voluntary sector.

By managing risk effectively Trustees ensure that;

- Significant risks are identified and monitored enabling Trustees to make informed and timely decisions.
- Strategic planning is improved.
- Charitable aims and objectives are achieved successfully.
- Opportunities are not missed.

The Trustees have a risk management strategy which comprises:

- Regular review of principle risks, uncertainties and potential change.
- Policy for managing risks.
- Procedures for responding should risk materialise.

For the period of April 2020 – March 2021 the financial risk of increased with the onset of Covid-19 of subsequent impacts, with the organisation suffering additional financial burdens through:

- Managing staff shielding and self-isolation – this has required us to buy in cover that is more expense
- Adaptations to office to meet social distancing and the purchase of health and safety equipment and PPE
- Increased high levels and complexity of need of CYP has placed pressure on the service and has again required us at times to pay for additional staff cover.

These risks were minimised with effective financial management, the support of funders that enabled us to revise/hold our commitments and further reduced through successful applications and continuing grants which include: Tudor Trust, Crisis, Nationwide, Help the Homeless and Homeless Transition Fund and extending income received through ‘DPS’ arrangements and the development of an emergency bedspace that further enhanced the core NCC contract.

While currently still financially strong and with the expectation that income from public sector contracts will stabilise, we are reviewing our busines plan and associated funding strategy as we are concerned about the growing levelsof complexity of need and demand.

New Roots Response to Coronavirus (COVID-19) March 2020

Keeping Staff and Service users safe

Through the period covered by this report New Roots has taken a proactive response in managing the Covid-19 pandemic. All New Roots services have remained operational and albeit adapted to the level of risk and regulation in place. Examples of the responses taken included:

- Weekly (sometimes daily) review of needs/risks and regulatory requirements
- Vulnerable staff members supported throughout the period and either stood down from working or arrangements made for them to work from home.
- Staff rota's were revised to limit the number of staff on site, with measures such as team bubbles used when necessary
- Movement in and out of the service was suspended for periods of time, with the exception of the high risk/high needs DPS service
- Delivery of support was revised with remote options developed
- Increased communication measures implemented to ensure staff and service users were kept updated with the latest advice and guidance along with both emotionaland practical support such as food donations from fair share etc.
- All staff and young people were encouraged and supported to access the vaccination programme

Covid Impact

Impacts experienced by children and young people include:

- Increased isolation and vulnerability
- Increased conflict with neighbours and placing tenancies/accommodation at risk due to young people breaching regulations
- Health risks due to young people failings to adhere to social isolation and distancing requirements. E.g. Young person requiring health procedure refusing to follow 14-day instruction to self-isolate prior to hospital admission. This will result in the procedure not taking place – leading to long-term consequences
- Decline in mental and physical wellbeing. Children and young people are feeling angry and frustrated in denial that changes to life have to be made to keep safe. Other young people are developing increased levels of fear and anxiety. Levels of depression increasing, along with substance misuse and risk-taking behaviours. E.g. young person recently overdosed on 60 paracetamols leaving him with lifelong damage to his liver, which he is further risking with alcohol and substance misuse and is starting to shoplift for unnecessary items
- Escalation in tensions in family and friendship group and increase in incidents of domestic abuse and family breakdown.
- Increased life pressure with lack of employment and opportunities for apprenticeships.
- Lack of fun, peer support and positive activities and face to face contact
- Established routines have become chaotic, many are not dressing and hope they were growing for their futures is dissipating with growing uncertainty about the future.
- Achievements through education have been devalued. College courses, work/volunteering placements and future opportunities continue to be withdrawn and/or disrupted.
- Constant media negativity, blaming of young people for spreading the virus and breaching regulations increasing the exclusion of young people from society and widening community and generational divisions
- Young people subject to community order found these have been extended and court dates delayed increasing frustration and anxiety for those young people involved
- Challenges accessing primary health care, young people are not persistent or don't have the confidence to demand appointments
- Lack of access to advice services and specialist support, e.g. welfare rights, sexual health etc.

