ROMSEY MILL TRUST

England & Wales · Charity number 1069905

Details

Other names	ASPIRE, ROMSEY MILL, SOCIAL INCLUSION PROGRAMME, THE MILL, TRANSITIONS PROGRAMME, UNDER FIVES PROGRAMME, YOUNG PARENT PROGRAMME
Status	Registered
Legal form	Charitable company
Company number	03556721
Registered	1998-06-04
Register	View on the Charity Commission register

Contact

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Website	www.romseymill.org

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Activities

Objects: (A) TO ADVANCE EDUCATION IN THE COUNTY OF CAMBRIDGESHIRE AND IN SUCH OTHER PARTS OF THE UNITED KINGDOM OR THE WORLD AS THE DIRECTORS OF THE CHARITY (HEREIN CALLED "THE TRUSTEES") MAY FROM TIME TO TIME THINK FIT; (B) TO PROMOTE GOOD CITIZENSHIP FOR THE PUBLIC BENEFIT WITH THE COMMITMENT TO PROMOTE EQUAL OPPORTUNITIES FOR THOSE INDIVIDUALS AND GROUPS WHO ENCOUNTER DISCRIMINATION ON THE BASIS OF FACTORS SUCH AS RACE AND GENDER, PARTICULARLY (THOUGH NOT EXCLUSIVELY) AMONG CHILDREN, YOUNG PEOPLE AND YOUNG FAMILIES IN THE COUNTY OF CAMBRIDGESHIRE AND IN SUCH OTHER PARTS OF THE UNITED KINGDOM OR THE WORLD AS THE TRUSTEES MAY FROM TIME TO TIME THINK FIT; (C) TO ADVANCE THE CHRISTIAN FAITH IN ACCORDANCE WITH THE STATEMENT OF BELIEFS APPEARING IN THE SCHEDULE HERETO PARTICULARLY (THOUGH NOT EXCLUSIVELY) AMONG CHILDREN, YOUNG PEOPLE AND YOUNG FAMILIES IN THE COUNTY OF CAMBRIDGESHIRE AND IN SUCH OTHER PARTS OF THE UNITED KINGDOM OR THE WORLD AS THE TRUSTEES MAY FROM TIME TO TIME THINK FIT; (D) TO PROVIDE HELP, ADVICE AND POSITIVE SUPPORT TO THOSE FACING DIFFICULTIES WITH WELFARE BENEFITS, ACCOMMODATION, AND THE GAINING AND MAINTAINING OF EMPLOYMENT AND SIMILAR MATTERS TO THOSE IN ECONOMIC OR OTHER NEED OR HARDSHIP IN THE SAID COUNTY AND IN SUCH OTHER PARTS OF THE UNITED KINGDOM OR THE WORLD AS THE TRUSTEES AMY FROM TIME TO TIME THINK FIT; (E) TO PROMOTE AND FULFIL SUCH OTHER CHARITABLE PURPOSES BENEFICIAL TO THE COMMUNITY IN THE SAID COUNTY AND IN SUCH OTHER PARTS OF THE UNITED KINGDOM OR THE WORLD AS THE TRUSTEES MAY FROM TIME TO TIME THINK FIT.

Activities: Romsey Mill's activities, enabling vulnerable and disadvantaged young people children and families to thrive, include intensive 1-to-1 support, early-years care & education, Children's Centre services, parenting courses, work in schools, detached youth work, interest-based group work (e.g. sport,arts,music), training and alternative education, IAG sessions, trips & outdoor residential experiences.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, The Prevention Or Relief Of Poverty, Religious Activities
- **Who:** Children/young People, People With Disabilities

Geography

- **Area of benefit:** CAMBRIDGESHIRE AND OTHER PARTS OF THE UNITED KINGDOM OR THE WORLD
- Cambridgeshire

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Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,477,522	£1,711,362	£1,600,424	39
2024-03-31	£1,501,134	£1,581,316	£1,834,264	36
2023-03-31	£1,544,824	£1,485,573	£1,914,446	37
2022-03-31	£1,280,930	£1,218,609	£1,855,195	34
2021-03-31	£1,385,807	£1,002,548	£1,792,874	29

Trustees

Name	Role	Appointed
ALISTAIR BARRY		2014-11-26
Cara Louise Cooper		2019-01-23
Hannah Fytche		2024-09-25
Kim Pearson		2015-03-11
MR TIM PHIPPS		2014-11-26
Timothy Smith		2024-09-25

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ROMSEY MILL TRUST

England & Wales - Charity number 1069905

Accounts

ROMSEY MILL TRUST

CONSOLIDATED REPORT AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025

ROMSEY MILL TRUST

CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025

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Linked Company:	Cara Coffee Limited: 11901327 (England and Wales)
Principal Address and Registered Office:	Romsey Mill Centre Hemingford Road Cambridge CB1 3BZ
Bankers:	NatWest Bank Fitzroy Street Branch 36 Fitzroy Street Cambridge CB1 1EW
	Nationwide Building Society Kings Park Road Moulton Park Northampton NN3 6NW
	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
	The Cambridge Building Society PO Box 232 51 Newmarket Road Cambridge CB5 8FF
Auditors:	Prentis & Co LLP Chartered Accountants & Statutory Auditors 115c Milton Road Cambridge CB4 1XE
Solicitors:	Ashtons Legal Chequers House 77-81 Newmarket Road Cambridge CB5 8EU
Registered Charity Number:	1069905
Registered Company Number:	03556721

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2025

The trustees are pleased to present their annual Board of Management Report together with the financial statements of the charity for the year ending 31st March 2025 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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) issued October 2019 (effective 1st January 2019).

BACKGROUND

Romsey Mill is a Cambridge based charity dedicated to creating opportunities with young people, children, their families, and local communities in Cambridgeshire and Peterborough. Founded in 1980 as an expression of Christian faith in action, Romsey Mill initially provided community centre facilities and activities for young people, families, and the wider community. In 1998, it was formally established as a charitable company under the name Romsey Mill Trust.

Today Romsey Mill's team is present and active in Cambridgeshire and Peterborough alongside families with pre-school children, teenage mothers and young fathers, and children and young people facing multiple life challenges and experiencing disadvantage. Additionally, Romsey Mill collaborates with community groups and organisations providing facilities, training and other support.

Through trusted relationships we develop positive activities, provide practical and emotional support, facilitate learning and skill development, promote equity and participation, and nurture compassion, well-being, and hope.

DIRECTORS/TRUSTEES

The directors of the charitable company (the charity) are its Trustees and are collectively referred to as the Board of Management (the Board). The members of the Board of Management during the year were as follows:

Alistair Barry
Cara Cooper (Vice Chair)
Julian Hildersley (resigned 23/07/2025)
Kim Pearson
Tim Phipps (Chair of Trustees) (from 25/09/2024)
Colin Makin (resigned 23/07/2025)
Hannah Fytche (appointed 25/09/24)
Tim Smith (appointed 25/09/24)
Angela Single (Chair of Trustees) (resigned 25/09/2024)
Nigel Taylor (resigned 25/09/2024)

LEADERSHIP & MANAGEMENT

Neil Perry (Chief Executive Officer and Company Secretary)
James Bennett (Programme Manager)
Diane Hicks (Operations & Resources Manager)
Neil Thompson (Fundraising & Communications Manager)

OBJECTIVES, ACTIVITIES AND PUBLIC BENEFIT

Romsey Mill's Vision, Mission and Objects:

Romsey Mill's **vision** is of transformed society where all young people, children, and families fully belong, positively contribute, and thrive.

Working to make this vision a reality, the **mission** and intent of Romsey Mill is to create opportunities with young people and families to overcome disadvantage, promote inclusion and develop personal, social, and spiritual wellbeing.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2025

Romsey Mill's vision for the future and purpose in the present are inspired by beliefs and **values** coming from Christian faith. We work openly and inclusively with people of any faith and of none.

Romsey Mill's charitable **Objects,** as set out in our Memorandum of Association are:

(a) To advance education

(b) To promote good citizenship for the public benefit with the commitment to promote equal opportunities for those individuals and groups who encounter discrimination

(c) To advance the Christian faith

(d) To provide help, advice, and positive support to those in economic or other need or hardship

(e) To promote and fulfil such other charitable purposes as the Trustees may from time-to-time think fit.

The current geographical focus of our charitable work is Cambridgeshire and Peterborough. From time to time, we also provide some training to individuals, organisations and people living in other parts of the United Kingdom.

Principal Aims & Activities:

To fulfil our charitable objectives Romsey Mill puts relationships at the heart of our aims and activities. We tackle disadvantage and create opportunities for young people, children, and families; engaging flexibly according to individuals needs and collaborating to build stronger and safer communities.

For families with young children, including teenage parents, our services encompass early years care and education, parenting support at home and in community settings, and providing information, guidance and signposting on issues such as health, housing and financial support. We also provide adult learning and life skills courses.

For young people, including a dedicated project for autistic young people, our activities include detached, tailored, and open-access youth work, schools outreach, one-to-one and small group mentoring, and interest-based activities such as arts, music and sports. We also provide alternative education, vocational courses and residential experiences.

During the April 2024 to March 2025 financial year, Romsey Mill's charitable activities continued to be within the programme/project areas of:

- Pre-school care and education (for children 2 – 4 years of age
- Young Parents (parents and their children).
- Aspire (young people with a formal autism diagnosis, in school years 5 or above, up to age 18).
- Youth Development (for young people 13 – 25 years of age facing life significant life challenges).
- Community Development (we encourage and facilitate community members to come together and develop initiatives that address common challenges. We also manage community buildings and facilities that are open to the general public.

Together with our participants and partners, we are co-creating and continuously developing our programmes. We strive to develop facilities that serve as local hubs of welcome, belonging and purpose.

We operate from various community buildings and facilities across Cambridge, the South Cambridgeshire district, and Hampton and Orton (Peterborough). The Romsey Mill Centre, located in Cambridge city, serves as the main office for our team.

Romsey Mill's work is supported by:

- Financial and in-kind donations from individuals, groups, organisations and businesses.
- Grants from trusts and foundations.
- Statutory grants and contracts.
- Mill's own 'enterprise income,' which includes social enterprise activities such as training courses, a charity retail shop offering affordable clothing and household items, a community-run coffee shop, and the hire of meeting rooms and other facilities.

Most of our activities and services are offered free of charge to participants; for activities with a charge, concessions are available for those in financial need.

Romsey Mill actively engages in both structured and informal partnerships with a broad range of groups and organisations. These include other voluntary organisations, churches, schools, colleges, universities, community-led groups, local businesses, larger companies, local authorities, and other public sector bodies. These collaborations strengthen our support for young people, children, families, as well as enhancing community capacity and resilience.

Staff and Volunteers:

On 31st March 2025, the Romsey Mill salaried staff team comprised 63 employees (previous year - 60): 23 full-time (previous year - 19); 40 part-time (previous year - 41); with a full-time-equivalent of 39.1 staff members (previous year – 36.5).

People volunteering with Romsey Mill (including those coming from the communities we support) enable many programme activities and help underpin our operations and fundraising. In 2024-25 year, Romsey Mill benefited from the active involvement of:

- 130 regular volunteers (previous year: 137).
- 38 volunteers for one-off events (previous year: 7).
- 4 students on work experience placements (previous year: 9).
- 12 young people volunteering as part of their participation in The Duke of Edinburgh's Award programmes (previous year: 12).
- 10 Romsey Mills trustees/company directors, all giving their time, experience, and skill on a voluntary basis.

Public Benefit Statement:

In planning and reviewing activities and outcomes, Romsey Mills' Leadership, Management Team and Trustees follow the Charity Commission's guidance on public benefit, carefully considering how planned projects and activities align with Romsey Mill's aims and objectives. The Board periodically evaluates the charity's strategic priorities to ensure they address current needs and remain aligned with the charity's stated purposes. The 'Achievements and Performance' section of this report summarises how Romsey Mill's activities have benefited a broad range of people.

Achievements and Performance

This section of the report covers general achievements and performance in 2024-25 as well as progress against the specific objectives set.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2025

Advancing education:
During the year, across our two ***Pre-school*** care and education settings (one at Romsey Mill Centre and the other at Ross Street Community Centre), we had 52 children on register (previous year: 56). Of these 23 children were eligible during the year for the 2-year-old funding entitlement for disadvantaged families (previous year: 17). Families of 18 children were in receipt of the Government's three-year-old funding grant (previous year: 28). Sessions for 11 children within our settings required the payment of fees by their families (previous year: 11).

Romsey Mill's ***Young Parents Programme*** (YPP) offers personal, social, educational, health, and parenting support, aiming to equip young parents and their children for positive futures. Our approach is long-term, relational, and needs-led, with the family at the centre of our work. We continued to operate with a smaller YPP team due to the reduced income for this area of our work. Therefore, our one-to-one caseload has been lower than in previous years which, in turn, affects the number of young parents participating in courses. Our team has also received a smaller number of overall referrals due to lower pregnancy rates.

We have broadened our geographical reach to offer support to young parents in Cambridge city and in other South Cambridgeshire villages where Romsey Mill does other work. We have also taken referrals for young parents over the age of 19, as we are no longer restricted by the county-wide contract that we previously held. Priority in terms of intensive caseload support is given to young parents under 19 years of age.

Despite capacity challenges, our YPP team delivered the following courses during the year:

- Shine personal development course (Summer '24) - 2 young mums enrolled with 1 withdrawing & 1 completing course.
- Healthy Cooking on a budget (Autumn '24) - 3 young mums enrolled with all completing the course.
- Bronze Arts Award (in conjunction with the Fitzwilliam Museum, Spring '25) 3 young mums enrolled with all completing the course.

  The three mums who attended and completed the Arts Award course absolutely thrived - they all received a bronze Arts Award, but more importantly they enjoyed engaging creatively with different aspects of their identity at the Fitzwilliam Museum each week and recognised in themselves and one another some real talent. Their work is being exhibited at the Fitzwilliam Museum from April - August 2025. Another very positive outcome is the community the course builds - the three mums got together in between sessions to paint at a "sip and paint" evening; they also spent time painting with their babies in their own homes. The museum staff were incredibly impressed by the mums and have invited them to volunteer on their Mini & Me Volunteering scheme - a scheme specifically for adults with caring responsibilities for babies and/or young children.
- Antenatal Provision: During the year we ran 4 in-person antenatal courses providing antenatal support for 23 young parents, comprising 18 mums and 5 dads. This was the same number of courses and participants as the previous year.
- First aid courses: We ran 1 First Aid session during Babies & Buddies with 7 young parents participating (previous year: 17).
- We supported or engaged 6 young fathers (previous year: 5) through antenatal, courses or one-off events. We did not have a dedicated young fathers' worker during the reporting year, so this area of our work is smaller than in previous years when this role was in place.

The courses we deliver help individual young parents reignite their passion for learning and progress, boost their confidence in their own abilities, enhance employability skills such as communication and work attitude, and overcome barriers to future employment and education.

Our ***Youth Development Team*** **(YDT)** created informal learning experiences and delivered more formal educational activities with young people in multiple settings:

- One-to-one and group sessions at 10 local primary schools and 13 secondary schools.
- One-to-one and group sessions using various community spaces (e.g. museums, sports centres, community centres) and at Romsey Mill's own facilities.
- Learning outside the classroom through trips and at activity centres (e.g. Grafham Water Centre).

- Specific project work developing knowledge and skills - including music production funded through *Youth Music*, and a film project 'Untold Stories' with filmmakers *na/films* and funding from *University of Cambridge Public Engagement Department.*

In summary, the key education and learning opportunities that ***YDT*** enabled during the year were:

- 1912 young people (previous year: 1537) engaged in informal learning through regular open access youth work sessions.
- 382 young people (previous year: 253) engaged in informal learning through targeted community-based group work.
- 93 activity trips (previous year: 55) and 9 outdoor centre residentials (previous year: 6) provided.
- 210 young people (previous year: 182) supported with their education through school commissioned group work.
- 124 young people (previous year: 105) supported with their education through school-commissioned 1-to-1 sessions.

We continued delivery of ***Youth Work Training*** courses and workshops to Romsey Mill's young leaders, other volunteers, Romsey Mill staff members, employees from other organisations. The activities and outcomes achieved were:

- February 2024 to July 2024 - Level 2 Award in Youth Work Principles: 15 learners enrolled with 14 achieving the qualification
- October 2024 to January 2025 - Level 2 Award in Youth Work Principles: 18 learners enrolled with 14 achieving the qualification. This was an online course commissioned by the East of England & East Midlands Regional Youth Work Unit, and included learners from Cambridgeshire, Southend, Essex, Suffolk, Bedfordshire, Nottinghamshire. This course was funded through the Youth Work Bursary Scheme (DCMS).
- February 2025 to July 2025 - Level 2 Award in Youth Work Principles: 17 learners enrolled.
- Total number of learners enrolled on Level 2 Award in Youth Work Principles across the year: 50 learners (previous year: 33 enrolled).
- During April 2024 – March 2025 we inputted into the following conferences/ workshops:
    - Police and Crime Community of Praxis: (20 attendees)
    - Importance and Place of youth work, NHS Local Services Briefing: (40 attendees)
    - New Communities Conference breakout group (15 participants)
- Romsey Mill also organised and hosted the delivery of training to our own teams of youth development workers and youth workers from other organisations:
    - Trauma Informed training for the YDT delivered by Mike Farrington Concrete Rose (17 participants)
    - Self-harm Awareness Training (20 participants).

Our ***Aspire*** Team continued to give specialist support to autistic children and young people who experience a range of challenges that can have an unfavourable impact on their engagement and achievements in education. The autistic young people supported through Aspire are on roll in mainstream schools, rather than in specialist education settings where tailored support is available. In the larger and busier environments of mainstream school, autistic young people commonly experience stress and anxiety which has a negative impact on their mental health and academic attainment.

The informal education and development opportunities for our Aspire young people came through weekly community-based youth club sessions and through small group work and one-to-one sessions.

In summary, the main education and learning provided through Romsey Mill's Aspire Team during the year were:

- We supported 236 autistic children and young people (previous year: 204) across 19 distinct community-based youth clubs (previous year: 14), including a second group session in Peterborough, with ongoing financial support from Cambs & Peterborough Integrated Care Board, and an entirely new group starting in the new community of Northstowe, through the support of the Evelyn Trust. This support helped them to increase self-efficacy and confidence and to improve communication skills and other social aptitudes.
- We successfully piloted our youth club support in Hampton, Peterborough, after having recruited two new Aspire team members, with financial support from Cambs & Peterborough Integrated Care Board. We also responded to tender and were successful in joining Peterborough City Council's Short Breaks framework for further development of the work.
- Hills Road Sixth Form College commissioned us to run a new lunch time drop-in club for autistic students, funded by Sheila Coates Foundation. Two members of Aspire staff engaged with over 20 autistic students providing a safe space to socialise and discuss challenges.
- 24 autistic children and young people received regular one to one support (previous year: 25) including 6 paid for by families' social care personal budgets and 5 paid for by schools/education budget.
- We worked with 10 educational establishments (previous year: 11) in and around Cambridge, including secondary schools, specialist provision and an FE College.
- In order to offer new development opportunities for older Aspire young people, Romsey Mill applied and was approved as a provider for AQA awards. Aspire young people completed three AQA unit awards during the year.
- Our Aspire team organised a highly successful workshop for young people with a California-based computer games designer. With attendance both in person and online, the young people had a lot of great questions and enjoyed being able to interact with a professional from the gaming industry.
- From within our Aspire Plus group, we supported 5 young people (previous year: 4) in preparation for their progression to university.

Our ***Aspire*** Team continued to give specialist support to autistic children and young people who experience a

Promoting good citizenship for the public benefit with the commitment to promote equal opportunities for those individuals and groups who encounter discrimination:

Romsey Mill ensures people facing discrimination can access and shape support. We worked with young people, children, and families from diverse backgrounds and partnered with communities to build connections, tackle isolation, improve health, develop skills, and empower young leaders.

Romsey Mill's ***Pre-school and Young Parents Programme*** teams welcomed 5 volunteers (previous year: 8) who supported the provision of early years care, education, and family groups. Additionally, 3 students (previous year: 2) completed training placements within our Pre-School.

Our ***Aspire*** activities benefited from the involvement of 18 volunteers and placement students (previous year: 20), including 5 individuals who have previously been Aspire young people themselves. Creating opportunities for autistic young people who were formerly Aspire participants to volunteer is a key aspect of our work to promote and improve equal opportunities, helping to ensure that those with lived experience of autism are central to the development of our work.

Within our ***Youth Development Team's*** work, during the reporting year 83 young people were involved in community projects and 94 young people participated in youth voice projects. In the previous year 28 young people had engaged in similar 'young leader' activities. Through Romsey Mill's membership of the recently formed Cambridge Citizens group, young people led and participated in the first Cambridge City Youth Assembly and associated youth voice activities.

During the year 48 other volunteers (previous year: 65), supported Romsey Mill's Youth Development Team activities.

These citizenship and volunteering activities, particularly with so many young people involved in shaping our programmes, enhances Romsey Mill's capacity to support those who experience discrimination.

Volunteers involved with Romsey Mill came from the communities where Romsey Mill is present and active and reflect a diverse range of backgrounds. Many helped to strengthen and develop our programme activities; others contributed to fundraising and governance functions. The overall numbers of volunteers participating during the year are given earlier in this report.

Romsey Mill's CEO and Chair of Trustees have been actively involved on the sponsoring committee of *Cambridge Citizens*, the newest chapter of *Citizens UK*, a civic alliance with over 550 members and 19 chapters nationally. The Cambridge chapter of Citizens is bringing together local organisations and everyday people to build a better, fairer society. There are currently 19 institutions in membership with Cambridge Citizens. Amongst this year's achievements, Cambridge Citizens facilitated a Young People's Assembly which won commitments from the City Council, the Mayor of Cambridgeshire & Peterborough and Cambridge Ahead to work together on youth activities & protecting natural habitats; bus transportation; and access to part time work and work experience.

Advancing the Christian faith:
Romsey Mill's commitment to young people, children, families, and communities is underpinned by Christian faith, shaping our ethos and inspiring many team members and supporters. We hold that every person is uniquely valuable and of equal importance. Respecting the beliefs and practices of people from other faith groups and none, our team works inclusively through activities that promote social justice and foster personal and community transformation. We celebrate the richness that spiritual and cultural diversity can bring to our communities.

Within Romsey Mill's broad range of programmes, there are some specific activities that combine opportunities to explore a Christian message of faith, hope, and love with the practical outworking of that message in personal development, spiritual formation and social action. These particular activities are made possible through the relationships and financial support we receive from local churches and specific grant-making trusts. Partnerships and activities in the reporting year included:

- Romsey Mill's Young Parents Programme partnered with *The Besom in Cambridge* as they provided New Baby Bundles and household furnishings that Romsey Mill distributed to families.
- Romsey Mill's Young Parents Programme partnered with *The Besom in Cambridge* as they provided New Baby Bundles and household furnishings that Romsey Mill distributed to families.
- Specific members of our ***Youth Development Team (YDT)*** spent some of their time offering young people opportunities to explore Christian faith and community. In July we ran the first of our new central evening events with a summer party at Romsey Mill; this consisted of food games and a testimony from a member of the YDT, with 10 young people joining. In late July we ran a short 2 day residential at a centre in Harwich, which was right by the sea. 10 young people joined and as part of the residential we ran 3 sessions, each with a testimony from a member of the team followed by small group discussion and opportunity for prayer. The residential offered other positive activities including time on the beach, kayaking and paddleboarding, and a karaoke session. We ran our next evening event in October: a 'UV Party' with over 40 young people in attendance; again, with opportunity for young people to hear an engaging message about faith, this time from a local church minister. We ran further events - a Christmas party in December and a pre-Easter event with a giant inflatable in March - which were also well attended by young people and offered them opportunity to explore questions of faith.
- Several local church groups continued to hire rooms for their church services in all three of our managed buildings. These included: *Cambridge Christian Fellowship*, *Missions Outreach Church*, *Cambridge Churches of Christ*, *Church of Pentecost* (until end of Apr '24), *Tree of Life Church* (until Mar 25), *Renew Inclusive Church*, *Cambridge Ecclesia.*
- Our Youth Development Team Coordinator met regularly with representatives from other local Christian organisations including Ridley Hall college, Scripture Union, WCCYM, YFC and Ely Diocese to develop joined up opportunities for training and supporting youth workers serving local churches and charities.
- Romsey Mill continued to offer supervision, training, and support to the local youth workers employed by *Shelford & Stapleford Youth Initiative (SSYI)*, a local charity supported by several churches and Parish

Councils in the South Cambs villages of Great Shelford, Little Shelford, Stapleford, Sawston, and Duxford. Romsey Mill's CEO and YDT Coordinator also provided other advice and support to their trustees.

- Partnership work with *Beacon Youth Trust (BYT)* also carried on throughout the year, with Romsey Mill employing youth workers on behalf of BYT and providing ongoing advice and support to their trustees, in the delivery of community and church-based youth work in the South Cambs village of Linton.
- Romsey Mill continued local community youth work in Hampton, Peterborough. We hired an office and space for youth activities at *Christ the Servant King CofE Church*. Links with church staff and volunteers remained positive and mutually beneficial.

Providing help, advice, and positive support to those in economic or other need or hardship:

The Romsey Mill team has provided extensive and ongoing advice and practical assistance to those facing economic difficulties and other forms of hardship.

During the 2024-2025 year, our ***Pre-school*** cared for 52 children, of whom 23 (previous year: 17) received the 2-year-old funding entitlement, which is only available to families' receiving benefits such as Income Support and Universal Credit.

Children from birth until the end of their Reception year at Primary school who have significant and complex additional needs or disabilities and require ongoing specialist support from across education, health, and care can be assessed to receive Early Help Support. This includes children with communication difficulties, sensory, learning, or physical challenges, and/or complex health needs. Romsey Mill's ***Pre-school*** had 4 children (previous year: 5) attending our settings who received Early Help (with Specific Educational Needs Inclusion Funding) for 1-to-1 support. Three children had an autism diagnosis and one probable neurodiverse.

Additionally, 1 child (previous year: 2) was from a family receiving support from Social Care under a child protection plan.

Romsey Mill's ***Pre-School*** also welcomed 24 children (previous year: 26) for whom English is an additional language.

Our ***Young Parents Programme*** (YPP) gave tailored support and guidance to 37 young mums (previous year: 39) and 6 young dads (previous year: 12). Within the overall number of families supported, 11 families (previous year: 18) had children with higher level Social Care involvement (8 Child Protection cases, 1 Child in Need cases, 2 Early Help Assessments). The information, advice, and other support given to young parents continued to cover issues linked to housing, benefits, mental health, domestic abuse, substance misuse, education, and employment.

The number of young people our ***Youth Development Team*** regularly engaged with increased again. In total, 2,468 young people participated in positive support and activities with Romsey Mill in 2024-25, up from 2,107 the previous year. Our Youth Development Team provided even more focused support to 225 young people (previous year: 153) during crisis situations involving issues such as housing, finance, food insecurity, domestic violence, and mental health needs. For another year, our Youth Development Team ran community-based activities funded by the HAF (Holiday Activities and Food) scheme, ensuring that young people eligible for free school meals were able to engage in activities that included meals outside of the school term.

As noted earlier in this report, over the past year, our ***Aspire*** team supported 236 autistic young people (previous year: 204) experiencing a range of social and health related needs, linked to their conditions. Within the total number of young people in our *Aspire* project, the team supported 45 young people (previous year: 47) funded by the Disabled Children's Referral and Access Team (DCRAT). Additionally, some of our Aspire young people and their families faced significant economic hardship. 48 parents (previous year: 50) of *Aspire* young people received a support call or one-to-one meeting, including 6 families (previous year: 6) who were assisted in applying for PIP or DLA benefits for their child—all of which were successful. Most of the parents supported by our *Aspire* team had no other avenues of in-person assistance.

Across our ***Aspire*** and ***Youth Development*** teams, 208 at-risk young people (previous year: 200) received one-to-one mentoring support from a Romsey Mill team member.

Romsey Mill's ***Charity Shop*** continued to offer affordable clothing and household goods to hundreds of local residents. Our Charity Shop Community Development Lead also provided support to vulnerable individuals in the community, helping to reduce isolation, manage mental health challenges, and improve overall well-being.

Local churches and charities continued to partner with Romsey Mill by supporting our work financially or by providing food parcels, Christmas hampers, or other tangible help, which were distributed by Romsey Mill to families and young people in economic need.

Other charitable purposes beneficial to the Community:

The management and provision of community facilities for local families, groups, charities, and others remained a vital aspect of our broader charitable activities:

- Between 1st April 2024 and 31st March 2025, we had 36 local groups and organisations (previous year: 28) using Romsey Mill Centre, of which 22 (previous year: 14) were regular hirers and 14 (previous year:14) were one-off bookings for training events or short-term bookings. We had 28 (previous year: 42) family gatherings during the year. Romsey Mill Centre was used for 206 hours (previous year: 267) for one off hires and 1274 hours (previous year: 1181) for regular hirers (including tutoring by schools, independent of YDT alternative provision).

- Ross Street Community Centre welcomed 59 local groups and organisations (previous year: 58) that hired space, of which 34 (previous year: 28) were regular hirers and 25 (previous year: 30) were one-off hires. We had 35 (previous year: 56) family gatherings during the year. Ross Street Community Centre was used for 402 hours (previous year: 431) of one-off hire and 1875 hours (previous year: 1588) by regular hirers.

- Mill Road Community Centre welcomed 85 local groups and organisations (previous year 51), of which 25 (previous year: 22) were regular hirers and 60 (previous year: 29) were one-off bookings. We had 43 (previous year 32) family gatherings during the year. Mill Road Community Centre was used for 1130 hours (previous year: 468) for one off hires and 1992 hours (previous year: 836) for regular hirers.

- In addition to these bookings, Romsey Mill Centre and Ross Street Community Centre were used as Polling Stations in May for local elections. We continued to provide small rooms for tutoring of young people struggling to return to/stay in school. During the year, Coleridge Community College and St. Bede's School used our buildings for this purpose (independent of alternative education contracts we have through our Youth Development team).

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Our social enterprises - Romsey Mill Charity Shop in Cambridge City and Cara Coffee in Great Shelford South Cambs - continued to offer services to local communities, provide training and volunteering opportunities, and support to more vulnerable people, reducing isolation and improving wellbeing.

Performance against other specific objectives set for 2024-2025:

- A new draft Strategic Framework and plan the next 3-year cycle was completed. Further work is needed before this is finalised and therefore the brand review was deferred until after the adoption of the strategic plan.

- Work to strengthen our capacity across teams continued through support, supervision and training for line-managers; no additional appointments to new leadership or management roles were made during the year.

- Plans were developed and implemented with resulting increase to external hire and use of the spaces in our three Community Centres. In particular, the promotion of our newest facility, Mill Road Community Centre, resulted in increased use of this building by a range of groups and organisations.

- We completed a review of roles within Romsey Mill's fundraising team. New team members were recruited and supported into roles.

- A full appraisal of Romsey Mill's current Pre-school provision was undertaken, and a plan was developed to reconfigure our two settings into a single provision to be based at Romsey Mill Centre. This plan would be implemented in the summer term of 2025, with a single setting provision running from September 2025.

- A review of our Young Parents Programme offer happen. A new YPP Coordinator was appointed just before the start of this reporting year. During the year there were some additional staffing and financial challenges, meaning that the YPP team had to focus on the continuity of a core offer to a smaller number of young parents.

- New youth voice/participation projects with University of Cambridge and Cambridge Citizens were developed and delivered, with one of our Lead Youth Development Workers successfully delivering project work.

- Following a successful application to TNL reaching Communities Fund for 3-years of funding, we made appointments to our youth development work in the communities of Hampton and Northstowe. This included the review and reorganisation youth development team roles in Cambourne and Northstowe, following the conclusion of a temporary team arrangement.

- Following the submission of a successful proposal to Cambridgeshire Office of Police and Crime Commissioner (Serious Violence Duty Funding), a new project targeting support for children in specific local primary schools and through detached youth work in the community was developed.

- There was some expansion of Youth Development Team activities in Peterborough, including support within schools and open access youth groups. However, development of youth work in additional geographical areas was not possible and would only happen as further funding is secured.

- New Aspire groups and other support for autistic young people launched in Peterborough and Northstowe, following the recruitment and training of new team members for these areas. The development of additional Aspire outreach and support into schools in these new areas followed at a later date.

Performance of material fundraising activities against the fundraising objectives set:

The capacity of Romsey Mill's Fundraising and Communications was reduced from the start of the reporting year, following the retirement of a part-time team member at the end of 2023 and a subsequent unsuccessful recruitment campaign. Early in the year, another part-time team member, responsible for Community Fundraising, left to take up a role with another charity. At the same time, one of the team's part-time Trust and Statutory Fundraisers moved to a Community Fundraising and Communications role within the team.

Romsey Mill's Trustees recognised the need for the team to be working at full capacity, particularly with regard to optimising income generated from applications to Charitable Trusts and Statutory Bodies and encouraged a further recruitment campaign to increase the team's capacity. In the summer of 2024, one part-time Trust and Statutory Fundraiser was recruited, and shortly after two inexperienced fundraisers with potential to grow were recruited to the roles of Trusts and Statutory Fundraiser and Individuals Fundraising & Data Officer.

Community support, including donations from supporters – individuals, churches, and local companies – as well as funds raised from events was slightly less than we had budgeted at the beginning of the year.

Bridge the Gap Walk in September was a successful event, attracting 2,000 people and raising in excess of £44k shared between Romsey Mill and Arthur Rank Hospice Charity. We organised a Yorkshire Three Peaks team fundraising challenge in May 2024. 11 walkers took part and helped to raise over £8k. In March 2025, 37 runners took part in the Cambridge Half Marathon, and helped to raise over £11.5k for Romsey Mill.

Romsey Mill's Christmas Appeal for 2024 was very successful, raising over £49k. The appeal included the Big Give Christmas Campaign, which itself raised £20k, including £5,000 of pledged donations and £5,000 of Big Give Champions' match-funding.

Income generated from our social enterprises (Romsey Mill Charity Shop and Cara Coffee), room hire, and training was also slightly below the target set at the beginning of the year.

From April 2024, the first of 3 years' funding from Reaching Communities from The National Lottery came into effect (£646k over 3 years) for community-based youth development work in north Cambridge and in new developments (e.g. Cambourne, Northstowe, Trumpington and Hampton).

Notable successful funding applications to Trusts and Local Authorities coming in the reporting year included:

- BBC Children in Need BIG SKY programme funding (£5k) towards delivering youth work with mental health benefits for young people in Northstowe.
- The Office of the Police and Crime Commissioner awarded Serious Violence Duty funding (£21k) for youth development work in Hampton and Orton in Peterborough.
- Cambridgeshire Skills agreed to help fund courses for young people engaged through our youth development and young parents work (£39k over 12 months, from September 2024).
- Cambridgeshire County Council (£15k) for youth work in Northstowe throughout 2025.
- An additional year of flex funding (£42k) from The Henry Smith Foundation towards our Aspire work with autistic children and young people.
- The Frank Litchfield General Charitable Trust awarded £3k towards our work with young parents.

In addition, Cambridge City Council Community Grants funding (£26k) was secured for 3 projects in Aspire, YPP and YDT, starting in April 2025.

The year-end financial position was below what had been forecast at the beginning of the year, but the number of grant applications being submitted was increasing towards the end of the year, in comparison with previous years, reflecting the hard work of the new team as they came up to speed, and focussed on meeting objectives.

Financial Review

Sources of Income and Expenditure in 2024/25:

Romsey Mill is thankful for the many individuals, community groups, churches, schools, colleges, businesses, local councils and statutory teams, other charities, grant-making Trusts, who gave time, experience, financial donations, grant funding, support-in-kind, enabling Romsey Mill to continue growing relationships, sharing hope, creating opportunities, and bringing positive social change.

Overall income for the year was £1,477,522 (2023-24: £1,501,134). Romsey Mill received and generated income from various sources and in a range of ways, and these can be broadly categorised as:

- Trusts and foundations that make grants for charitable purposes contributed £490,612 representing 33% of Romsey Mill's income (2023-24: £437,271; 29%).
- Our social enterprise and community fundraising activities generate income totalling £514,030 which was 35% of our income (2023-24: £491,980; 33%).
- Statutory grants and contract payments for work across *Pre-School, Young Parents, Aspire, and Youth Development* amounted to £421,943 and 29% of income (2023-24: £482,874; 33%).
- Earned income of £50,937 representing 3% of income (2023-24: £75,568; 5%) was for charitable services, largely relating to our Alternative Education provision and some of our Pre-School work.