The work undertaken by the New Roots team have generated the following short-term outcomes and helping young people to:

- Stay at home, preventing them risking their own and other health and wellbeing
- Reduce the likelihood of them becoming criminalised by breaching ‘lock down’ restrictions orengaging in risky or other offending behaviour
- Remain and improve connection/access to support with new Roots staff and progressing key work support
- Reduce social isolation and loneliness as YP will be supported and have the means to connect with their peers, friends and families
- Improve access to specialist and other services – many services are being delivered online and remotely requiring equipment and internet access
- Better manage their mental health through connecting with others, engaging in positive activities and having greater access to emotional support and talking therapies

Prior to Covid-19 we were seeing increased levels of food poverty and the current situation has exacerbated this. We have therefore been taking food parcels and prepared food with donations we have been receiving.

Throughout the crisis we ensured a basic service continued to be provided, this included limited face-to-face support and a range of remote and digital responses. However, we very much felt this was only 'a holding position' that resulted in some of the progress made with children and families being undermined,

Our current services and approach remains flexible to enable us to respond to the presenting needs of children and young people and the ever changing government guidance/legislation.

We have updated all our ICT hardware and software, ensuring service users have access to appropriate technology and revised our policies and practices to ensure continued safe practice.

Covid-19 that has dominated our year creating enormous challenges and additional barriers, however despite this, we have still managed to achieve significant success:

- The organisation continued to further develop it’s aim to increase the property portfolio and the range of support available to young people and developed a partnership with RICHDON to purchase and renovate a property (Linden House) that provided an additional 5 bedspaces which opened in June 2020 that has operated since without voids.
- Purchase of an additional house in Welbeck Street for renovation that will provide 2 additional units that we expect to be completed early in 2022.
- Development of the organisations use of Information Communication Technology to support agile and remote working
- Development of new approaches and the expansion of technology that enabled the continued engagement of young people and increased their ability to access information and services from other key providers – particularly important during lockdowns/restrictions
- Continued to develop innovative approaches to engaging and working with young people, e.g. creation of the outdoor classroom and increase in the New Roots chicken flock
- Continued to develop and embed the use of trauma informed approaches as the key operating model
- Maintained access to new Roots innovative pre-apprenticeship programme that creates opportunities for young people to develop work-based skills
- Developed the diversity of skills within the team with the continued use of student placements (unusual during Covid-19) and opportunities for staff to develop knowledge and skills, with two team members supported to complete an HNC towards a Social Work Qualification and another a Masters in Advanced Social Work Practice
- Further developed and embedded our positive and proactive approach to caring for the health and wellbeing of staff, with greater opportunities for flexible working, peer support, fun activities
- Good and effective governance was maintained - sub and others – format developed – improved attendance and environmental things

Collaboration status

Partnerships have strengthened and developed over the last 12 months, in particularly with commissioners where we have been able to react responsibly and flexibly in placing and supporting young people. With private sector providers Premier Security that have added capacity to our staff team and with RICHDON who continue to work with us to help maintain the quality of our housing stock and help us achieve our expansion aims.

To further improve services and strengthen our position we have continued to actively encourage positive partnerships and working arrangements with other voluntary and statutory agencies and continue to work collaboratively with Nottinghamshire Community Housing Association - a larger provider with very similar core values and ethos to enable tendering of cross district-wide delivery of provision. We continue to work in partnership with Centre Point, which gives us the credibility of being connected with a national organization along with a campaigning arm. We continue our close working relationship with North Notts College, Forestry Commission, Princes Trust, Remedy, FYPB, National Trust, Youth Service, Women's Aid, Nottinghamshire Training Group, Notts County Council, Nottinghamshire Police, Northern Racing College, CGL, BCVS.

Staffing analysis

In the period of the last year, the organisation has maintained staffing numbers of 20. This enables the organisation to comply with the delivery of the core contract as well as enabling valuable specialisms to be utilised through alternative funding streams.

General maintenance continues to be delivered through our preferred contractor. This has demonstrated bothcost benefit and an improvement in quality and consistency.

Staff have completed 117 units of training during the reporting period.

Staff absence has been at a rate of 9.37%, at a cost to the organisation of £29,306.80, which although slightly less than the previous year does not include the 1671.98 hours which were written off by the introduction of the split populations and the 7 days on /off working arrangements during lock down.

How our activities deliver public benefit

Our main activities remain unchanged with all of our charitable activities focused on the provision of supportand accommodation to homeless young people (and their children), those at risk of homelessness and thosewho cannot remain safely in the family environment for whatever reason and undertaken to further our charitable purposes for the public benefit.

Who used and benefited from our services?