Romsey Mill's total annual expenditure was £1,711,362 (2023-24: £1,581,316). 86% of this expenditure directly related to our charitable work with young people, children, and families; the remaining 14% of expenditure covered costs associated with unrestricted fundraising and governance. At the heart of Romsey Mill is the relationship-centred approach which unlocks potential and meets need by positioning meaningful and effective relationships as the first order goal, both an end in itself and the means by which other goals will be achieved (like better health, stronger communities, greater job satisfaction). Direct employment costs of the Romsey Mill staff team as a percentage of overall expenditure remained steady, being 75% of total expenditure (2023-24: 72%). Whilst there is a direct cost in supporting our volunteers (in engagement, training, and management), the added value and the impact volunteers have on our services are significantly higher.

As of 30 June 2025, our forecasts for the current 2025-26 financial year show that expenditure will be about 12.9 % higher than in 2024-25. At this point in the year, Romsey Mill had managed to secure 73% of forecast expenditure for the current year. We are fairly confident that we can secure close to 92% of income against expenditure by the year-end, which means that we are planning for the possibility of using up to £150k of our unrestricted reserves to meet the shortfall between income and expenditure.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2025

Romsey Mill's provisional overall expenditure figure for 2026-27 is £1,981,198. The main financial challenges we are anticipating for next year are: reductions in statutory funding available through grants and contracts; the ongoing uncertainty around the UK's current economic position (including cost of living), and its potential detrimental impact on unrestricted income from fundraising events and Romsey Mill's social enterprises; greater competition for Trusts and National Lottery income.

Given our present reserves and the forecast year-end position for 2025-26, Romsey Mill is assured that we will have sufficient funds to continue through the year, but we may be required to restructure and reduce some charitable activities if our fundraising doesn't secure higher income.

Value for Money:

Romsey Mill's approach to Value for Money works to help ensure that:

- What we do is relevant and leads to benefits for the young people, families and communities that Romsey Mill's team members are alongside (spend wisely).
- How we work is efficient and effective, so we don't waste time or money (spend effectively).
- We get a good return from what we spend and make wise choices (spend well).

We achieved this during the year by:

- Regular monitoring and review of the activities and benefits of our work with young people and families.
- Getting multiple quotes for more expensive purchases and services.
- Retendering certain service contracts to get better value for money.
- Carrying out regular reviews of other costs.
- Bringing in additional funding to improve services.

Reserves Policy:

To help maintain stability during less predictable circumstances and changes, which result in reduced income or additional expenditure, and to guard against any undesirable impact on our work, Romsey Mill's trustees designate a level of funds as Reserves.

Having a clearly defined Reserves Policy with a realistic level of designated funds enables Romsey Mill to:

- Absorb setbacks and take advantage of change and opportunity.
- Demonstrate that we are effectively managing our resources and have thought through how we might secure our viability beyond the immediate future and provide reliable services over the longer term.

At the point of adopting income and expenditure budgets for the 2025-26 financial year, Romsey Mill held free reserves of £683,593.

Romsey Mill anticipates that income generation will remain challenging in the coming months and over the next few years, particularly as statutory funding—through both grants and contracts—is likely to decrease.

Grant-making charities and foundations are also reporting a significant increase in applications, with some seeing a rise of 30–50%, and others experiencing a doubling in demand.

Individual giving trends are shifting as well – this is unsurprising given the current economic climate and pressure on many household incomes. According to the Charities Aid Foundation's (CAF) annual UK Giving Report, the British public donated an estimated £15.4 billion to charities in 2024. However, the number of individuals donating has dropped to the lowest levels recorded since CAF began its research in 2016.

This financial pressure has been further compounded by the increase in employer National Insurance Contributions, which came into effect in April 2025.

In light of these factors, the Trustees will maintain the reserves target range at three to six months of the following year's estimated expenditure. However, they acknowledge that over the coming years, the actual level of reserves is likely to fall between three and four months of expenditure.

The budgets adopted by the Trustees for this year include further planned use of reserves to support roles and areas of work previously identified. At the end of the financial year, Romsey Mill anticipates reserves will stand at a level equivalent to 3.1 months of the following year's operating costs.

The Leadership and Management Team and the Board of Trustees recognise that income will need to increase during the year to ensure that reserves remain above the minimum threshold of three months for the following year.

Looking ahead, our goal over the next four years is to generate income in excess of expenditure, aiming to build reserves to the equivalent of five months' operating costs by the end of the 2029–30 financial year.

In the current 2025–26 year, £20,000 from Romsey Mill's unrestricted funds has been designated for building maintenance. This allocation will be reviewed and revised if Trustees determine that the funds are no longer required for this purpose—for example, if capital grant funding is secured for these improvements.

By adopting this reserves policy and target range, Romsey Mill is demonstrating good stewardship and sound financial management. We also hope this policy will help funders—including grant-makers and individual donors—understand the need for funding both to sustain existing projects and roles, and to strengthen Romsey Mill's future resilience.

This reserves policy will be reviewed and updated as part of the 2026–27 budget-setting process.

Financial procedures:

In the day-to-day of Romsey Mill's financial activity, all income and expenditure transactions are recorded in Romsey Mill's online SAGE accounts system, with bank reconciliations being completed twice monthly.

Two signatories are required for all cheques and payments through online banking; if the amount is above £2,000 one signatory must be the CEO or a Trustee.

Quarterly management accounts are produced and presented to the Finance Committee, along with any other relevant financial reports as required; the Finance Committee then report to the Full Board of Trustees.

The annual salary review process is overseen by a Remuneration Group, which comprises Trustees from the Finance and Operations & Resources Committees. The Full Board of Trustees reviews the group's recommendations and approves any changes to staff salaries and benefits. The Board also authorises the creation of new positions, major capital projects, or other initiatives with significant short- or long-term financial implications.

Specific objectives for April 2025 to March 2026:

- Increase engagement with local businesses and companies to raise awareness and encourage their involvement with Romsey Mill.
- Boost external bookings of the Mill Road Community Centre during weekdays and for summer months.
- Secure a regular daytime hirer for the Ross Street Community Room while increasing bookings for the Main Hall.
- Finalise and adopt Romsey Mill's next strategic plan.
- Complete a review of logo, tagline, and other visual elements to align with Romsey Mill's future goals.
- Update Romsey Mill's Equality, Diversity, and Inclusion action plan to ensure continued progress.
- Following additional change with our Young Parents Programme staff team, continue targeted fundraising and team reorganisation so that we can maintain vital support for a smaller, more dispersed group of young parents with greater needs.
- Further youth voice/participation projects with the University of Cambridge and Cambridge Citizens, seeking specific funding for staff and activity costs.

- Secure additional funding to continue and expand initiatives aimed at preventing and reducing the risk of serious violence, building on the initial year of support for targeted children's support in local schools and detached youth work.
- Strengthen the expansion of our Youth Development and Aspire teams in Peterborough, focusing on growing partnerships and funding relationships to support these activities.
- Develop additional outreach and support through the Aspire programme in schools.

Governance, Structure and Management:

Governing Document:

Romsey Mill Trust is constituted as a charitable company, limited by guarantee, registered with the Charity Commission (charity number 1069905) and Companies House in England and Wales (company number 3556721) on 1st May 1998. Romsey Mill Trust is governed by its Memorandum and Articles of Association, first published in May 1998 and revised in April 2013.

Organisational structure:

The Directors / Trustees (hereafter referred to as *Trustees*) of Romsey Mill Trust (usually known as Romsey Mill), form the Board of Management. The Trustees have collective control of the charity and are responsible for ensuring Romsey Mill continues to fulfil its charitable objects. Romsey Mill's Trustees give their time freely and do not receive remuneration or other financial benefits.

To support the effective operation of the charity, the Trustees established several committees with delegated responsibilities. During the 2024-2025 year, these committees included:

- Programme Committee
- Operations & Resources Committee
- Finance Committee
- Fundraising & Communications Committee

The day-to-day operations of Romsey Mill are managed by a Leadership & Management Team (LMT), which is led by the Chief Executive Officer (CEO). Appointments to roles within the LMT are made by the Trustees. There were no changes to the Leadership & Management Team during the 2024-25 year, which consisted of:

- CEO
- Operations & Resources Manager
- Fundraising & Communications Manager
- Programme Manager

Recruitment and appointment of Trustees:

Romsey Mill's Board of Trustees consists of a minimum of three and a maximum of twelve members. The existing Trustees, led by the Chair of Trustees and supported by the CEO, regularly review the composition of the Board to identify opportunities for strengthening it through new appointments. When needed, they seek individuals who bring additional and complementary skills and experience.

The Trustees understand that a diverse Board, representing a range of ethnicities, ages, genders, abilities, social classes, and backgrounds, will enhance the effectiveness of Romsey Mill. Trustees and CEO are actively working to improve diversity on the Board. Additionally, they aim to include individuals with lived-experience akin to the communities we are alongside, learning from and helping to support.

New trustees are appointed by the full Board of Trustees. The recruitment process, supported by the CEO, follows guidance from the Charity Commission and other advisory bodies (e.g. the National Council for Voluntary Organisations). This process includes advertising roles externally and asking existing trustees, staff, supporters, and programme participants to suggest possible candidates. Each prospective Trustee's eligibility is carefully considered along with their experience, knowledge and skills.

Trustees are appointed for a maximum term of five years. Upon completion of a term of service, individuals are eligible for reappointment by a majority decision of the remaining Trustees.

Induction and training of Trustees:
Following their appointment, new Trustees at Romsey Mill undergo an induction process led by the Chair of Trustees, with support from the Chief Executive Officer. This induction is designed to familiarise new Trustees with the charity's work and their responsibilities as board members.

New Trustees receive a Trustee Induction Pack which includes information about Romsey Mill and relevant publications from the Charity Commission, the NCVO, and other bodies. This material helps new Trustees understand the context in which Romsey Mill operates and their role within the organisation.

As part of their role, Trustees participate on one of Romsey Mill's committees and contribute to specific activities or projects. They are also encouraged to engage in relevant training and to participate in networking opportunities and other events to enhance their effectiveness and benefit the charity.

General Management:

Romsey Mill's Trustees convene board meetings at least four times per year, either in person or via video conferencing. These meetings are crucial for approving key decisions, and adopting plans and procedures including:

- *Strategic and business plans*: setting long-term vision, mission, and goals, providing a framework for achieving them.
- A range of organisational *policies*: e.g. Heath & Safety, Data Protection, Safeguarding.
- *Annual budgets*: Reviewing and approving the budget for the financial year.
- *Year-End Accounts*: Examining and approving the financial statements for the past year.

Trustees receive regular updates through management accounts and quarterly financial projections. This information helps them monitor income and expenditure against the approved budgets and manage cash flow effectively.

Additionally, the Trustees are responsible for approving:

- *Capital Projects*: Any significant projects that fall outside of the existing budgets.
- *New Staff Posts*: The creation of new roles that represent a significant financial commitment (over £10k annually).
- *Operational Expenses*: Significant new operational expenses that require board approval.

This structured approach ensures that all major financial decisions and strategic directions are carefully considered and approved by the Board of Trustees.

At the invitation of the Trustees, the CEO and other members of Romsey Mill's Leadership & Management Team (LMT) typically attend all Full Board Meetings. Their presence ensures that the Trustees have direct access to the operational insights and updates necessary for informed decision-making.

A standing item on the agenda, 'Restricted Business,' allows Trustees to discuss sensitive or confidential matters without employees present when required.

Additionally, other members of Romsey Mill's staff team may attend Trustee meetings, by invitation, on an occasional basis. This helps to ensure that information most applicable to specific agenda items or discussions is shared.

All the committees established by the Full Board of Trustees, which have delegated responsibilities for specific areas of work, are chaired by a Trustee. Members of the Leadership & Management Team (LMT) join the committees relevant to their roles and organise meetings on an ongoing basis.

These committees play a crucial role in managing various operational aspects of Romsey Mill and ensure that key decisions and updates are communicated effectively to the Full Board of Trustees.

Other individuals with relevant skills and experience, including programme participants, can also be invited to join committees for occasional meetings or on a more regular basis. Their involvement helps ensure that the committees benefit from a diverse range of perspectives and expertise.

Committees typically meet four times a year and provide written or oral reports to the Full Board of Trustees. The committees are responsible for reviewing and updating existing organisational policies related to their specific areas of work. Additionally, new policies prepared by the Leadership and Management Team are approved by the relevant committee before being presented to and adopted by the Full Board of Trustees.

Any proposed changes to salary levels are initially reviewed by a Remuneration Group, composed of members from the Operations & Resources Committee, the Finance Committee, and Romsey Mill's Chair of Trustees. The group considers the recommendations and submits them to the Board of Trustees for final approval.

Risk Management:

Romsey Mill's Leadership & Management Team conducts an annual organisational risk assessment on behalf of the Trustees. This assessment identifies major risks across various areas, evaluates the level and likelihood of exposure, and proposes necessary management steps. The updated Risk Register is then approved by the Full Board of Trustees and monitored through Trustee committees. This process supports the stability of operations and the duty of care for staff, volunteers, and program participants.

Additionally, Romsey Mill takes other measures to manage risks and maintain operational integrity including:

- *Disclosure and Barring Service (DBS) Checks*: All staff and volunteers who work directly with children, young people, and vulnerable adults undergo appropriate DBS checks.
- *Financial Oversight*: Financial systems and processes are approved by Trustees and are subject to scrutiny by both the Trustees and auditors.
- *IT Security*: Romsey Mill's IT systems are managed by an external specialist contractor with security of systems and data as a core priority.
- *Insurance Coverage*: Suitable public liability, professional indemnity, and buildings & content insurance are in place for all services and activities.

These measures help ensure effective risk management and operational stability.

STATEMENT OF BOARD OF MANAGEMENT RESPONSIBILITIES

The Board of Management are required by company law to prepare financial statements each financial year which give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that year. In preparing those financial statements the Board of Management are required to:

(a) Select suitable accounting policies and then apply them consistently;
(b) Make judgements and estimates that are reasonable and prudent;
(c) Prepare the financial statements on a going concern basis unless it is inappropriate to assume that the Charity will continue in operation;
(d) State whether the policies adopted are in accordance with the Companies Act 2006 and with applicable accounting standards and statements of recommended practice, subject to any material departures disclosed and explained in the financial statements;
(e) Observe the methods and principals of the Charities SORP.

The Board of Management are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006.

The Board of Management 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.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2025

The Board of Management confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities.

STATEMENT OF DISCLOSURE OF INFORMATION TO AUDITORS

In the case of each of the persons who are on the Board of Management at the time when the Board of Management report is approved;

(a) So far as the Board of Management are aware, there is no relevant audit information (information needed by the Charity's auditors in connection with preparing their report) of which the Charity's auditors are unaware, and

(b) Each member of the Board of Management has taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Amounts are presented within items in the statement of financial activities and balance sheet in accordance with generally accepted accounting principles or practice, the Board of Management Members having had regard to the substance of the reported transaction or arrangement.

The Auditors, Prentis & Co LLP, will be proposed for re-appointment in accordance with Section 485 of the Companies Act 2016

APPROVAL

On behalf of the Board of Trustees/Directors

T Phipps (Chair): T Phipps Date: 26-11-2025

INDEPENDENT AUDITORS REPORT TO THE BOARD OF MANAGEMENT OF ROMSEY MILL TRUST AND GROUP

FOR THE YEAR ENDED 31ST MARCH 2025

Opinion
We have audited the group financial statements of Romsey Mill Trust for the year ended 31st March 2025, which comprise Statement of Financial Activities, Group and Charity Balance Sheets, Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standards 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 Group and Charity's affairs as at 31st 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;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis of 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 Group and Charity in accordance with 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 insufficient and appropriate to provide a basis for our opinion.

Conclusions Relating to Going Concern
In auditing the group 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 group and charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

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

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

We have nothing to report in this regard.

INDEPENDENT AUDITORS REPORT TO THE BOARD OF MANAGEMENT OF ROMSEY MILL TRUST AND GROUP

FOR THE YEAR ENDED 31ST MARCH 2025

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the Group and Charity and it environment obtained in the course of the audit, we have not identified material misstatements in the Annual Report.

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

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

Responsibilities of the Board of Management
As explained more fully in the Board of Management's responsibilities statement set out on page 18 the Board of Management 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 they 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 Board of Management are responsible for assessing the Group and 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 Board of Management either intend to liquidate the Group or Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with ISAs (UK) will always deduct a material misstatement when it exists. Misstatements can arise from fraud or error and considered material if, individually or in 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
Irregularities, including fraud, are instances of non-compliance with laws and regulations. The primary responsibility for the prevention and detection of irregularities including fraud rests with both the management and those charged with governance of the group and charity. We designed 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:

We have considered the nature of the industry and sector, control environment, laws and regulations and business performance of the group and charity, including its remuneration policies. Laws and regulations considered included, but were not limited to, the Companies Act 2006, Charities Act 2011, Charity SORP and FRS102.

We have enquired with management in regards to their own assessment of the risks of irregularities, including fraud. We also enquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

We have obtained relevant documentation and representations in order to form an opinion on potential irregularities, including fraud.

We considered the opportunities and incentives that may exist within the organisation for fraud.

INDEPENDENT AUDITORS REPORT TO THE BOARD OF MANAGEMENT OF ROMSEY MILL TRUST AND GROUP

FOR THE YEAR ENDED 31ST MARCH 2025

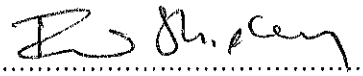
Based on this understanding, we designed specific audit procedures to identify instances of non-compliance with laws and regulations, including obtaining additional corroborative evidence as required. Examples of procedures included reviewing large and unusual transactions, reviewing large and unexpected variances, reviewing journal entries and reviewing legal correspondence.

There are inherent limitations in the audit procedures described above, not at least as sampling is used under International Auditing Standards, therefore not all transactions are reviewed. This means there is a risk we will not detect all irregularities including those leading to a material misstatement in the financial statements or non-compliance with regulations. The risk of not detecting a material misstatement due to fraud is also higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, collusion, omission or intentional misrepresentation.

Relevant identified laws and regulations were communicated within the engagement team so they remained alert throughout the audit for indications of fraud or non-compliance.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilites. This description forms part of our Auditor's report.

Use of our Report
This report is made solely to the Group and Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Group and Charity's members those matters, we are required to state to them in a 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 Group and Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



Ian Shipley FCCA, Senior Statutory Auditor
for and on behalf of Prentis & Co LLP, Chartered Accountants and Statutory Auditors

115c Milton Road
Cambridge
CB4 1XE

19th December 2025

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2025

	Note	Unrestricted Funds £	Restricted Funds: Romsey Mill Centre Funds £	Restricted Funds: Other Restricted Funds £	Total 2025 £	Unrestricted Funds £	Restricted Funds: Romsey Mill Centre Funds £	Restricted Funds: Other Restricted Funds £	Total 2024 £
Income									
Donations and legacies	2a	191,826	-	17,345	209,171	214,915	-	-	214,915
Other trading activities	2b	185,416	-	-	185,416	194,885	-	-	194,885
Investment income		4,432	-	-	4,432	2,954	-	-	2,954
Charitable activities:	11								
Youth Development and Alternative Education		45,170	-	519,748	564,918	67,371	-	404,958	472,329
Aspire Programme		56,516	-	191,100	247,616	75,257	-	155,700	230,957
Young Parents Programme		3,175	-	28,764	31,939	89,748	-	74,158	163,906
Pre-Schools		117,317	-	-	117,317	114,276	-	-	114,276
Community activities		116,713	-	-	116,713	106,912	-	-	106,912
TOTAL INCOME		720,565	-	756,957	1,477,522	866,318	-	634,816	1,501,134
Expenditure									
Expenditure on raising funds:									
Cost of generating voluntary income		91,985	-	-	91,985	87,728	-	-	87,728
Cost of activities for generating funds		148,595	-	2,950	151,545	147,126	-	-	147,126
Charitable activities:	3								
Youth Development and Alternative Education		229,371	-	513,967	743,338	204,439	-	485,554	689,993
Aspire Programme		117,994	-	222,515	340,509	101,781	-	151,809	253,590
Young Parents Programme		104,637	-	22,988	127,625	78,313	-	74,158	152,471
Pre-Schools		157,488	-	-	157,488	158,510	-	-	158,510
Community Activities		98,872	-	-	98,872	91,898	-	-	91,898
TOTAL EXPENDITURE		948,942	-	762,420	1,711,362	869,795	-	711,521	1,581,316
Net income/(expenditure)	6	(228,377)	-	(5,463)	(233,840)	(3,477)	-	(76,705)	(80,182)
Reconciliation of funds									
Total funds brought forward		908,868	881,381	44,015	1,834,264	912,345	881,381	120,720	1,914,446
Total funds carried forward		680,491	881,381	38,552	1,600,424	908,868	881,381	44,015	1,834,264

All activities are continuing. All gains and losses recognised in the year are included above. Romsey Mill Trust uses the exemption conferred by section 408 of the Companies Act 2006 in not preparing a separate Income and Expenditure Account for Romsey Mill Trust as a separate entity. The net expenditure for Romsey Mill Trust alone is £232,873 (2024: £79,874).

The notes on pages 25 to 33 form part of these financial statements.

CONSOLIDATED BALANCE SHEET
AS AT 31ST MARCH 2025

	Note	2025 £	2025 £	2024 £	2024 £
FIXED ASSETS					
Tangible fixed assets	8		939,850		943,088
CURRENT ASSETS					
Debtors and prepayments	9	128,359		221,272	
Deposit accounts		175,048		165,000	
Cash at bank and in hand		459,578		578,252	
		762,985		964,524	
LIABILITIES					
Creditors: falling due within one year	10	102,411		73,348	
NET CURRENT ASSETS			660,574		891,176
NET ASSETS			1,600,424		1,834,264
THE FUNDS OF THE CHARITY					
Unrestricted funds:					
General funds		675,491		888,868	
Designated funds	13	5,000		20,000	
			680,491		908,868
Restricted funds:					
Other restricted funds	11	38,552		44,015	
Romsey Mill Centre funds	12	881,381		881,381	
			919,933		925,396
TOTAL CHARITY FUNDS			1,600,424		1,834,264

Approved by the Board of Management on 26 November 2025

T Phipps (Chair)

CHARITY BALANCE SHEET
AS AT 31ST MARCH 2025

	Note	2025 £	2025 £	2024 £	2024 £
FIXED ASSETS					
Tangible fixed assets	8		939,234		942,165
CURRENT ASSETS					
Debtors and prepayments	9	324,874		370,090	
Deposit accounts		175,048		165,000	
Cash at bank and in hand		262,474		428,611	
		762,396		963,701	
LIABILITIES					
Creditors: falling due within one year	10	101,163		72,526	
NET CURRENT ASSETS			661,233		891,175
NET ASSETS			1,600,467		1,833,340
THE FUNDS OF THE CHARITY					
Unrestricted funds:					
General funds		675,534		887,944	
Designated funds	13	5,000		20,000	
			680,534		907,944
Restricted funds:					
Other restricted funds	11	38,552		44,015	
Romsey Mill Centre funds	12	881,381		881,381	
			919,933		925,396
TOTAL CHARITY FUNDS			1,600,467		1,833,340

Approved by the Board of Management on 26 NOVEMBER 2025

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T Phipps (Chair)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31ST MARCH 2025

	Note	2025 £	2024 £
Net cash provided by/(used in) operating activities	16	(91,979)	(61,357)
Cash flows from investing activities:			
Interest received		4,432	2,954
Purchase of tangible fixed assets		(21,079)	(14,470)
Net cash used in investing activities		(16,647)	(11,516)
Change in cash and cash equivalents in the reporting period		(108,626)	(72,873)
Cash and cash equivalents at the beginning of the reporting period		743,252	816,125
Cash and cash equivalents at the end of the reporting period		634,626	743,252

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025

1. ACCOUNTING POLICIES

Basis of preparation and assessment of going concern

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these financial statements. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) issued October 2019 (effective January 2019) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and Companies Act 2006.

The Trust constitutes a public benefit entity as defined by FRS 102.

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

Group Financial Statements

These financial statements consolidate the results of the Charity and Cara Coffee Limited

Functional and Presentation Currency

These consolidated financial statements are presented in pounds sterling which is the Charity's and subsidiary's functional currency. All amounts have been rounded to the nearest pound, unless otherwise indicated.

Income Recognition

Income is recognised when the charity has entitlement to the funds, any conditions attached to the income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' or 'revenue' grants, is recognised when the charity has entitlement to the funds, any conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Expenditure Recognition

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 obligation can be measured reliably.

Expenditure incurred on fundraising and publicity to generate unrestricted income to support direct charitable activities is included in costs of generating funds. That incurred to generate restricted income is included in support costs (see note 4 below).

Allocation of Support Costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Supports costs include back office costs, finance, personnel, payroll and governance costs which support the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The basis on which support costs have been allocated are set out in note 4.

Depreciation

Depreciation is not provided on the freehold building as any provision (annual or cumulative) would not be material due to its expected remaining useful economic life and because its expected residual value is not materially less than its carrying value. The Trust has a policy of regular structural inspection, repair and maintenance and the building is therefore unlikely to deteriorate or suffer from obsolescence. Floor coverings within the building are depreciated over 10 years on a straight line basis.

Depreciation on all other assets is provided at the following rates in order to write off each asset over its estimated useful life down to its residual value:

- Fixtures and fittings - 20% straight line and Computer equipment - over 3 or 5 years dependant on the asset use
- Motor vehicles - 20% straight line

Pension Costs

Romsey Mill contributes, on certain conditions, into employees' own pension schemes. Contributions payable are charged to the statement of financial activities in the period to which they relate.

Fund Accounting

Unrestricted funds are available to spend on activities which further any of the purposes of the charity. Designated funds are unrestricted funds which the trustees have decided at their discretion to set aside to use for a specific purposes. Restricted funds are for use solely as specified by the donor for particular areas of the charity's work.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025

2. INCOME

		Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
a)	**Donations and legacies**						
	Donations from businesses	19,295	-	19,295	34,030	-	34,030
	Donations from individuals	132,976	-	132,976	102,523	-	102,523
	Legacies	-	-	-	21,161	-	21,161
	Tax reclaimed (gift aid)	17,437	-	17,437	7,321	-	7,321
	Donations from Churches and Chapels	6,118	-	6,118	7,198	-	7,198
	Donations from Community Groups	-	-	-	2,009	-	2,009
	Grants from Trusts	16,000	-	16,000	35,900	-	35,900
	Other income	-	17,345	17,345	4,773	-	4,773
		191,826	17,345	209,171	214,915	-	214,915
b)	**Other trading activities**						
	Charity shop	79,565	-	79,565	81,078	-	81,078
	Events	28,834	-	28,834	30,996	-	30,996
	Cara Coffee Shop	77,017	-	77,017	82,811	-	82,811
		185,416	-	185,416	194,885	-	194,885

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025

3. EXPENDITURE ON CHARITABLE ACTIVITIES

Activity	Activities undertaken directly £	Support costs (note 4) £	Total 2025 £	Activities undertaken directly £	Support costs (note 4) £	Total 2024 £
Youth Development and Alternative Education and other expenditure	575,344	167,994	743,338	513,942	176,051	689,993
Aspire Programme	238,444	102,065	340,509	172,227	81,363	253,590
Young Parents Programme	79,107	48,518	127,625	98,005	54,466	152,471
Pre-Schools	116,028	41,460	157,488	114,003	44,507	158,510
Community Activities	-	98,872	98,872	-	91,898	91,898
	1,008,923	458,909	1,467,832	898,177	448,285	1,346,462

4. SUPPORT COSTS

	Administration £	Management £	Raising Restricted Funds £	Education & Awareness £	Total 2025 £	Administration £	Management £	Raising Restricted Funds £	Education & Awareness £	Total 2024 £
Youth Development and Alternative Education and other expenditure	99,314	22,355	41,376	4,949	167,994	87,178	21,053	63,629	4,191	176,051
Aspire Programme	46,232	12,668	41,376	1,789	102,065	46,496	11,930	21,210	1,727	81,363
Young Parents Programme	19,640	7,452	20,688	738	48,518	25,185	7,017	21,210	1,054	54,466
Pre-Schools	37,100	2,981	-	1,379	41,460	40,212	2,807	-	1,488	44,507
Community Activities	92,911	5,961	-	-	98,872	85,753	5,613	-	532	91,898
	295,197	51,417	103,440	8,855	458,909	284,824	48,420	106,049	8,992	448,285

The Trust allocates its support costs as shown in the note above. The majority being for administrative and the raising of restricted funds as these contribute highest to supporting the Trust's activities.

Administration is inclusive of general administration, office premises, finance and IT costs.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025

5. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	1,146,588	1,010,938
Social security costs	85,853	72,277
Pension costs	50,781	45,142
	1,283,222	1,128,357

There are 23 (2024: 19) full time and 40 (2023: 41) part time members of staff who are all involved in direct charitable activities. This equates to 39.1 full time equivalent staff at 31st March 2025. One employee received £60,000 or more in the year (2024: one). The charity's trustees received no remuneration during the year (2024: none).

The charity considers its key management to be its leadership and management team comprising the CEO and 3 senior managers. The aggregate remuneration of this team is £234,583. (2024: £219,884)

6. NET EXPENDITURE FOR THE YEAR

	Total 2025	Total 2024
This is stated after charging:	£	£
Auditors' remuneration	6,807	6,262
Depreciation	24,317	29,635

7. TAXATION

As a registered charity, Romsey Mill Trust is generally exempt from Income Tax and Capital Gains Tax, but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

8. TANGIBLE FIXED ASSETS (GROUP AND CHARITY) CURRENT YEAR

	Motor Vehicles	Land & Buildings	Fixtures & Fittings	Total
	£	£	£	£
As at 1st April 2024	23,634	935,879	196,912	1,156,425
Additions	-	-	21,079	21,079
As at 31st March 2025	23,634	935,879	217,991	1,177,504
Depreciation				
As at 1st April 2024	12,999	54,498	145,840	213,337
Charge for the period	4,727	-	19,590	24,317
As at 31st March 2025	17,726	54,498	165,430	237,654
Net Book Value				
As at 31st March 2025 - GROUP	5,908	881,381	52,561	939,850
As at 31st March 2025 - CHARITY	5,908	881,381	51,945	939,234

TANGIBLE FIXED ASSETS (GROUP AND CHARITY) PRIOR YEAR

	Motor Vehicles	Land & Buildings	Fixtures & Fittings	Total
Cost	£	£	£	£
As at 1st April 2023	23,634	935,879	274,050	1,233,563
Additions	-	-	14,470	14,470
Disposals	-	-	(91,608)	(91,609)
As at 31st March 2024	23,634	935,879	196,912	1,156,425
Depreciation				
As at 1st April 2023	8,272	54,498	212,540	275,310
Charge for the period	4,727	-	24,908	29,635
Eliminated on disposal	-	-	(91,608)	(91,608)
As at 31st March 2024	12,999	54,498	145,840	213,337
Net Book Value				
As at 31st March 2024 - GROUP	10,635	881,381	51,072	943,088
As at 31st March 2024 - CHARITY	10,635	881,381	50,149	942,165

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025

9. DEBTORS

	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
Debtors	28,861	28,861	113,622	113,622
Prepayments and accrued income	99,498	97,670	107,650	106,554
Inter group balance	-	198,343	-	149,914
	128,359	324,874	221,272	370,090

10. CREDITORS: FALLING DUE WITHIN ONE YEAR

	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
Trade creditors	37,640	37,158	4,190	4,105
Other taxes and social security costs	25,061	25,061	21,511	21,511
Other creditors, accruals and deferred income	39,710	38,944	47,647	46,910
	102,411	101,163	73,348	72,526

11. RESTRICTED FUNDS - CURRENT YEAR

	At 1st April 2024 £	Income £	Expenditure £	At 31st March 2025 £
Youth Development and Alternative Education				
Youth Music	-	47,716	47,716	-
Shelford & Stapleford Youth Initiative	-	5,450	5,450	-
Howard Foundation	-	4,000	4,000	-
Cambourne Youth Partnership	-	42,202	42,202	-
Beacon Youth Trust	-	45,827	45,827	-
Cambridge City Council Community Grant	-	12,640	12,640	-
The National Lottery	-	192,584	192,584	-
Cambridgeshire County Council - Northstowe	-	21,500	21,500	-
Children in Need	-	10,901	10,901	-
Cambridgeshire Holiday Activities and Food Programme	-	3,708	3,708	-
Orchard Park Parish Council	-	14,070	14,070	-
Youth Work Bursary (East of England and East Midlands)	-	12,733	12,733	-
Cambridgeshire County Council - Serious Violence/detached	-	50,000	50,000	-
OPCC Peterborough - Serious Violence duty	-	20,834	20,834	-
Cambridgeshire Community Saftey Partnership	-	16,500	16,500	-
Cambridgeshire Skills	-	2,508	2,508	-
Trumpington Parish Council	-	5,000	5,000	-
South Trumpington Parish Council	-	1,675	1,675	-
Peterborough Mental Health Fund	-	1,500	1,500	-
National Citizens Service	-	2,500	2,500	-
Ann Docwra (Hardship Fund)	-	5,900	119	5,781
	-	519,748	513,967	5,781
Other restricted funds				
Cambridge City Council (S106 Funding)	-	17,345	2,950	14,395
Young Parents Programme				
Comic Relief	-	5,173	5,173	-
Cambridge City Council Community Grant	-	6,000	6,000	-
Cambridgeshire Skills	-	10,565	10,565	-
The Frank Litchfield Charitable Trust	-	5,000	1,250	3,750
East of England Co-Op Community Carer Fund	-	2,026	-	2,026
	-	28,764	22,988	5,776

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025

	At 1st April 2024	Income	Expenditure	At 31st March 2025
Aspire Programme	£	£	£	£
Microsoft Research Limited Fund	1,500	-	1,500	-
The Strangward Trust	1,000	-	1,000	-
Cambridgeshire County Council - Cultivate Fund	-	7,500	7,500	-
Henry Smith	10,500	44,100	42,000	12,600
PYE Foundation	-	3,500	3,500	-
The Evelyn Trust	-	45,000	45,000	-
Cambs and Peterborough Integrated Care Board (NHS)	31,015	66,000	97,015	-
Peterborough City Council	-	25,000	25,000	-
	44,015	191,100	222,515	12,600
	44,015	756,957	762,420	38,552

11. RESTRICTED FUNDS - PRIOR YEAR

	At 1st April 2023	Income	Expenditure	At 31st March 2024
Youth Development and Alternative Education	£	£	£	£
Youth Music	29,947	17,570	47,517	-
Children in Need	-	33,364	33,364	-
The Cherry Family Foundation	9,727	-	9,727	-
Shelford & Stapleford Youth Initiative	-	7,518	7,518	-
Cambridgeshire County Council - Northstowe	-	31,500	31,500	-
Rathbones	4,717	2,531	7,248	-
Cambridgeshire Skills - Youth Working Training	2,500	2,898	5,398	-
Cambridgeshire Holiday Activities and Food Programme	-	3,279	3,279	-
Souter Charitable Trust	3,000	-	3,000	-
Howard Foundation	-	4,000	4,000	-
Cambourne Youth Partnership	-	43,950	43,950	-
Beacon Youth Trust	-	49,401	49,401	-
Cambridge City Council Community Grant	-	19,900	19,900	-
Orchard Park Parish Council	-	5,025	5,025	-
Cambridgeshire County Council - Serious Violence/detached	-	33,750	33,750	-
Police and Crime Commisioners	-	800	800	-
The National Lottery	6,314	145,306	151,620	-
The National Lottery - Youth Work Training	24,391	-	24,391	-
National Citizens Service	-	1,666	1,666	-
Cambridgeshire Community Reaching Further award	-	2,500	2,500	-
	80,596	404,958	485,554	-
Young Parents Programme				
Comic Relief	-	47,371	47,371	-
Cambridge City Council Community Grant	-	7,187	7,187	-
Cambridgeshire Skills	-	19,600	19,600	-
	-	74,158	74,158	-
Aspire Programme				
The Bailey Thomas Charitable Fund	2,000	-	2,000	-
The Strangward Trust	-	2,000	1,000	1,000
The Frank Litchfield General Charitable Trust	500	-	500	-
Microsoft Research Limited Fund	2,624	2,000	3,124	1,500
Cambridgeshire County Council - Cultivate Fund	5,000	7,500	12,500	-
Cambridge City Council Community Grant	-	5,000	5,000	-
PYE Foundation	-	3,500	3,500	-
Henry Smith	10,000	42,000	41,500	10,500
Cambridgeshire Public Health	20,000	-	20,000	-
Cambs and Peterborough Integrated Care Board (NHS)	-	84,950	53,935	31,015
Hills Road Sixth Form	-	5,000	5,000	-
The Evelyn Trust	-	3,750	3,750	-
	40,124	155,700	151,809	44,015
	120,720	634,816	711,521	44,015

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025

The restricted funds being carried forward at the end of the year generally represent grants received in advance for work to be carried out in the following year.