Our aims and funding limit the services we provide to those between the ages of 16 and 25 who will benefit from supported accommodation or support to remain in accommodation in Bassetlaw. Many of our beneficiaries are care leavers, looked after children, children subject to child protection plans, teenage parents, young offenders and those at risk of becoming "looked after" by Nottinghamshire County Council orany other relevant local authority.

In the period April 2020 to March 2021 we delivered services to 83 young people (this includes the number of service users on the 1st April 2020 plus the new starters throughout the year). 69.88% were subject to social care involvement such as looked after/care leaver or CIN. The number of new starters during the period was 41 from a total of 120 referrals (34.17%).

Further benefits and impacts for all children and young people include:

- 98% of YP demonstrated increased feelings of self-confidence/esteem
- 93% of all CYP supported across New Roots services who responded to follow up questionnaires, maintained their permanent accommodation 12 months after moving on preventing repeat homelessness and/or 'sofa surfing'.

Allocations continue to be made through the Family Services Supported Accommodation Panel (SAP). Priority continues to be given to young people to whom a statutory duty is owed. 69.88% of the referrals we accommodated were in care, looked after or subject to social care intervention.

We continue to work with partners to ensure limited resources and services are targeted to those young people in greatest need. In relation to this aim, New Roots continue to work flexibly in conjunction with Commissioners and Nottinghamshire County Council Family Services to accommodate emergencies as quickly as possible using properties according to need and appropriateness rather than a scheme criteria and quota.

Since April 2017, charges for support are now funded through Nottinghamshire County Council are based on 100% payment by results and relies on throughput with a fee paid for each new starter up to a limited contract value.

In accordance with the Nottinghamshire County Council contract, clear and accessible information is available to all stakeholders about eligibility criteria and how to make an application using these protocol arrangements.

Written information about New Roots' services and procedures is available in other languages and formats upon request. We annually distribute information about our services to all relevant agencies and services working with disadvantaged and minority young people in the areas and communities in which we work.

New Roots' allocations are through NCC Family Services along with all referrals for commissioned services across the county with weekly panel meetings attended by managers from New Roots and allocation decisions made with input from all relevant parties. These continue to be monitored at service, district and county level to ensure no application is treated less favourably because of gender, race, religion, sexuality or nationality in terms of both access to accommodation and the quality/location of the accommodation offered. Service users are treated with fairness, openness, integrity and respect regardless of difference.

Move On Support

Support and specialist intervention was provided to young people requiring additional transitional support when moving on from the project and for young people not necessitating or are suitable for New Roots accommodation but would still benefit from support. This support has enabled young people to maintain their independence, helping to prevent issues from escalating and reducing the risk of young people re-entering homeless services.

Volunteer Service

Our volunteer service has sadly stalled as a result of the Covid-19 pandemic. A priority for the coming year will be to reconsider our volunteer strategy going forward.

Children's Work / Parent Support

Additional support has been provided for young parents around healthy living, healthy relationships, building attachments with children, learning through positive play, safeguarding, minimising harm from homelessness and substance misuse. The service also helped to reduce isolation by providing opportunities for social interaction with other young parents. As a result of this work we are seeing young people change the way they parent their children, build support and friendship networks and most of all develop aspirations for themselves and their children.

98% of the young parents demonstrated improved levels of confidence and self-esteem. Young people have developed skills to enable them to deal with everyday challenges allowing for them to become positive role models for their children. The completion of 'Life Wise units including Parenting, Budgeting, Coping with Change (Emotional Awareness), Healthy Relationships, Cooking, Fire Safety, Occupancy, developing theselife skills have enabled the YP to be more independent. Overall, 38 units were completed by young parents.

The benefits of increased play, stimulation and interaction is having a real impact on the child/ren meeting expected milestones, from conversation with and feedback from health professionals on the completion of Health and Developmental reviews we know that in the last 6 months 100% of the child/ren met planned targets.

We know that parenting skills improved through the support offered as we seen an overwhelming reduction insocial care involvement, with a number being prevented from entering child protection processes.

Life Skills, Education and Training

Lifewise is a programme that helps young people to develop skills that support them to live independent and successful lives as well as providing them with a recognisable entry level qualification

Due to Covid we have seen a drop in the number of young people completing Lifewise units, down from 50 to 27 with 59 certificates being achieved through the AQA accredited programme.

Future Plans and Actions for 2021-2022

We have maintained an effective and highly skilled and functioning Board of Trustees that have provided effective governance throughout this period. We are seeking to increase the diversity and to appoint additional members with relevant and appropriate skills.