For information regarding the various activities outlined above, see pages 2 - 3 of the accounts.

The S106 funding from Cambridge City Council was raise to fund the purchase of an AV system at Ross Street Community Centre. This was acquired at the end of the year so will be reduced by depreciation in future years.

12. ROMSEY MILL CENTRE FUND - CURRENT YEAR

	At 1st April 2024	Income	Expenditure	Transfers	At 31st March 2025
	£	£	£	£	£
Romsey Mill Centre	881,381	-	-	-	881,381

ROMSEY MILL CENTRE FUND - PRIOR YEAR

	At 1st April 2023	Income	Expenditure	Transfers	At 31st March 2024
	£	£	£	£	£
Romsey Mill Centre	881,381	-	-	-	881,381

The purpose of the Fund is to represent the net book value of the building in Note 8.

13. DESIGNATED FUNDS - CURRENT YEAR

	At 1st April 2024	Income	Expenditure	At 31st March 2025
	£	£	£	£
Building Maintenance Reserve	5,000	-	-	5,000
Programmes	15,000	-	15,000	-
	20,000	-	15,000	5,000

DESIGNATED FUNDS - PRIOR YEAR

	At 1st April 2023	Income	Expenditure	At 31st March 2024
	£	£	£	£
Building Maintenance Reserve	5,000	-	-	5,000
Programmes	15,000	-	-	15,000
	20,000	-	-	20,000

The above transfers are reflected within unrestricted funds in the Statement of Financial Activities.

Building Maintenance Reserve
This reserve is to ensure Romsey Mill Trust has funds to meet the costs of unanticipated major repairs to the building.

Programmes
This reserve is to ensure Romsey Mill Trust has the funds to meet the costs of its ongoing programmes in which restricted funding may not cover.

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS - GROUP
CURRENT YEAR

	Unrestricted funds		Restricted funds		
	General funds	Designated funds	Romsey Mill Centre	Other Restricted funds	2025 Total
	£	£	£	£	£
Fixed assets	58,469	-	881,381	-	939,850
Net current assets	617,022	5,000	-	38,552	660,574
	675,491	5,000	881,381	38,552	1,600,424

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025

ANALYSIS OF NET ASSETS BETWEEN FUNDS - GROUP

PRIOR YEAR	Unrestricted funds			Restricted funds	
	General funds	Designated funds	Romsey Mill Centre	Other Restricted funds	2024 Total
	£	£	£	£	£
Fixed assets	61,707	-	881,381	-	943,088
Net current assets	827,161	20,000	-	44,015	891,176
	888,868	20,000	881,381	44,015	1,834,264

15. RELATED PARTY TRANSACTIONS

Throughout the year the charity was controlled jointly by the Board of Management.

No expenses were reimbursed to Trustees by the charity during the year (2024: £Nil).

No fee income (at the market rate) was received from Trustees during the year. (£257 : 2024)

N Taylor (resigned 25/09/24) is also a trustee of Cambourne Youth Partnership, a charity which during the year was engaged in a contract with Romsey Mill Trust for the provision of a part time Youth Development Worker. This contract is operated on an arms length basis.

A Single's (Chair: resigned 25/09/24) husband is a Trustee of Sports Connection Foundation, in which Romsey Mill Trust works in partnership to run activities, e.g. football games, for the benefit of the individuals it supports. A Single received no remuneration or has any other financial involvement.

The charity formed a subsidiary company, Cara Coffee Limited, on 23rd March 2019. Two trustees, J Hildersley and K Pearson are directors, together with the charity's CEO, N Perry.

16. RECONCILIATION OF EXPENDITURE TO NET CASH FLOWS FROM OPERATING ACTIVITIES (GROUP AND CHARITY)

	2025	2024
	£	£
Net movement in funds	(233,840)	(80,182)
Adjustments for:		
Less investment income	(4,432)	(2,954)
Add depreciation	24,317	29,635
Increase/(decrease) in creditors	29,063	(86,611)
Decrease/(Increase) in debtors	92,913	78,755
Net cash provided by/(used in) operating activities	(91,979)	(61,357)

17. OPERATING LEASE COMMITMENTS (GROUP AND CHARITY)

	2025	2024
	£	£
The following operating lease payments are committed to be paid:		
Total future commitments	123,989	141,458

A new lease for the Charity Shop commenced on 8th May 2023.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025

18. INVESTMENTS - CHARITY SUBSIDIARIES

Cara Coffee Limited
Country of Incorporation: England and Wales
Nature of Business: Trading

Class of shares:	**% Holding**	**Year ended 31st March 2025**	**Year ended 31st March 2024**
Ordinary	100		
		£	£
Aggregate capital and reserves brought forward		924	1,232
(Loss)/profit for the year		(967)	8,099
Donated to parent (Romsey Mill Trust)		-	(8,407)
Aggregate capital and reserves carried forward		(43)	924

The Trust was gifted 100% of the issued share capital of Cara Coffee Limited (company number 11901327), a company incorporated in England and Wales on 23rd March 2019. The Trustees deem the market value of these shares to be £Nil. The subsidiary undertaking is included within the consolidated accounts.

The charity formed a subsidiary company, Cara Coffee Limited, on 23rd March 2019. Two trustees, J Hildersley and K Pearson are directors, together with the charity's CEO, N Perry.

ROMSEY MILL TRUST

England & Wales - Charity number 1069905

Accounts

ROMSEY MILL TRUST

CONSOLIDATED REPORT AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024

ROMSEY MILL TRUST

CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024

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Linked Company:	Cara Coffee Limited: 11901327 (England and Wales)
Principal Address and Registered Office:	Romsey Mill Centre Hemingford Road Cambridge CB1 3BZ
Bankers:	NatWest Bank Fitzroy Street Branch 36 Fitzroy Street Cambridge CB1 1EW
	Nationwide Building Society Kings Park Road Moulton Park Northampton NN3 6NW
	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
	The Cambridge Building Society PO Box 232 51 Newmarket Road Cambridge CB5 8FF
Auditors:	Prentis & Co LLP Chartered Accountants & Statutory Auditors 115c Milton Road Cambridge CB4 1XE
Solicitors:	Ashtons Legal Chequers House 77-81 Newmarket Road Cambridge CB5 8EU
Registered Charity Number:	1069905
Registered Company Number:	03556721

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2024

The trustees are pleased to present their annual Board of Management Report together with the financial statements of the charity for the year ending 31st March 2024 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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) issued October 2019 (effective 1st January 2019).

BACKGROUND

Romsey Mill is a Cambridge based charity dedicated to creating opportunities with young people, children, their families, and local communities in Cambridgeshire and Peterborough. Founded in 1980 as an expression of Christian faith in action, Romsey Mill initially provided community centre facilities and activities for young people, families, and the wider community. In 1998, it was formally established as a charitable company under the name Romsey Mill Trust.

Today, the Romsey Mill team is alongside families with pre-school children, teenage mothers and young fathers, and children and young people facing multiple life challenges and experiencing significant disadvantages. Additionally, Romsey Mill collaborates with and provides support, guidance, and training to various community groups and organisations.

Romsey Mill creates a wide range of opportunities aimed at fostering relationships and community connections, developing positive activities, providing practical and emotional support, facilitating learning and skill development, promoting equity and participation, and nurturing compassion, well-being, and hope.

DIRECTORS/TRUSTEES

The directors of the charitable company (the charity) are its Trustees and are collectively referred to as the Board of Management (the Board). The members of the Board of Management during the year were as follows:

Alistair Barry
Cara Cooper
Julian Hildersley
Kim Pearson
Tim Phipps (Interim Chair of Trustees)
Angela Single
Nigel Taylor
Colin Makin

LEADERSHIP & MANAGEMENT

Neil Perry (Chief Executive Officer and Company Secretary)
James Bennett (Programme Manager)
Diane Hicks (Operations & Resources Manager)
Neil Thompson (Fundraising & Communications Manager)

OBJECTIVES, ACTIVITIES AND PUBLIC BENEFIT

Romsey Mill's Vision, Mission and Objects:

Romsey Mill's **vision** is of transformed society where all young people, children, and families fully belong, positively contribute, and thrive.

Working to make this vision a reality, the **mission** and intent of Romsey Mill is to create opportunities with young people and families to overcome disadvantage, promote inclusion and develop personal, social, and spiritual wellbeing.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2024

Romsey Mill's vision for the future and purpose in the present are inspired by beliefs and values coming from Christian faith. We work openly and inclusively with people of any faith and of none. Romsey Mill's charitable **Objects,** as set out in our Memorandum of Association are:

(a) To advance education

(b) To promote good citizenship for the public benefit with the commitment to promote equal opportunities for those individuals and groups who encounter discrimination

(c) To advance the Christian faith

(d) To provide help, advice, and positive support to those in economic or other need or hardship

(e) To promote and fulfil such other charitable purposes as the Trustees may from time-to-time think fit.

The current geographical focus of our charitable work is Cambridgeshire and Peterborough. From time to time, we also provide some training and development opportunities to organisations and people living in other parts of the United Kingdom.

Principal Aims & Activities:

To fulfil our charitable objectives Romsey Mill places relationships at the core of our identity and activities. Committed to overcoming disadvantage and improving opportunities for young people, children, and families, we collaborate to foster more connected and resilient communities. We engage with participants in diverse and flexible ways, tailored to their needs.

For families with young children, including teenage parents, our services encompass early years care and education, parenting support at home and in community settings, and information, advice, and guidance on issues such as housing and financial support. We also provide adult learning and life skills courses.

For young people, including a venture specifically for autistic young people, our activities include detached, tailored, and open-access youth work, school outreach, one-on-one and small group mentoring, and interest-based activities such as arts, music, music technology, and sports. We also provide alternative education and vocational courses, as well as leisure, cultural, and outdoor residential experiences.

Together with our participants and partners, we are co-creating and continuously developing our programmes. We strive to develop facilities that serve as local hubs of welcome, belonging, and purpose.

During the April 2023 to March 2024 financial year, Romsey Mill made significant progress in our charitable work across the following teams and areas:

- Pre-school: supporting families by providing care and education for children from the term after their second birth until they start nursery or reception class at primary school. Operating from our two purpose-designed, Ofsted-registered settings, children thrive through creative play and shared activities. Our Early Years care and education focus on communication and language, physical development, personal, social , and emotional growth, literacy, mathematics, understanding the world, and expressive arts and design.
- Young Parents: caring for teenage and young parents (first-time mums aged 19 and under, and dads up to 25) living in Cambridge and immediate surrounding areas. We gave specialist personal, educational, health, and parenting support, including advice on housing, finances, education, and employment, to equip young parents and their children for positive futures. We also undertook work to improve the support available to young parents across Cambridgeshire.
- Aspire: engaging with and supporting autistic young people aged 9 – 18 + years. Autism is a lifelong developmental disability that effects communication and interaction. Our team provides social spaces, positive group activities, and mentoring to help develop life skills. We also support the parents of autistic young people, liaise with education and social care professionals, and signpost families to additional resources and advice.

- Youth Development: nurturing supportive relationships with 13-25-year-olds facing significant life challenges, co-creating positive activities, and offering advice, skills development, and guidance towards education, training, and employment. Our Youth Development Team's work integrates community-based activities, youth-led projects, one-on-one support and mentoring, alternative education in partnership with schools, and personal and spiritual development initiatives in collaboration with local churches. We also provide post-16 and post-19 progression support and guidance.
- Community Development: Romsey Mill fosters relationally connected communities by encouraging and facilitating community members to come together and develop initiatives that address common challenges. We manage community buildings and facilities that are open to the general public. We also operate social enterprises that offer a variety of volunteering and training opportunities.

We operate from various community buildings and facilities across Cambridge, the South Cambridgeshire district, and Hampton (Peterborough). The Romsey Mill Centre, located in Cambridge city, serves as the main office for our team.

Romsey Mill's work is supported by:

- Financial and in-kind donations from individuals, groups, organisations and businesses.
- Grants from trusts and foundations.
- Statutory grants and contracts.
- Mill's own 'enterprise income,' which includes social enterprise activities such as training courses, a charity retail shop offering affordable clothing and household items, a community-run coffee shop, and the hire of meeting rooms and other facilities.

Most of our activities and services are offered free of charge to participants; for activities with a charge, concessions are available for those in financial need.

Romsey Mill actively engages in both structured and informal partnerships with a broad range of groups and organisations. These include other voluntary organisations, churches, schools, colleges, universities, community-led groups, local businesses, larger companies, local authorities, and other public sector bodies. These partnerships enable us to engage more effectively with young people, children, and families, and to enhance community capacity and resilience.

Staff and Volunteers:

On 31st March 2024, the Romsey Mill salaried staff team comprised 60 employees (previous year - 61): 19 full-time (previous year - 18); 41 part-time (previous year - 43); with a full-time-equivalent of 36.5 staff members (previous year – 37.6).

People volunteering with Romsey Mill (including many coming from the communities we support) enable many programme activities and help underpin our operations and fundraising, In 2023-24 year, Romsey Mill benefited from the active involvement of:

- 137 regular volunteers (previous year: 136).
- 7 volunteers for one-off events (previous year: 13).
- 9 students on work experience placements (previous year: 5).
- 12 young people volunteering as part of their participation in The Duke of Edinburgh's Award programmes (previous year: 10).
- 9 Romsey Mills trustees/company directors, all giving their time, experience, and skill on a voluntary basis.

Public Benefit Statement:

In reviewing Romsey Mill activities and outcomes and developing future plans, the Trustees have considered the latest updates to the Charity Commission's guidance on public benefit. The Trustees specifically assess how planned activities align with Romsey Mill's aims and objectives. Additionally, the Board periodically re-evaluates the charity's strategic priorities to ensure they address current needs and remain aligned with the

charity's stated purposes. The 'Achievements and Performance' section of this report summarises how Romsey Mill's activities have benefited a broad range of people.

Achievements and Performance
This section of the report covers general achievements and performance in 2023-24 as well as progress against the specific objectives set.

Advancing education:

During the year, across our two ***Pre-school*** care and education settings (one at Romsey Mill Centre and the other at Ross Street Community Centre), we had 56 children on register (previous year: 61). Of these 17 children were eligible during the year for the 2-year-old funding entitlement for disadvantaged families (previous year: 14). Families of 28 children were in receipt of the Government's three-year-old funding grant (previous year: 34). Sessions for 11 children within our settings required the payment of fees by their families (previous year: 13).

Romsey Mill's ***Young Parents Programme*** (YPP) experienced a reduction in team capacity due to the departure of our Coordinator and Young Fathers Development Worker part-way through the year. This led to a decrease in our one-to-one caseload of young parents, which in turn affected the number of young parents participating in courses. Additionally, we were unable to run the Mum's Matter Course in partnership with CPSL Mind as we had done in the previous year. Despite these challenges, we achieved the following education and learning activities and outcomes:

- Our YPP team delivered the following courses:

  - Shine personal development course (Summer '23) with 6 young mums enrolled and 4 of those completing.
  - Healthy Cooking on a budget (Autumn '23) with 9 young mums enrolled and 7 of those completing.
  - Bronze Arts Awards (in conjunction with the Fitzwilliam Museum, Spring '24) with 8 young mums enrolled and 5 of those completing.
  - A Creative Play Course was also offered with a couple of young parents attending sessions.

- YPP also delivered 3 distinct training sessions on improving engagement and support for young parents to learners for a range of organisations:

  - NCT/Mind – 12 learners
  - Barnardo's – 14 learners
  - Centre 33 – 7 learners

- Antenatal Provision: during the year we ran 4 in-person antenatal courses with a further course delivered 1:1 during Spring 2024 (when the number of expectant young parents expecting was lower). In total we provided antenatal support for 23 young parents (previous year: 28) across the courses that we ran.

- We held three accident prevention and first aid sessions which were attended by 5 dads (previous year: 10) and 12 mums (previous year: 14).

YPP offers intensive support in personal, social, educational, health, and parenting areas, aiming to equip young parents and their children for positive futures. Our approach is long-term, relational, and needs-led, with the family at the centre of our work. The courses we deliver help individuals reignite their passion for learning and progress, boost their confidence in their own abilities, enhance employability skills such as communication and work attitude, and overcome barriers to future employment and education.

Our ***Youth Development Team*** (YDT) created informal educational opportunities with young people within several contexts:

- Regular open access youth work and smaller bespoke groups in our own facilities and various other community spaces.

- One-to-one and group sessions in partnership with local secondary schools and an alternative education centre.
- Learning outside the classroom through trips and at activity centres.
- Specific Projects such as Youth Music work which included another successful Beats, Trials and Tribulations project with the Cambridge Junction, enabling young people we work with to make music and record videos with the support of a film making company.

In summary, the key education and learning opportunities that Romsey Mill enabled during the year were:

- 1537 young people (previous year: 1163) engaged in informal learning through regular open access youth work sessions.
- 253 young people (previous year: 342) engaged in informal learning through targeted community-based group work.
- 55 activity trips (previous year: 71) and 6 outdoor centre residentials (previous year: 5) provided.
- 182 young people (previous year: 87) supported with their education through school commissioned group work.
- 105 young people (previous year: 81) supported with their education through school-commissioned 1-to-1 sessions.

We continued delivery of ***Youth Work Training*** courses and workshops to Romsey Mill's young leaders, other volunteers and employees with Romsey Mill, and staff from other organisations. The activities and outcomes achieved were:

- The Level 2 Youth Work Training course that commenced in February 2023 had 18 learners enrolled. From this cohort 13 learners completed the course and gained the qualification in this reporting year.

- We started another Level 2 Youth Working Training course in February 2024 with 15 learners enrolled. From this cohort 14 learners completed the course and gained the qualification, but this was after the end of this reporting year.

- During April 2022 – March 2023 we delivered 4 workshops with 68 learners (previous year: 135 but this included 68 learners from a workshop that was delivered at last year's National Youth Ministry Course in Birmingham which was not repeated this year).
  - A Detached Youth Work session in Whittlesey (12 learners including youth workers & volunteers).
  - An introduction to Trauma-Informed Approaches in Youth Work (28 learners). Organisations included, SSYI, Cambourne Church, St. Barnabas Church, Cambridgeshire County Council, Cambridgeshire Youth for Christ, The Way Project (Waterbeach), and Netherhall School.
  - A training session at Romsey Mill by Mark Stanyer for young leaders (8 learners).
  - Two Detached Youth Work Training sessions were delivered as part of a County-wide Youth Work Conference (20 learners).

- In July 2023 we hosted some training on Youth Violence in response to a stabbing that took place in November 2022, where a young person lost their life. The training was delivered by Craig Pinkey from the Solve Centre based in Birmingham. Staff from Romsey Mill and a number of grassroots organisations including Cambourne Youth Partnership, SSYI, Beacon Youth Trust and Concrete Rose attended this training.

Our ***Aspire*** Team continued to give specialist support to autistic children and young people who experience a range of challenges that can have an unfavourable impact on their engagement and achievements in education. The autistic young people who attend Aspire are in mainstream education, where the larger, busier environment can cause a huge amount of stress and a negative impact on academic attainment and mental health.

The informal education and development opportunities for our Aspire young people came through weekly community-based youth club sessions; and through small group work and one-to-one sessions, many of which are commissioned by schools or colleges, or by the local authorities.

In summary, the main education and learning provided through Romsey Mill's Aspire Team during the year were:

- We supported 204 autistic children and young people (previous year: 174) across 14 distinct community-based youth clubs (previous year: 13), including a newly launched club in Hampton, Peterborough, as well as through one-to-one mentoring sessions. This support helped these children and young people increase self-efficacy, build confidence, and improve communication skills and other social aptitudes.
- We successfully piloted our youth club support in Hampton, Peterborough, after having recruited two new Aspire team members, with financial support from Cambs & Peterborough Integrated Care Board. We also responded to tender and were successful in joining Peterborough City Council's Short Breaks framework for further development of the work.
- Hills Road Sixth Form College commissioned us to run a new lunch time drop-in club for autistic students, funded by Sheila Coates Foundation. Two members of Aspire staff engaged with over 20 autistic students providing a safe space to socialise and discuss challenges.
- 24 autistic children and young people received regular one to one support (previous year: 25) including 6 paid for by families' social care personal budgets and 5 paid for by schools/education budget.
- We worked with 10 educational establishments (previous year: 11) in and around Cambridge, including secondary schools, specialist provision and an FE College.
- In order to offer new development opportunities for older Aspire young people, Romsey Mill applied and was approved as a provider for AQA awards. Aspire young people completed three AQA unit awards during the year.
- Our Aspire team organised a highly successful workshop for young people with a California-based computer games designer. With attendance both in person and online, the young people had a lot of great questions and enjoyed being able to interact with a professional from the gaming industry.
- From within our Aspire Plus group, we supported 5 young people (previous year: 4) in preparation for their progression to university.

Promoting good citizenship for the public benefit with the commitment to promote equal opportunities for those individuals and groups who encounter discrimination:

The Romsey Mill team is committed to ensuring that individuals and groups facing discrimination have the opportunity to contribute to and benefit from available support and opportunities. We engaged with young people, children, and families from diverse social cultural, and ethnic backgrounds, as well as those with a range of protected characteristics.

Additionally, we partnered with local communities to strengthen connections, address social isolation and loneliness, improved health, develop skills, and empower young people to lead change.

Romsey Mill's ***Pre-school and Young Parents Programme*** teams welcomed 8 volunteers (previous year: 11) who supported the provision of early years care, education, and family groups. Additionally, 2 students (previous year: 3) completed training placements within our Pre-School.

Our ***Aspire*** activities benefited from the involvement of 20 volunteers and placement students (previous year: 18), including 5 individuals who had previously been Aspire young people receiving support from our Aspire team and began or continued as volunteers within Aspire groups during the reporting year. Creating volunteering opportunities for people with autism is a key aspect of our work to promote and improve equal opportunities, ensuring that those with lived experience of autism are central to the development of our programme.

The number of young people our ***Youth Development Team*** regularly engaged with increased again from the previous reporting year. In total, 2,107 young people (Female: 807, Male: 1,280, Transgender/Non-Binary/Intersex: 20) participated in positive support and activities with Romsey Mill in 2023-24, up from 1,622 the previous year. Our 'positive relationships' approach, which focuses on being alongside young people who

experience inequality of opportunity and face significant challenges, fosters connections, builds trust, and leads to outcomes driven by their strengths and abilities.

During the reporting year, 28 young people served as young leaders (previous year: 43), along with an additional 65 volunteers (previous year: 54), supporting Romsey Mill's Youth Development Team activities. This display of active citizenship, particularly with so many young people involved in shaping our programmes, enhances Romsey Mill's capacity to support those who experience discrimination.

Volunteers from a diverse range of backgrounds came from the communities where Romsey Mill is present and active. They provided essential support to our charity's fundraising and governance functions while also shaping and strengthening all of Romsey Mill's programmes. Total volunteer numbers for the year are given earlier in the report.

From September 2023 Romsey Mill's CEO was invited to join the sponsoring committee of a newly forming chapter of Citizens UK in Cambridge. Citizens UK is made up of hundreds of member organisations that are committed to taking action together for social justice and the common good. During the report period Romsey Mill participated in a range of Cambridge Citizens meeting and events, including an Assembly at Long Road Sixth Form College attended by over 150 people, aimed at promoting good citizenship and bringing together everyday people and local organisations to build a better, fairer society.

Advancing the Christian faith:

Romsey Mill's commitment to young people, children, families and communities is inspired by Christian faith. We recognise that every person is uniquely valuable and of equal importance. Respecting the beliefs and practices of people from all faiths and none, our team works inclusively through activities that promote social justice and foster personal and community transformation. We celebrate the richness that spiritual and cultural diversity brings to our communities.

Within Romsey Mill's broad range of programmes, some specific activities combine opportunities to explore a Christian message of faith, hope, and love with the practical outworking of that message in spiritual formation and social actions. These particular initiatives are made possible through our relationships with local churches and the financial support we receive from these churches and specific grant-making trust. Existing and new partnerships and activities in the year include:

- *Shelford & Stapleford Youth Initiative (SSYI)* is a grassroots charity supported by several churches and Parish Council in the South Cambs villages of Great Shelford, Little Shelford, Stapleford, Sawston, and Duxford. Romsey Mill continued to offer professional supervision, training, and support to the local youth workers employed by SSYI to deliver community youth work, as well as providing guidance to their Trustees.

- *Beacon Youth Trust (BYT)* is another grassroots charity established by local churches in the South Cambs village of Linton. Romsey Mill continued to employ youth workers on behalf of BYT and provided ongoing advice and support to their Trustees in the delivery of community youth work. Additionally, we assisted in delivering church-based youth work in the village churches.

- Romsey Mill continued to develop and manage local community youth work in Hampton, Peterborough, with an office and space for youth activities at *Christ the Servant King CofE Church.*

- Romsey Mill provided ongoing professional youth work support to youth workers in Huntingdon and Wisbech who are part of the Thrive initiative.

- *The Besom in Cambridge* provided New Baby Bundles and household furnishings for families within Romsey Mill's Young Parents Programme.

- *Cambridge Youth Work Collective*: a Cambridge-wide network for Youth Workers from churches and Christian charities. Romsey Mill's Youth Development Team Coordinator continued to have a role on the steering group alongside representatives from Ridley Lay Ministry, Cambridge & District Youth for

Christ, The Diocese of Ely, West Cambridge Christian Ministries (WCCYM), and Scripture Union.

- We ran two 'Deeper days' one in April and the other in June. Both were designed to give young people a taster of what our summer residential would be like. We had 15 young people at our Cambridge-based one in April which included an afternoon of gardening for a local family through *Cambridge Besom.* At the end of July, we took 10 young people and 4 young leaders on our *Deeper* residential at the Horstead Centre near Norwich. Three days were spent together exploring the Christian faith, enjoying a range of adventurous activities and serving people through local acts of kindness.
- Several faith-based organisations and local church groups, continued to hire rooms in our Community Centres. This includes a new local church, *Renew Inclusive Church Cambridge,* which gathers monthly at the Mill Road Community Centre.

Providing help, advice, and positive support to those in economic or other need or hardship:

The Romsey Mill team has provided extensive and ongoing advice and practical assistance to those facing economic difficulties and other forms of adversity.

During the 2023-24 year, our ***Pre-School*** cared for 56 children, of whom 17 (previous year: 14) received the 2-year-old funding entitlement, available to families receiving benefits such as Income Support and Universal Credit. Children from birth until the end of their Reception year at Primary school, who have significant and complex additional needs or disabilities and require ongoing specialist support from across education, health, and care can be assessed to receive Early Help Support. This includes children with communication difficulties, sensory, learning, or physical challenges, and/or complex health needs. Romsey Mill's Pre-School had 5 children (previous year: 5) attending our settings who were receiving Early Support. Additional, 2 children (previous year: 5) were from families receiving support from Social Care. Romsey Mill's Pre-School also welcomed 26 children (previous year: 19) for whom English is an additional language.

Our ***Young Parents Programme*** (YPP) gave tailored support and guidance to 39 young mums and 12 young dads. We also offered ongoing assistance to an additional 23 mums and 6 dads who are over the age of 19 or live outside Cambridge City. In total, 80 vulnerable parents (62 mothers and 18 fathers, compared to 122 parents last year, 82 mothers and 40 fathers) were supported. Among the families assisted, 18 (previous year: 14) had children with higher levels of Social Care involvement, including 10 Child Protection cases, 7 Child in Need cases, and 1 Early Help Assessment. The information, advice and support provided to young parents continued to address issues related to housing, benefits, mental health, domestic abuse, substance misuse, education, and employment.

Over the past year, our ***Youth Development*** and ***Aspire*** teams supported 2,311 young people facing significant challenges, including some experiencing economic difficulties (up from 1,796 the previous year). This figure represents an increase of over 1,100 young people compared to the year before the Covid pandemic. Across our Aspire and Youth Development teams, 200 at-risk young people (previous year: 164) received one-to-one mentoring support from a Romsey Mill team member. Within these sessions, our Youth Development teams provided even more focused support to 153 young people (previous year: 129) during crisis situation involving issues such as housing, finance, food insecurity, domestic violence, and mental health needs. Additionally, within the total number of young people in our Aspire Programme, the team supported 47 young people (previous year: 52) funded by the Disabled Children's Referral and Access Team (DCRAT).

50 parents (previous year: 47) connected to our Aspire Programme received a support call or one-to-one meeting, including 6 families (previous year: 5) who were assisted in applying for PIP of DLA benefits for their child – all of which were successful. Most of the parents supported by our Aspire team had no other avenues of in-person assistance.

Feedback from the survey that our Aspire team undertook with children/young people and their parents in City and South Cambridgeshire included the following results:

- 80% of parents agree or strongly agree that being part of the youth club helps their young person understand other people better.
- 85% of parents agree or strongly agree that their young person is learning social skills at youth club.

- 100% of parents agree or strongly agree that attending the youth club helps their young person have some independence.
- 95% of parents agree or strongly agree that attending the youth club improves their young person's confidence and self-esteem.
- 95% of parents agree or strongly agree that the youth club gives the young person a place to belong and feel less lonely.
- 90% of parents agree or strongly agree that the youth club helps to improve the young person's mental well-being, with 85% saying they agree or strongly agree that due to the youth club their young person feels more optimistic, positive, cheerful or hopeful in their life.
- 100% of parents agree or strongly agree that due to the youth club their young person has reduced social isolation.
- 81% of young people agree or strongly agree that they have made a friend at the youth club.
- 86% of young people agree or strongly agree that they are interested in interacting with others at the youth club.

We often find young people's responses to be more conservative than their parents'.

Our Youth Development Team ran community-based activities and launched new projects, such as taking young people to participate in a pilot Trusted Adults scheme developed by the criminology department at Anglia Ruskin University. Some of these activities were funded by the HAF (Holiday Activities and Food) scheme, ensuring that young people eligible for free school meals were able to engage in activities that include meals outside of the school term.

Romsey Mill's Charity Shop continued to offer affordable clothing and household goods to hundreds of local residents. Our Charity Shop Community Development Lead also provided support to vulnerable individuals in the community, helping to reduce isolation, manage mental health challenges, and improve overall well-being.

Local churches and charities continued to partner with Romsey Mill by supporting our work financially or by providing food parcels, Christmas hampers or other tangible help, which were distributed by Romsey Mill to families and young people in economic need. Romsey Mill also collaborated with numerous community groups, organisation, charities, and statutory agencies to provide assistance to families and young people through our various programs.

Other charitable purposes beneficial to the Community:

During the reporting year, Romsey Mill continued to provide training, guidance, and support to other agencies and organisations across Cambridgeshire, aiming to enhance the support available to teenage and young parents county-wide. This work was carried under the final year of a Cambridgeshire County Council-commissioned Young Parents Support Contract.

The management and provision of community facilities for local families, groups, charities, and others, remained a vital aspect of our broader charitable activities:

- Between 1st April 2023 and 31st March 2024, we hosted 28 local groups and organisations at Romsey Mill Centre (previous year: 26). Of these, 14 were regular hirers (previous year: 16), and 14 were one-off bookings for training events or short-term use (previous year: 10). Additionally, we provided facilities for 42 family gatherings during the year (previous year: 39). Romsey Mill was utilised for 267 hours for one-off hires (previous year: 288) and 1,181 hours for regular hirers (previous year: 1,897), including tutoring by schools independent of the Youth Development Team's alternative position.

- ***Ross Street Community Centre*** welcomed 58 local groups and organisations (previous year: 47) that hired space, with 28 being regular hirers (previous year: 27) and 30 one-off hires (previous year: 20). Additionally, we provided rooms for 56 family gatherings through the year (same as previous year). The Centre was utilised for 431 hours of one-off hires (previous year: 485) and 1,588 hours by regular hirers (previous year: 2,193).

- In addition to these bookings, both centres were used as Polling Stations in May for local elections. We continued to provide small rooms for tutoring of young people struggling to return to/stay in school. During the year, Coleridge Community College, Impington Village College and St. Bede's School all used our buildings for this purpose (independent of alternative education contracts we have through our Youth Development team).
- Mill Road Community Centre was officially handed over to Romsey Mill from Cambridge City Council on 23rd March 2023, with the lease commencing on the same date. After furnishing and equipping the building, the first hire took place on 29th April 2023. Further then to 31st March 2024, we hosted 51 local groups and organisations at Mill Road Community Centre, including 22 regular hirers and 29 one-off bookings for training events or short-term use. Additionally, we facilitated 32 family gatherings during the year. The Centre was utilised for 468 hours of one-off hires and 836 hours by regular hirers.

Our social enterprises, *Romsey Mill Charity Shop* in Cambridge City and *Cara Coffee* in Great Shelford South Cambs - serve local communities by offering services,, provide training and volunteering opportunities, and supporting vulnerable individuals. These efforts helped reduced isolation and improve overall well-being.

Performance against other specific objectives set for 2023-2024:

We completed the final year of the Cambridgeshire County Council Young Parents Support contract and the Comic Relief – funded *Children Survive and Thrive: Rise and Shine* project. With the conclusion of both funding commitments and with some team members moving on from Romsey Mill, we began reconfiguring, recruiting, and reimagining our approach to supporting young parents in Cambridge and the surrounding areas. A new Young Parents Programme Coordinator was recruited and started work in March 2024.

We successfully secured additional funding from Trusts and Statutory Partners for our Aspire programme. Notable new sources included a grant from The Evelyn Trust to develop new Aspire groups in Northstowe and support from the Integrated Care Board for Aspire initiatives in Peterborough. In October, we completed a significant tender to join the Short Breaks framework in Peterborough. By December, we notified of our acceptance onto the framework for delivering youth clubs under Peterborough City Council's Short Breaks for Disabled Children scheme. This new opportunity is expected to provide substantial additional funding for Aspire, facilitating sustainable growth in Peterborough. Although securing additional funding for our Youth Development Team's work in Peterborough was challenging, we received confirmation of a new multi-year Reaching Communities Grant from The National Lottery towards the end of the year.

Mill Road Community Centre was officially handed over to Romsey Mill by Cambridge City Council on 23rd March 2023, with the lease commencing the same day. A management group, comprising representatives from PACT, Romsey Mill, and local residents, established regular meetings. Several snagging issues from the original build remained unresolved when the building was handed over, significantly impacting the use of the facility during the first half of the year. As a result, targets for income and reach were not fully achieved. Romsey Mill received financial compensation from Cambridge City Council for lost hire income. Despite these challenges, the Centre was still utilised for 468 hours of one-off hires and 836 hours by regular hirers during the year.

Romsey Mill's Leadership and Management Team, in collaboration with other staff members, developed a new Strategic Framework to guide future planning and decision-making. The framework was presented to the trustees for this consideration during a planning day in February 2024. Further strategic planning and development will continue in 2024-25.

Programme Coordinators, with support from the Leadership and Management Team, continued to enhance Romsey Mill's methods for observing and reporting on activities, enablers, and outcomes. This effort included optimising the use of our Upshot Management System and refining the tools and processes through which participants-young people and families-evaluate and contribute to the development of activities.

Romsey Mill made ongoing improvements to its marketing efforts, including enhancements to digital communications and the printed *Mill News*. A full review of branding and the logo will be completed once the new Strategic Plan is finalised.

Plans to grow leadership capacity and strengthen organisational resilience progressed with the appointment of additional administrative staff, a Programme Development Lead for Peterborough, and a building maintenance person. Other staff members were also assigned additional responsibilities to help free up capacity for the Leadership and Management Team (LMT).