We will continue to prioritise the development of New Roots as a strong and stable organisation and as such will review, develop and implement realistic business plans and funding strategies.

Key aims will include:

- Creating a broader income spectrum that is less reliant on contracted funded activity and exploring delivering/contracting outside of Nottinghamshire
- Extending the provision of services, both in terms of increasing unit numbers and levels and intensity of support, introducing a number of specialist workers to specifically focus on improving mentalhealth and wellbeing remains a key aspiration.
- Achieving Registered Provider status and exploring Ofsted registration.
- Development of an effective and efficient performance management system that demonstrates Impact.
- Development of strong, dynamic, multi-skilled staff team able to respond to the ever-changing needs of the‘user’ group and environment. With a commitment to ensuring all staff have a minimum qualification of NVQ level 3 through the provision and support of courses and assessment.
- Revised volunteering strategy
- Reviewing and prioritising the Involvement children and young people in all aspects of the organisations work, including the planning, design,delivery, management and evaluation of services
- Increase of property portfolio and maintenance of high quality of accommodation, through the completion of Welbeck Street exploration of stock transfer with RP partners and taking advantage of emerging opportunities.
- Exploring how New Roots can become more environmentally sustainable.
- Strengthening the organisations infrastructure, e.g. ensuring ICT is fit for purpose, reviewing the staffing and pay reward structure and governance documents

A further key focus will be on preparing work in readiness for the retendering of the service and the development of a contingency strategy should this be unsuccessful.

Social impact analysis and cost benefit analysis will be repeated on a regular basis to ensure the organisation is fulfilling its aims and can validate claims on the successes.

Achievements and performance

47 units of accommodation have been used flexibly to respond to the needs and risk issues presented by young people. Between 1 April 2020 and 31 March 2021 83 young people were accommodated and/ or provided with holistic and person centred packages of support. Of the 43 young people who moved on from the service (93%) moved on from the service in a positive and planned way, achieving a positive outcome or one that they desired.

Where service user's journeys are failing to move towards positive independence, we continue to work with a range of agencies including the Police, Environmental Health Department and the Anti-Social Behaviour Team to ensure any potential negative impact from supported housing in the surrounding community is minimised. Feedback from neighbours is used to target areas, problematic tenancies or build bridges with highly sensitised neighbourhoods.

Financial review

The organisation has continued to grow with income increasing from £1,036,939 to £1,253,495 Expenditure has increased during the year as expected from £978,109 to £1,127,601, with repairs and expenditure a significant cost in order to maintain the properties at a high standard. As a result of this the surplus for the year has risen from £58,830 to £125,894.

The balance sheet remains strong with net assets amounting to £786,969 including unrestricted funds of £767,331.

Reserves Policy

Reserves are defined as unrestricted funds that are freely available to spend on any of the charitable purposes.

Reserves should be held to service an unexpected need for funds, covering unforeseen day-to-day operational costs, a shortfall in income or to fulfil its obligations.

As a company limited by guarantee, reserves are set according to budgeted income. It is intended to mitigate against uncertainty relating to cash flow, to ensure that there are sufficient reserves to cover any financial shortfalls, to react to unexpected situations, to protect the Charities activities if expected income is not received and to retain continuity in relation to expected grant awards. The reserves policy is only acted on when cash flow permits, to meet our objectives.

Free reserves are relatively low so the Trustees will be looking at ways to increase this in the future.

Management Information

Reserve levels are reported as part of the monthly management accounts and presented to Trustees at each committee meeting. The CEO and Finance Manager are designated to raise any issues in relation to the level of reserves directly with the Trustees. The policy will be reviewed annually when budgets and activity for the year is planned.

Structure, governance and management

New Roots is a not-for-profit company limited by guarantee governed by its memo & articles of association. It is a registered charity with the Charity Commission providing a voluntary sector housing project within Bassetlaw supporting young people aged 16-25 who are homeless or vulnerably housed and enabling them to move on to independent living within their own community.

The Management Committee provides governance of the organisation with regular meetings taking place interspersed with planned sub-committee meetings when necessary. The committee are responsible for organisational strategy, policy review, business planning and supports the budget setting. They are increasingly involved in attending significant meetings and planning the future development of the organisation.

Trustees receive performance, financial, and operational information along with any other relevant reports to ensure the organisation is achieving its targets and meeting its charitable aims and objectives and protects the safeguarding of organisational assets. In relation to the Chief Executive Officer, the Committee act as a critical friend.