The implementation of Romsey Mills; Equality, Diversity, and Inclusion plan advanced, with actions to improve monitoring of key information and to review and update various policies and procedures.

Performance of material fundraising activities against the fundraising objectives set:

For most of the year, Romsey Mill's Fundraising and Communications team operated at full capacity. However, in December 2023, one of our three part-time Trusts Fundraisers retired, and initial recruitment efforts to find a replacement were unsuccessful.

Community support, including donations from individuals, churches, and local companies as well as fund raised from events, exceeded our budgeted expectations for the year. Notable highlights include:

- *Panther Taxis* Charity of the Year: Romsey Mill was selected as Charity of the Year for 2024, receiving £25K from the company's online booking app.
- *Bridge the Gap Walk:* This successful event in September attracted over 1,300 participants and raised more than £35K, shared between Romsey Mill and Arthur Rank Hospice Charity.
- *Yorkshire Three Peaks Challenge:* Held in May 2023, this team fundraising challenge raised over £12K with 18 walkers participating.
- *Cambridge Half Marathon:* In March 2023, 29 runners helped raise over £6K for Romsey Mill.
- *Christmas Appeal:* Our 2023 Christmas appeal raised over £37K, including just over £20K from the Big Give Christmas Campaign, which featured £5,000 in pledged donations and £5,000 in match-funding from Big Give Champions.

Income from our social enterprises- Romsey Mill Charity Shop and Cara Coffee-along with room hire and training, also slightly surpassed our initial targets.

Notable successful funding applications in the reporting year included:

- *Reaching Communities Grant:* £646K from The National Lottery over three years, starting April 2024, for community-based youth development in North Cambridge and new developments.
- *The Evelyn Trust* Health and Wellbeing Grant: £90K over two years to support our Aspire Team's work with autistic young people in Northstowe and to recruit a new Aspire youth worker.
- *Youth Music* Stability Funding: £50K for music-making opportunities for young people, covering January to December 2024.
- *Cambridgeshire Skills:* £39K over 12 months starting September 2023 to fund courses for young people engaged through our Youth Development and Young Parents work.
- *Serious Violence Duty Funding:* £83.7K from Cambridgeshire County Council for detached youth work and primary school provision, from September 2023 to March 2025.
- *Cambridge City Council Community Grants:* £26K for three projects in Aspire, YPP and YDT, starting April 2024.
- *Community Breaks Funding:* Up to £25K annually over three years from Peterborough City Council to support Aspire and develop projects in Peterborough, starting April 2024.

The year-end financial position exceeded our forecasts, reflecting the team's skill and dedication, as well as the strong support and recognition from our funders of the essential need Romsey Mill addresses and the effectiveness of our activities.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2024

Financial Review

Sources of Income and Expenditure in 2023/24:

Romsey Mill extends its thanks to the many individuals, community groups, churches, schools, colleges, businesses, local councils, statutory teams, other charities, and grant-making trusts who have generously contributed their time, expertise, financial donations, grant funding, and support-in-kind. These contributions have been instrumental in helping Romsey Mill build meaningful relationship, share hope, create opportunities, and drive positive social change.

Overall income for the year was £1,501,134 (2022-23: £1,544,824). Romsey Mill received and generated income from various sources and in a range of ways, and these can be broadly categorised as:

- Trusts and foundations that make grants for charitable purposes contributed £437,217 representing 29% of Romsey Mill's income (2022-23: £553,559; 36%).
- Our social enterprise and community fundraising activities generate income totalling £491,980 which was 33% of our income (2022-23: £514,515; 33%).
- Statutory grants and contract payments for work across *Pre-School, Young Parents, Aspire, and Youth Development* amounted to £482,874 and 33% of income (2022-23: £392,747; 25%).
- Earned income of £75,568 representing 5% of income (2022-23: £84,003; 6%) was for charitable services, largely relating to our Alternative Education provision and some of our Pre-School work.

Romsey Mill's total annual expenditure was £1,581,316 an increase from £1,485,573 in the previous year. Of this expenditure, 85% was dedicated directly to our charitable work supporting young people, children, and families. The remaining 15% covered costs associated with unrestricted fundraising and governance.

Our core approach at Romsey Mill is relationship-centred, focusing on unlocking potential and addressing needs through meaningful and effective relationships. Growing stronger relationships within our team as well as with our participants and partners is both an end in itself and a means to achieve broader gaols such as improved health, stronger communities, and greater job satisfaction.

Direct employment costs for the Romsey Mill staff team accounted for 72% of total expenditure, consistent with the previous year's 73%. While there are direct costs associated with supporting our volunteers through engagement, training, and management, the added value and impact of their contributions to our services are significant.

As of July 2024, our forecasts indicated that expenditure for the 2024-25 financial year will be approximately 9.48% higher than the previous year. Currently, Romsey Mill has secured 81% of the forecasted expenditure for the year. We anticipate being able to cover around 93% of our income needs by the end of the year. However, to bridge the gap between income and expenditure, we are planning for the potential use of up to £116,000 from our unrestricted reserves.

Given our current reserves and the projected year-end position for 2024-25, Romsey Mill is confident that we will have enough funds to continue our operations into the next year. We have provisions to utilise additional reserves if necessary. However, if our fundraising efforts do not generate sufficient income to replace the funding for expiring major multi-year grants, we may need to consider restructuring some activities to reduce costs.

Value for Money:

Romsey Mill's approach to Value for Money works to help ensure that:

- What we do is relevant and leads to benefits for the young people, families and communities that Romsey Mill's team members are alongside (spend wisely).
- How we work is efficient and effective, so we do not waste time or money (spend effectively).
- We get a good return from what we spend and make wise choices (spend well).

To ensure Value for Money, Romsey Mill implements the following practices:

- *Regular Monitoring and Review:* We continuously assess the effectiveness and impact of our activities with young people and families to ensure they deliver the intended benefits.
- *Competitive Bidding:* We obtain multiple quotes for significant purchases and services to secure the best value.
- *Retendering Contracts:* We periodically retender service contracts to achieve better value and cost-effectiveness.
- *Cost Reviews:* We regularly review various costs to identify opportunities for savings and efficiency.
- *Additional Funding:* We seek and secure additional funding to enhance and expand our services, ensuring sustainable and improved outcomes.

Reserves Policy:

To ensure stability and mitigate the impact of fluctuating income or unexpected expenditures, Romsey Mill's trustees designate a portion of funds as Reserves. This approach helps us:

- *Absorb Setbacks and Seize Opportunities:* By maintaining a buffer, we can handle financial challenges and capitalise on new opportunities without compromising our work.
- *Demonstrate Effective Resource Management:* A clearly defined Reserves Policy shows that we are proactively managing our resources and planning for long-term sustainability, ensuring that we can continue providing reliable services.

The Trustees' current policy is to maintain free reserves equivalent to between three and six months of the following year's projected expenditure. Given the current economic challenges in the UK, Romsey Mill's Trustees decided to hold reserves at closer to six month of the following year's budgeted expenditure.

At the end of Q1 2024-25, Romsey Mill's management accounts reported General Reserves of £886,926. This amount represents approximately 5 months of operating costs against the projected expenditure of £1,853,747 for the 2025-26 financial year. This reserve level is slightly below the six-month target but provides a robust cushion to manage financial uncertainties and ensure continued stability and service reliability.

Financial procedures:

In managing Romsey Mill's financial activity, the following procedures are in place to ensure robust oversight and control:

- *Financial Recording:* All income and expenditure transactions are records in Romsey Mill's online SAGE accounts system. Bank reconciliations are completed twice a month to ensure accuracy and integrity of financial records.
- *Payments Approvals:* Two signatories are required for all cheques and payments through online banking. For transactions exceeding £2,000 at least one signatory must be the CEO or a Trustees, providing an additional layer of control.
- *Quarterly Reporting:* Quarterly management accounts are produced and reviewed by the Finance Committee. The Committee then reports these accounts, along with any other relevant financial reports, to the Full Board of Trustees.
- *Salary and Employment:* An annual salary review process is overseen by a Remuneration Group, comprising Trustees from the Finance and Operations & Resources Committee. Recommendations for salary adjustments and the creation of new posts are reviewed by the Full Board of Trustees.
- *Capital Projects:* Major capital projects or undertakings with significant financial impact require approval from the Board of Trustees to ensure strategic alignment and financial prudence.

These practices help maintain financial stability, ensure transparency, and support effective governance within Romsey Mill.

Strategic objectives for April 2024 to March 2025:

- Complete work on Romsey Mill's new long-term Strategic Framework and business planning for the next 3-year cycle.
- Conduct a brand review and update logo, tagline and other visual elements to ensure that Romsey Mill ident is supporting future plans.
- Continue work to strengthen capacity across teams including coaching and equipping line-managers to develop more autonomous responsibility and freeing leadership time for longer term future-thinking and project-development.
- Update and continue implementation of Romsey Mill's Equality, Diversity, and Inclusion action plan.
- Develop and implement plans to increase external hire and use of spaces in our three Community Centres, with a particular focus on the marketing of Mill Road Community Centre for day-time hire.
- Review and reconfigure roles within Romsey Mill's fundraising team. Recruit and embed new team members to vacant positions.
- Complete a full appraisal of Romsey Mill's current Pre-school provision. Undertake research to shape plans for our future offer in light of the reduction in take up of places whilst taking account of new government funding for expanded offer.
- Following changes within our Young Parents Programme Team (including replacement of our Programme Team Coordinator) and the end of contract funding with Cambridgeshire County Council, complete a needs assessment, review our support offer and develop plans for future delivery and more resilient funding.
- Develop new youth voice/participation projects with University of Cambridge and Cambridge Citizens, employing a team member to lead on this work.
- Following a successful application to TNL reaching Communities Fund for 3-years of funding, increase youth development work in new communities, including Hampton, Northstowe and Cambourne.
- Develop new targeted support for children in specific local primary schools and through detached youth work in the community following successful proposal to Cambridgeshire Office of Police and Crime Commissioner (Serious Violence Duty Funding).
- Review and reorganisation youth development team roles in Cambourne and Northstowe, following the securing of new funding and the conclusion of a temporary team arrangement.
- Continue expansion of Youth Development Team activities in Peterborough, including support within schools, open access youth groups, and the development of youth work in new areas e.g. the Ortons and Yaxley. Grow partnership relationships to support this work.
- Establish new Aspire community groups and wider support for autistic young people, with a particular focus in Peterborough and Northstowe, through recruitment and training of new team members for these areas.
- Develop additional Aspire outreach and support into schools in the new areas the teams are moving into

Governance, Structure and Management

Governing Document:

Romsey Mill Trust is constituted as a charitable company, limited by guarantee, registered with the Charity Commission (charity number 1069905) and Companies House in England and Wales (company number 3556721) on 1st May 1998. Romsey Mill Trust is governed by its Memorandum and Articles of Association, first published in May 1998 and revised in April 2013.

Organisational structure:

The Directors/Trustees (hereafter referred to as *Trustees*) of Romsey Mill Trust (usually known as Romsey Mill), form the Board of Management. The Trustees have collective control of the charity and are responsible for ensuring Romsey Mill continues to fulfil its charitable objects. Romsey Mill's Trustees give their time freely and do not receive remuneration or other financial benefits.

To support the effective operation of the charity, the Trustees established several committees with delegated responsibilities. During the 2023/24 year, these committees included:

- Programme Committee
- Operations & Resources Committee
- Finance Committee
- Fundraising & Communications Committee

The day-to-day operations of Romsey Mill are managed by a Leadership & Management Team (LMT) which is led by the Chief Executive Officer (CEO). Appointments to roles within the LMT are made by the Trustees. Throughout the 2022-23 year, there were no changes in personnel within the Leadership & Management Team, which consisted of:

- CEO
- Operations & Resources Manager
- Fundraising & Communications Manager
- Programme Manager

Recruitment and appointment of Trustees:

Romsey Mill's Board of Trustees consists of three and a maximum of twelve members. The existing Trustees, led by the Chair of Trustees and supported by the CEO, regularly review the composition of the Board to identify opportunities for strengthening it through new appointments. When needed, they seek individuals who bring additional and complementary skills and experience.

The Trustees understand that a diverse Board, representing a range of ethnicities, ages, genders, abilities, social classes, and backgrounds, will enhance the effectiveness of Romsey Mill. They are actively working to improve diversity on the Board. Additionally, they aim to include individuals with lived-experience akin to the communities we are alongside, learning from and helping to support.

As outlined in Romsey Mill's Articles of Association, new Board members are appointed by existing Trustees. The recruitment process, supported by the CEO, adheres to current guidance from the Charity Commission and other advisory bodies (e.g. the National Council for Voluntary Organisations). This process includes suggestions from existing Trustees, staff, supporters, and programme participants, as well as wider advertising. Each prospective Trustee's eligibility, competence, specialist knowledge, and skills are carefully considered.

Trustees are appointed for a maximum term of five years. Upon the expiration of their term, they are eligible for reappointment by a majority decision of the remaining Trustees.

Induction and training of Trustees:

Following their appointment, new Trustees at Romsey Mill undergo a comprehensive induction process led by the Chair of Trustees, with support from the Chief Executive Officer. This induction is designed to familarise new Trustees with the charity's work, the operational context, and their responsibilities as board members.

New Trustees receive a 'Trustee Induction Pack' which includes essential information about Romsey Mill and relevant publications from Charity Commission, the NCVO, and other bodies. This material helps new Trustees understand the framework in which Romsey Mill operates and their role within the organisation.

As part of their integration, new Trustees are typically invited to become actively involved with one of Romsey Mill's committees and contribute to specific activities or projects. They also encouraged to engage in relevant training and to participate in networking opportunities and other events to enhance their effectiveness and benefit the charity.

General Management:

Romsey Mill's Trustees convene board meetings at least four times per year, either in person or via video conferencing. These meetings are crucial for approving key documents and decisions, including;

- *Strategic and Business Plans:* Setting long-terms goals and operational strategies.
- *Annual Budgets:* Reviewing and approving the budget for the financial year.
- *Year-End Accounts:* Examining and approving the financial statements for the past year.

Trustees receive regular updates through management accounts and quarterly financial projections. This information helps them monitor income and expenditure against the approved budgets and manage cash flow effectively.

Additionally, the Trustees are responsible for approving:

- *Capital Projects:* Any significant projects that fall outside of the existing budgets.
- *New Staff Posts:* The creation of new roles that represent a significant financial commitment (over £10K annually).
- *Operational Expenses:* Significant new operational expenses that require board approval.

This structured approach ensures that all major financial decisions and strategic directions are carefully considered and approved by the Board of Trustees.

At the invitation of the Trustees, the CEO and other members of Romsey Mill's Leadership & Management Team (LMT) typically attend all Full Board Meetings. Their presence ensures that the Trustees have direct access to the operational insights and updates necessary for informed decision-making.

A standing item on the agenda, 'Restricted Business,' allows Trustees to discuss sensitive or confidential matters without employees present when required.

Additionally, other members of Romsey Mill's staff team may attend Trustee meetings on an occasional basis, but only by invitation. This helps provide specialised input or updates relevant to specific agenda items or discussions.

All committees established by the Full Board of Trustees, which have delegated responsibilities for specific areas or work, chaired by a Trustee. Members of the Leadership & Management Team (LMT) join the committees relevant to their roles and organise meetings on an ongoing basis.

These committees play a crucial role in managing various operational aspects of Romsey Mill and ensure that key decisions and updates are communicated effectively to the Full Board of Trustees.

Other individuals with relevant skills and experience, including programme participants, can also be invited to join committees for occasional meetings or on a more regular basis. Their involvement helps ensure that the committees benefit from a diverse range of perspectives and expertise.

Committees typically meet four times a year and provide written or oral reports to the Full Boards of Trustees. The committees are responsible for reviewing and updating existing organisational policies related to their specific areas of work. Additionally, new policies prepared by the Leadership and Management Team are approved by the relevant committee before being presented to and adopted by the Full Board of Trustees,

Any proposed changes to salary levels are initially reviewed by a Remuneration Group, composed of members from the Operations & Resources Committee, the Finance Committee, and Romsey Mill's Chair of Trustees The Group considers the recommendations and submits them to the Board of Trustees for final approval.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2024

Risk Management:

Romsey Mill's Leadership & Management team undertake an annual organisational risk assessment, on behalf of Trustees. This assessment identifies major risks across various areas, evaluates the level and likelihood of exposure, and proposes necessary management steps. The updated Risk Register is then approved by the Full Board of Trustees and monitored through Trustees committees. This process ensures attention to the stability of operations and the duty of care for staff, volunteers, and program participants.

Additionally, the organisation takes other measures to manage risks and maintain operational integrity including:

- *Disclosure and Barring Service (DBS) Checks:* All staff and volunteers who work directly with children, young people, and vulnerable adults undergo appropriate DBS checks.
- *Financial Oversight:* Financial systems and processes are approved by the Trustees and are subject to scrutiny by both the Trustees and auditors.
- *IT Security:* Romsey Mill's IT systems are managed by an external specialist contractor with security of systems and data as a core priority.
- *Insurance Coverage:* Suitable public liability, professional indemnity, and buildings & contents insurance are in place for all services and activities.

These measures help ensure effective risk management and operational stability.

STATEMENT OF BOARD OF MANAGEMENT RESPONSIBILITIES
The Board of Management are required by company law to prepare financial statements each financial year which give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that year. In preparing those financial statements the Board of Management are required to:

(a) Select suitable accounting policies and then apply them consistently;
(b) Make judgements and estimates that are reasonable and prudent;
(c) Prepare the financial statements on a going concern basis unless it is inappropriate to assume that the Charity will continue in operation;
(d) State whether the policies adopted are in accordance with the Companies Act 2006 and with applicable accounting standards and statements of recommended practice, subject to any material departures disclosed and explained in the financial statements;
(e) Observe the methods and principals of the Charities SORP.

The Board of Management are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006.

The Board of Management 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.

The Board of Management confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities.