All members of the Management Committee give their time voluntarily and receive no benefits from the charity, claiming minimal expenses.

The Management Committee (Directors and 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:

L Davenport
J Griffiths
R Hobson
L Oldcorn
S West
M King (Resigned 19 November 2021)
J Barton
P Dickinson

Running of the organisation, including delivery of services, finance and human resources remain delegated to the senior management team.

Auditor

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

The Trustees report was approved by the Board of Management Committee (Directors And Trustees).

.....
S West
Chair
Dated: .....

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
STATEMENT OF TRUSTEES RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2021

The Management Committee (Directors and Trustees), who are also the directors of Worksop and Retford Housing Project Limited 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 Management Committee (Directors and Trustees) to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the New Roots 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 Management Committee (Directors and 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;

- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the New Roots will continue in operation.

The Management Committee (Directors and Trustees) are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the New Roots 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 New Roots and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
INDEPENDENT AUDITOR'S REPORT

TO THE MANAGEMENT COMMITTEE (DIRECTORS AND TRUSTEES) OF WORKSOP AND RETFORD HOUSING PROJECT LIMITED

Opinion

We have audited the financial statements of Worksop and Retford Housing Project Limited (the 'New Roots') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the 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 FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 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 New Roots 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 New Roots'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 Management Committee (Directors and 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 Management Committee (Directors and 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 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.

TO THE MANAGEMENT COMMITTEE (DIRECTORS AND TRUSTEES) OF WORKSOP AND RETFORD HOUSING PROJECT LIMITED

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Management Committee (Directors and Trustees)

As explained more fully in the statement of Trustees responsibilities, the Management Committee (Directors and Trustees), who are also the directors of the New Roots 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 Management Committee (Directors and 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 Management Committee (Directors and Trustees) are responsible for assessing the New Roots'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 Management Committee (Directors and 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

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

- Ensuring that the Audit Team had the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations, with specific susceptible areas (e.g. verification of wages) having been outlined at the planning stage.
- Enquiry of management and those charged with governance around actual and potential litigation and claims and fraudulent transactions.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

TO THE MANAGEMENT COMMITTEE (DIRECTORS AND TRUSTEES) OF WORKSOP AND RETFORD HOUSING PROJECT LIMITED

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.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

.....
Date

Melvin Bailey FCCA DChA (Senior Statutory Auditor)
for and on behalf of Rogers Spencer
Chartered Accountants
Newstead House
Pelham Road
Nottingham
NG5 1AP

Rogers Spencer is eligible for appointment as auditor of the New Roots by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

Current financial year

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
Income from:					
Donations and legacies	**3**	10,128	-	10,128	31,500
Charitable activities	**4**	1,133,031	90,000	1,223,031	998,921
Other trading activities		3,109	-	3,109	6,518
Other income	**5**	17,227	-	17,227	-
Total income		1,163,495	90,000	1,253,495	1,036,939
Expenditure on:					
Raising funds	**6**	12,750	-	12,750	12,750
Charitable activities	**7**	1,004,816	110,036	1,114,852	965,359
Total resources expended		1,017,566	110,036	1,127,602	978,109
Net incoming/(outgoing) resources before transfers		145,929	(20,036)	125,893	58,830
Gross transfers between funds		(2,606)	2,606	-	-
Net income/(expenditure) for the year/ Net movement in funds		143,323	(17,430)	125,893	58,830
Fund balances at 1 April 2020		603,133	57,942	661,075	602,246
Fund balances at 31 March 2021		746,456	40,512	786,968	661,076

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.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

Prior financial year

	Notes	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
Income from:				
Donations and legacies	**3**	31,500	-	31,500
Charitable activities	**4**	892,226	106,695	998,921
Other trading activities		6,518	-	6,518
Total income		930,244	106,695	1,036,939
Expenditure on:				
Raising funds	**6**	12,750	-	12,750
Charitable activities	**7**	828,327	137,032	965,359
Total resources expended		841,077	137,032	978,109
Net incoming/(outgoing) resources before transfers		89,167	(30,337)	58,830
Gross transfers between funds		5,270	(5,270)	-
Net income/(expenditure) for the year/ Net movement in funds		94,437	(35,607)	58,830
Fund balances at 1 April 2019		508,696	93,550	602,246
Fund balances at 31 March 2020		603,133	57,943	661,076

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.

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
BALANCE SHEET
AS AT 31 MARCH 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	**11**		759,454		714,295
Current assets					
Debtors	**12**	21,389		16,675	
Cash at bank and in hand		292,131		202,124	
		313,520		218,799	
Creditors: amounts falling due within one year	**14**	(79,358)		(55,266)	
Net current assets			234,162		163,533
Total assets less current liabilities			993,616		877,828
Creditors: amounts falling due after more than one year	**15**		(206,648)		(216,752)
Net assets			786,968		661,076
Income funds					
Restricted funds	**17**		40,512		57,943
Unrestricted funds			746,456		603,133
			786,968		661,076

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2021, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Management Committee (Directors And Trustees) on .....

.....
S West
Trustee
Company Registration No. 02814950

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Cash flows from operating activities					
Cash generated from operations	**22**		185,529		97,205
Investing activities					
Purchase of tangible fixed assets		(77,148)		(26,336)	
Interest received		46		249	
Net cash used in investing activities			(77,102)		(26,087)
Financing activities					
Repayment of bank loans		(9,749)		(8,781)	
Interest and financing costs		(8,494)		(10,366)	
Net cash used in financing activities			(18,243)		(19,147)
Net increase in cash and cash equivalents			90,184		51,972
Cash and cash equivalents at beginning of year			201,877		149,905
Cash and cash equivalents at end of year			292,061		201,877
Relating to:					
Cash at bank and in hand			292,131		202,124
Short term deposits included in current asset investments			-		-
Bank overdrafts included in creditors payable within one year			(70)		(247)

1 Accounting policies

Charity information

Worksop and Retford Housing Project Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is 2 Overend Road, Worksop, Nottinghamshire, S80 1QF.

1.1 Accounting convention

The financial statements have been prepared in accordance with the New Roots'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 New Roots is a Public Benefit Entity as defined by FRS 102.

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

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Management Committee (Directors and Trustees) have a reasonable expectation that the New Roots has adequate resources to continue in operational existence for the foreseeable future. Thus the Management Committee (Directors and 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 Management Committee (Directors and 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.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the New Roots.

1.4 Income

Income is recognised when the New Roots 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 New Roots 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 New Roots 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.

1 Accounting policies **(Continued)**

1.5 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources.

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the promotional costs to the charity.
- Expenditure on charitable activities includes all costs undertaken to further the purposes of the charity and their associated support costs, including costs of governance.

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 provided on tangible assets on a straight line basis on cost at rates calculated to write off the costs of each asset over its expected useful life as follows:

Freehold land and buildings	50 years
Plant and equipment	4 years
Fixtures and fittings	4 years
Computers	4 years
Motor vehicles	4 years

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.

1.7 Impairment of fixed assets

At each reporting end date, the New Roots 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 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the New Roots is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1 Accounting policies **(Continued)**

1.9 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

In the year, the Charity received £17,227 (2020: £nil) in respect of the Coronavirus Job Retention Scheme.

2 Critical accounting estimates and judgements

In the application of the New Roots's accounting policies, the Management Committee (Directors and 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.

3 Donations and legacies

	Unrestricted funds	Unrestricted funds
	2021	2020
	£	£
Donations and gifts	10,128	31,500

4 Charitable activities

	2021	2020
	£	£
Grants	90,000	106,695
Rents and Young Persons Supported Accommodation Services income receivable	1,133,031	892,226
	1,223,031	998,921
Analysis by fund		
Unrestricted funds	1,133,031	892,226
Restricted funds	90,000	106,695
	1,223,031	998,921

5 Other income

	Unrestricted funds	Total
	2021	2020
	£	£
Government grants - furlough income	17,227	-

6 Raising funds

	2021	2020
	£	£
Fundraising and publicity		
Consultancy fees	12,750	12,750
	12,750	12,750

7 Charitable activities

	2021 £	2020 £
Staff costs	619,927	503,072
Training costs	6,044	3,704
Staff travel costs	8,598	17,300
Insurance	7,031	5,369
Move-on units rents	112,695	98,585
Repairs and renewals	167,795	100,369
Council tax and water rates	11,185	12,162
Light and heat	15,633	13,952
Advertising, printing, postage and stationery	5,053	4,916
Telephone	16,491	12,132
Cleaning	5,879	4,899
Motor expenses	490	231
Equipment rental	910	1,904
Bad debts written off	38,312	64,075
Professional fees	4,539	6,957
Bank charges	484	493
Loan interest	8,494	10,366
Volunteer expenses	1,565	3,513
Activities and projects	4,173	15,806
Sundry expenses	8,885	12,898
Depreciation of fixed assets	31,989	34,041
	1,076,172	926,744
Share of governance costs (see note 8)	38,680	38,615
	1,114,852	965,359
Analysis by fund		
Unrestricted funds	1,004,816	
Restricted funds	110,036	
	1,114,852	
For the year ended 31 March 2020		
Unrestricted funds		828,327
Restricted funds		137,032
		965,359

8 Governance costs

	2021	2020
	£	£
Staff costs	29,653	29,225
Audit fees	9,027	9,390
	38,680	38,615

9 Management Committee (Directors And Trustees)

None of the Management Committee (Directors and Trustees) (or any persons connected with them) received any remuneration or benefits from the New Roots Housing Project during the year.

10 Employees

Number of employees

The average monthly number of employees during the year was:

	2021	2020
	Number	Number
	19	20

Employment costs	2021	2020
	£	£
Wages and salaries	597,712	483,866
Social security costs	26,670	25,113
Other pension costs	25,198	23,318
	649,580	532,297

There were no employees whose annual remuneration was £60,000 or more.

11 Tangible fixed assets

	Freehold land and buildings	Plant and equipment	Fixtures and fittings	Computers	Motor vehicles	Total
	£	£	£	£	£	£
Cost						
At 1 April 2020	818,426	70,951	47,824	14,756	4,500	956,457
Additions	53,079	9,531	14,538	-	-	77,148
At 31 March 2021	871,505	80,482	62,362	14,756	4,500	1,033,605
Depreciation and impairment						
At 1 April 2020	129,121	50,145	46,824	11,572	4,500	242,162
Depreciation charged in the year	14,944	11,611	3,641	1,793	-	31,989
At 31 March 2021	144,065	61,756	50,465	13,365	4,500	274,151
Carrying amount						
At 31 March 2021	727,440	18,726	11,897	1,391	-	759,454
At 31 March 2020	689,305	20,806	1,000	3,184	-	714,295

- All tangible fixed assets are used for the purpose of the charity.
- The cost of depreciable assets included in land and buildings as at 31 March 2021 was £786,136 (2020: £743,673).
- The Charity Bank Limited holds a first legal charge over freehold land and buildings with a net book value of £499,794, as security for loans advanced for the development of those properties.

12 Debtors

Amounts falling due within one year:	2021 £	2020 £
Trade debtors	19,510	15,505
Prepayments and accrued income	1,879	1,170
	21,389	16,675

13 Loans and overdrafts

	2021	2020
	£	£
Bank overdrafts	70	247
Bank loans	215,148	224,898
	215,218	225,145
Payable within one year	8,570	8,393
Payable after one year	206,648	216,752

The bank loan, is secured by way of a first legal charge over 2 and 4 Overend Road.

14 Creditors: amounts falling due within one year

	Notes	2021	2020
		£	£
Bank loans and overdrafts	13	8,570	8,393
Other taxation and social security		-	6,661
Trade creditors		60,914	30,637
Accruals and deferred income		9,874	9,575
		79,358	55,266

15 Creditors: amounts falling due after more than one year

	Notes	2021	2020
		£	£
Bank loans	13	206,648	216,752

16 Retirement benefit schemes

The New Roots operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the New Roots in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £36,322 (2020-£25,198).

17 Restricted funds

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 2019	Incoming resources	Resources expended	Transfers	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Balance at 31 March 2021
	£	£	£	£	£	£	£	£	£
National Lottery Charities Board	74,571	-	(59,651)	-	14,920	-	(3,619)	-	11,301
Children In Need - Children Support	552	37,722	(28,301)	(9,973)	-	-	-	-	-
Clothworkers	11,736	-	(6,427)	-	5,308	-	(4,016)	-	1,292
Help For Homeless	980	-	(512)	-	468	-	(320)	-	148
Tudor Trust	-	43,000	(6,754)	-	36,246	2,000	(32,349)	-	5,897
Lloyds Foundation	5,711	24,973	(35,387)	4,703	-	-	(2,606)	2,606	-
Gifts & donations - AGM awards	-	1,000	-	-	1,000	-	-	-	1,000
Homeless Link	-	-	-	-	-	46,000	(25,126)	-	20,874
Nationwide	-	-	-	-	-	42,000	(42,000)	-	-
	93,550	106,695	(137,032)	(5,270)	57,942	90,000	(110,036)	2,606	40,512

17 Restricted funds **(Continued)**

The National Lottery grant was made to fund the initial purchase of a property on Overend Road, which has been refurbished and is being used both as supported accommodation for single young people and office accommodation. The grant is being written off in line with the depreciation policy.

Children in Need funds the continuity of the specialist children's worker post for three years from 2017 until 2020. This post was initially funded on a part-time basis in 2014 The latest funding has increased the hours to full-time.

Clothworkers and Help For Homeless money was fully utilised in the development and furnishing costs of the flats at 2 and 4 Overand Road. These costs have been capitalised and are being depreciated over the estimated useful life of the assets.

Lloyds Foundation funds the salary of the intensive and complex needs manager.

Tudor Trust - to fund a worker to offer effective experience for our most complex young people. Having a real workplace environment which equips our young people with meaningful skills and workplace experiences.

AGM Awards - awards given to service users who have excelled throughout the year.

Homeless Link funds the salary of a support and development worker and the refurbishment of properties.

Nationwide funds received were fully utilised on refurbishments during the year.

18 Analysis of net assets between funds

	Unrestricted funds 2021	**Restricted funds 2021**	**Total 2021**	Unrestricted funds 2020	Restricted funds 2020	Total 2020
	£	**£**	**£**	£	£	£
Fund balances at 31 March 2021 are represented by:						
Tangible assets	678,807	80,647	759,454	632,745	81,550	714,295
Current assets/ (liabilities)	274,297	(40,135)	234,162	187,140	(23,607)	163,533
Long term liabilities	(206,648)	-	(206,648)	(216,752)	-	(216,752)
	746,456	40,512	786,968	603,133	57,943	661,076

19 Operating lease commitments

Total future minimum lease payments under non-cancellable other operating leases are as follows:

	2021	**2020**
	£	**£**
Within one year	102,305	100,427
Between two and five years	-	2,111
	102,305	102,538

20 Related party transactions

There were no disclosable related party transactions during the year (2020 - none).

21 Analysis of changes in net funds/(debt)

	At 1 April 2020	**Cash flows**	**At 31 March 2021**
	£	**£**	**£**
Cash at bank and in hand	202,124	90,007	292,131
Bank overdrafts	(247)	177	(70)
	201,877	90,184	292,061
Loans falling due within one year	(8,146)	(354)	(8,500)
Loans falling due after more than one year	(216,752)	10,104	(206,648)
	(23,021)	99,934	76,913

22	Cash generated from operations	2021 £	2020 £
	Surplus for the year	125,893	58,830
	Adjustments for:		
	Interest received	(46)	(249)
	Interest on loan	8,494	10,366
	Depreciation and impairment of tangible fixed assets	31,989	34,041
	Movements in working capital:		
	(Increase)/decrease in debtors	(4,716)	52,962
	Increase/(decrease) in creditors	23,915	(58,745)
	Cash generated from operations	185,529	97,205

WORKSOP AND RETFORD HOUSING PROJECT LIMITED
NEW ROOTS HOUSING PROJECT
DETAILED INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	2020 £
Income		
Donations and gifts	10,128	31,500
Rents and Young Persons supported accommodation services income	1,133,031	892,226
Grant income	90,000	106,695
Interest receivable	46	249
Sundry income	20,290	6,269
Total income	1,253,495	1,036,939
Expenditure		
Consultancy fees	12,750	12,750
Wages and salaries	649,579	532,297
Training costs	6,044	3,706
Staff travel costs	8,598	17,300
Insurance	7,031	5,369
Move-on unit rents	112,695	98,585
Repairs and renewals	167,795	100,369
Council tax and water rates	11,185	12,162
Light and heat	15,633	13,952
Advertising, printing, postage and stationery	5,053	4,916
Telephone	16,491	12,132
Cleaning	5,879	4,899
Motor expenses	490	231
Equipment rental	910	1,904
Bad debts written off	38,312	64,075
Audit and accountancy fees	9,027	9,390
Professional fees	4,539	6,957
Bank charges	484	493
Loan interest	8,494	10,366
Volunteer expenses	1,565	3,513
Activities and projects	4,173	15,806
Sundry expenses	8,885	12,898
Depreciation	31,989	34,041
Total expenditure	1,127,601	978,109
Operating surplus	125,894	58,830