STATEMENT OF DISCLOSURE OF INFORMATION TO AUDITORS
In the case of each of the persons who are on the Board of Management at the time when the Board of Management report is approved;

(a) So far as the Board of Management are aware, there is no relevant audit information (information needed by the Charity's auditors in connection with preparing their report) of which the Charity's auditors are unaware, and

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2024

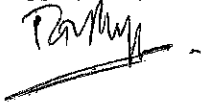
(b) Each member of the Board of Management has taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Amounts are presented within items in the statement of financial activities and balance sheet in accordance with generally accepted accounting principles or practice, the Board of Management Members having had regard to the substance of the reported transaction or arrangement.

The Auditors, Prentis & Co LLP, will be proposed for re-appointment in accordance with Section 485 of the Companies Act 2016

APPROVAL
On behalf of the Board of Trustees/Directors

T Phipps (Chair):



Date: 20/NW/2024.

INDEPENDENT AUDITORS REPORT TO THE BOARD OF MANAGEMENT OF ROMSEY MILL TRUST AND GROUP

FOR THE YEAR ENDED 31ST MARCH 2024

Opinion
We have audited the group financial statements of Romsey Mill Trust for the year ended 31st March 2024, which comprise Statement of Financial Activities, Group and Charity Balance Sheets, Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standards 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 Group and Charity's affairs as at 31st 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;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis of 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 Group and Charity in accordance with 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 insufficient and appropriate to provide a basis for our opinion.

Conclusions Relating to Going Concern
In auditing the group 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 group and charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

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

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

We have nothing to report in this regard.

INDEPENDENT AUDITORS REPORT TO THE BOARD OF MANAGEMENT OF ROMSEY MILL TRUST AND GROUP

FOR THE YEAR ENDED 31ST MARCH 2024

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the Group and Charity and it environment obtained in the course of the audit, we have not identified material misstatements in the Annual Report.

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

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

Responsibilities of the Board of Management
As explained more fully in the Board of Management's responsibilities statement set out on page 18 the Board of Management 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 they 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 Board of Management are responsible for assessing the Group and 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 Board of Management either intend to liquidate the Group or Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with ISAs (UK) will always deduct a material misstatement when it exists. Misstatements can arise from fraud or error and considered material if, individually or in 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
Irregularities, including fraud, are instances of non-compliance with laws and regulations. The primary responsibility for the prevention and detection of irregularities including fraud rests with both the management and those charged with governance of the group and charity. We designed 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:

We have considered the nature of the industry and sector, control environment, laws and regulations and business performance of the group and charity, including its remuneration policies. Laws and regulations considered included, but were not limited to, the Companies Act 2006, Charities Act 2011, Charity SORP and FRS102.

We have enquired with management in regards to their own assessment of the risks of irregularities, including fraud. We also enquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

We have obtained relevant documentation and representations in order to form an opinion on potential irregularities, including fraud.

We considered the opportunities and incentives that may exist within the organisation for fraud.

INDEPENDENT AUDITORS REPORT TO THE BOARD OF MANAGEMENT OF ROMSEY MILL TRUST AND GROUP

FOR THE YEAR ENDED 31ST MARCH 2024

Based on this understanding, we designed specific audit procedures to identify instances of non-compliance with laws and regulations, including obtaining additional corroborative evidence as required. Examples of procedures included reviewing large and unusual transactions, reviewing large and unexpected variances, reviewing journal entries and reviewing legal correspondence.

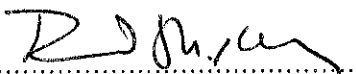
There are inherent limitations in the audit procedures described above, not at least as sampling is used under International Auditing Standards, therefore not all transactions are reviewed. This means there is a risk we will not detect all irregularities including those leading to a material misstatement in the financial statements or non-compliance with regulations. The risk of not detecting a material misstatement due to fraud is also higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, collusion, omission or intentional misrepresentation.

Relevant identified laws and regulations were communicated within the engagement team so they remained alert throughout the audit for indications of fraud or non-compliance.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilites. This description forms part of our Auditor's report.

Use of our Report

This report is made solely to the Group and Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Group and Charity's members those matters, we are required to state to them in a 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 Group and Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



Ian Shipley FCCA, Senior Statutory Auditor
for and on behalf of Prentis & Co LLP, Chartered Accountants and Statutory Auditors

115c Milton Road
Cambridge
CB4 1XE

28th November 2024

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2024

	Note	Unrestricted Funds £	Restricted Funds: Romsey Mill Centre Funds £	Restricted Funds: Other Restricted Funds £	Total 2024 £	Unrestricted Funds £	Restricted Funds: Romsey Mill Centre Funds £	Restricted Funds: Other Restricted Funds £	Total 2023 £
Income									
Donations and legacies	2a	214,915	-	-	214,915	189,166	-	-	189,166
Other trading activities	2b	194,885	-	-	194,885	180,892	-	-	180,892
Investment income		2,954	-	-	2,954	1,044	-	-	1,044
Charitable activities:	11								
Youth Development and Alternative Education		67,371	-	404,958	472,329	80,031	-	524,681	604,712
Aspire Programme		75,257	-	155,700	230,957	127,361	-	97,459	224,820
Young Parents Programme		89,748	-	74,158	163,906	88,045	-	79,571	167,616
Pre-Schools		114,276	-	-	114,276	93,693	-	-	93,693
Community activities		106,912	-	-	106,912	82,881	-	-	82,881
TOTAL INCOME		866,318	-	634,816	1,501,134	843,113	-	701,711	1,544,824
Expenditure									
Expenditure on raising funds:									
Cost of generating voluntary income		87,728	-	-	87,728	66,295	-	-	66,295
Cost of activities for generating funds		147,126	-	-	147,126	140,548	-	-	140,548
Charitable activities:	3								
Youth Development and Alternative Education		204,439	-	485,554	689,993	139,002	-	512,575	651,577
Other expenditure		-	-	-	-	-	-	11,119	11,119
Aspire Programme		101,781	-	151,809	253,590	118,077	-	78,195	196,272
Young Parents Programme		78,313	-	74,158	152,471	113,222	-	79,571	192,793
Pre-Schools		158,510	-	-	158,510	164,663	-	-	164,663
Community Activities		91,898	-	-	91,898	62,306	-	-	62,306
TOTAL EXPENDITURE		869,795	-	711,521	1,581,316	804,113	-	681,460	1,485,573
Net income/(expenditure)	6	(3,477)	-	(76,705)	(80,182)	39,000	-	20,251	59,251
Reconciliation of funds									
Total funds brought forward		912,345	881,381	120,720	1,914,446	873,345	881,381	100,469	1,855,195
Total funds carried forward		908,868	881,381	44,015	1,834,264	912,345	881,381	120,720	1,914,446

All activities are continuing. All gains and losses recognised in the year are included above. Romsey Mill uses the exemption conferred by section 408 of the Companies Act 2006 in not preparing a separate Income and Expenditure Account for Romsey Mill as a separate entity. The net expenditure for Romsey Mill alone is £79,874 (2023: £59,157).

The notes on pages 26 to 34 form part of these financial statements.

CONSOLIDATED BALANCE SHEET
AS AT 31ST MARCH 2024

	Note	2024 £	£	2023 £	£
FIXED ASSETS					
Tangible fixed assets	8		943,088		958,253
CURRENT ASSETS					
Debtors and prepayments	9	221,272		294,648	
Deposit accounts		165,000		165,000	
Cash at bank and in hand		578,252		651,125	
		964,524		1,110,773	
LIABILITIES					
Creditors: falling due within one year	10	73,348		154,580	
NET CURRENT ASSETS			891,176		956,193
NET ASSETS			1,834,264		1,914,446
THE FUNDS OF THE CHARITY					
Unrestricted funds:					
General funds		888,868		892,345	
Designated funds	13	20,000		20,000	
			908,868		912,345
Restricted funds:					
Other restricted funds	11	44,015		120,720	
Romsey Mill Centre funds	12	881,381		881,381	
			925,396		1,002,101
TOTAL CHARITY FUNDS			1,834,264		1,914,446

Approved by the Board of Management on 2024

20/MM/2024.

T Phipps (Chair)

CHARITY BALANCE SHEET
AS AT 31ST MARCH 2024

	Note	2024 £	2024 £	2023 £	2023 £
FIXED ASSETS					
Tangible fixed assets	8		942,165		957,022
CURRENT ASSETS					
Debtors and prepayments	9	370,090		393,333	
Deposit accounts		165,000		165,000	
Cash at bank and in hand		428,611		551,076	
		963,701		1,109,409	
LIABILITIES					
Creditors: falling due within one year	10	72,526		153,217	
NET CURRENT ASSETS			891,175		956,192
NET ASSETS			1,833,340		1,913,214
THE FUNDS OF THE CHARITY					
Unrestricted funds:					
General funds		887,944		891,113	
Designated funds	13	20,000		20,000	
			907,944		911,113
Restricted funds:					
Other restricted funds	11	44,015		120,720	
Romsey Mill Centre funds	12	881,381		881,381	
			925,396		1,002,101
TOTAL CHARITY FUNDS			1,833,340		1,913,214

Approved by the Board of Management on 2024

.....20/NV/2024.

T Phipps (Chair)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31ST MARCH 2024

	Note	2024 £	2023 £
Net cash provided by/(used in) operating activities	16	(61,357)	(64,496)
Cash flows from investing activities:			
Interest received		2,954	1,044
Purchase of tangible fixed assets		(14,470)	(27,887)
Net cash used in investing activities		(11,516)	(26,843)
Change in cash and cash equivalents in the reporting period		(72,873)	(91,339)
Cash and cash equivalents at the beginning of the reporting period		816,125	907,464
Cash and cash equivalents at the end of the reporting period		743,252	816,125

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024

1. ACCOUNTING POLICIES

Basis of preparation and assessment of going concern

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these financial statements. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) issued October 2019 (effective January 2019) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and Companies Act 2006.

The Trust constitutes a public benefit entity as defined by FRS 102.

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

Group Financial Statements

These financial statements consolidate the results of the Charity and Cara Coffee Limited

Functional and Presentation Currency

These consolidated financial statements are presented in pounds sterling which is the Charity's and subsidiary's functional currency. All amounts have been rounded to the nearest pound, unless otherwise indicated.

Income Recognition

Income is recognised when the charity has entitlement to the funds, any conditions attached to the income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' or 'revenue' grants, is recognised when the charity has entitlement to the funds, any conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Expenditure Recognition

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 obligation can be measured reliably.

Expenditure incurred on fundraising and publicity to generate unrestricted income to support direct charitable activities is included in costs of generating funds. That incurred to generate restricted income is included in support costs (see note 4 below).

Allocation of Support Costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Supports costs include back office costs, finance, personnel, payroll and governance costs which support the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The basis on which support costs have been allocated are set out in note 4.

Depreciation

Depreciation is not provided on the freehold building as any provision (annual or cumulative) would not be material due to its expected remaining useful economic life and because its expected residual value is not materially less than its carrying value. The Trust has a policy of regular structural inspection, repair and maintenance and the building is therefore unlikely to deteriorate or suffer from obsolescence. Floor coverings within the building are depreciated over 10 years on a straight line basis.

Depreciation on all other assets is provided at the following rates in order to write off each asset over its estimated useful life down to its residual value:

- Fixtures and fittings - 20% straight line and Computer equipment - over 3 or 5 years dependant on the asset use
- Motor vehicles - 20% straight line

Pension Costs

Romsey Mill contributes, on certain conditions, into employees' own pension schemes. Contributions payable are charged to the statement of financial activities in the period to which they relate.

Fund Accounting

Unrestricted funds are available to spend on activities which further any of the purposes of the charity. Designated funds are unrestricted funds which the trustees have decided at their discretion to set aside to use for a specific purposes. Restricted funds are for use solely as specified by the donor for particular areas of the charity's work.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024

2. INCOME

		Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
a)	**Donations and legacies**						
	Donations from businesses	34,030	-	34,030	14,291	-	14,291
	Donations from individuals	102,523	-	102,523	72,797	-	72,797
	Legacies	21,161	-	21,161	75,438	-	75,438
	Tax reclaimed (gift aid)	7,321	-	7,321	4,071	-	4,071
	Donations from Churches and Chapels	7,198	-	7,198	5,473	-	5,473
	Donations from Community Groups	2,009	-	2,009	6,596	-	6,596
	Grants from Trusts	35,900	-	35,900	10,500	-	10,500
	Other income	4,773	-	4,773	-	-	-
		214,915	-	214,915	189,166	-	189,166
b)	**Other trading activities**						
	Charity shop	81,078	-	81,078	70,493	-	70,493
	Events	30,996	-	30,996	27,431	-	27,431
	Cara Coffee Shop	82,811	-	82,811	82,968	-	82,968
		194,885	-	194,885	180,892	-	180,892

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024

3. EXPENDITURE ON CHARITABLE ACTIVITIES

Activity	Activities undertaken directly £	Support costs (note 4) £	Total 2024 £	Activities undertaken directly £	Support costs (note 4) £	Total 2023 £
Youth Development and Alternative Education and other expenditure	513,942	176,051	689,993	517,532	145,164	662,696
Aspire Programme	172,227	81,363	253,590	138,567	57,705	196,272
Young Parents Programme	98,005	54,466	152,471	137,609	55,184	192,793
Pre-Schools	114,003	44,507	158,510	131,887	32,776	164,663
Community Activities	-	91,898	91,898	-	62,306	62,306
	898,177	448,285	1,346,462	925,595	353,135	1,278,730

4. SUPPORT COSTS

	Administration £	Management £	Raising Restricted Funds £	Education & Awareness £	Total 2024 £	Administration £	Management £	Raising Restricted Funds £	Education & Awareness £	Total 2023 £
Youth Development and Alternative Education and other expenditure	87,178	21,053	63,629	4,191	176,051	61,348	23,428	56,887	3,501	145,164
Aspire Programme	46,496	11,930	21,210	1,727	81,363	27,295	10,040	18,962	1,408	57,705
Young Parents Programme	25,185	7,017	21,210	1,054	54,466	21,645	13,387	18,962	1,190	55,184
Pre-Schools	40,212	2,807	-	1,488	44,507	27,343	4,016	-	1,417	32,776
Community Activities	85,753	5,613	-	532	91,898	60,783	1,339	-	184	62,306
	284,824	48,420	106,049	8,992	448,285	198,414	52,210	94,811	7,700	353,135

The Trust allocates its support costs as shown in the note above. The majority being for administrative and the raising of restricted funds as these contribute highest to supporting the Trust's activities.

Administration is inclusive of general administration, office premises, finance and IT costs.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024

5. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	1,010,938	963,818
Social security costs	72,277	71,301
Pension costs	45,142	42,351
	1,128,357	1,077,470

There are 19 (2023: 18) full time and 41 (2023: 43) part time members of staff who are all involved in direct charitable activities. This equates to 36.5 full time equivalent staff at 31st March 2024. One employee received £60,000 or more in the year (2023: one). The charity's trustees received no remuneration during the year (2023: none).

The charity considers its key management to be its leadership and management team comprising the CEO and 3 senior managers. The aggregate remuneration of this team is £219,884. (2023: £209,248)

6. NET EXPENDITURE FOR THE YEAR

	Total 2024	Total 2023
	£	£
This is stated after charging:		
Auditors' remuneration	6,262	5,514

7. TAXATION

As a registered charity, Romsey Mill Trust is generally exempt from Income Tax and Capital Gains Tax, but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

8. TANGIBLE FIXED ASSETS (GROUP AND CHARITY) CURRENT YEAR

	Motor Vehicles	Land & Buildings	Fixtures & Fittings	Total
As at 1st April 2023	23,634	935,879	274,050	1,233,563
Additions	-	-	14,470	14,470
Disposals	-	-	(91,608)	(91,609)
As at 31st March 2024	23,634	935,879	196,912	1,156,425
Depreciation				
As at 1st April 2023	8,272	54,498	212,540	275,310
Charge for the period	4,727	-	24,908	29,635
Eliminated on disposal	-	-	(91,608)	(91,608)
As at 31st March 2024	12,999	54,498	145,840	213,337
Net Book Value				
As at 31st March 2024 - GROUP	10,635	881,381	51,072	943,088
As at 31st March 2024 - CHARITY	10,635	881,381	50,149	942,165

DISPOSALS OF ASSETS

Management at Romey Mill decided to clear down the fixed assets schedule where items have been replaced but not capitalised. No disposal proceeds were made as the items were kept until they no longer had any use left, therefore no profit or loss on disposal to disclose.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024

TANGIBLE FIXED ASSETS (GROUP AND CHARITY) PRIOR YEAR	Motor Vehicles	Land & Buildings	Fixtures & Fittings	Total
Cost	£	£	£	£
As at 1st April 2022	23,634	935,879	246,163	1,205,676
Additions	-	-	28,102	28,102
Disposals	-	-	(215)	(215)
As at 31st March 2023	23,634	935,879	274,050	1,233,563
Depreciation				
As at 1st April 2022	3,545	54,498	191,182	249,225
Charge for the period	4,727	-	21,358	26,085
As at 31st March 2023	8,272	54,498	212,540	275,310
Net Book Value				
As at 31st March 2023 - GROUP	15,362	881,381	61,510	958,253
As at 31st March 2023 - CHARITY	15,362	881,381	60,279	957,022

9. DEBTORS

	Group 2024	Charity 2024	Group 2023	Charity 2023
	£	£	£	£
Debtors	113,622	113,622	181,867	181,867
Prepayments and accrued income	107,650	106,554	112,781	112,514
Inter group balance	-	149,914	-	98,952
	221,272	370,090	294,648	393,333

10. CREDITORS: FALLING DUE WITHIN ONE YEAR

	Group 2024	Charity 2024	Group 2023	Charity 2023
	£	£	£	£
Trade creditors	4,190	4,105	13,216	12,550
Other taxes and social security costs	21,511	21,511	19,587	19,587
Other creditors, accruals and deferred income	47,647	46,910	121,777	121,080
	73,348	72,526	154,580	153,217

11. RESTRICTED FUNDS - CURRENT YEAR

	At 1st April 2023	Income	Expenditure	At 31st March 2024
Youth Development and Alternative Education	£	£	£	£
Youth Music	29,947	17,570	47,517	-
Children in Need	-	33,364	33,364	-
The Cherry Family Foundation	9,727	-	9,727	-
Shelford & Stapleford Youth Initiative	-	7,518	7,518	-
Cambridgeshire County Council - Northstowe	-	31,500	31,500	-
Rathbones	4,717	2,531	7,248	-
Cambridgeshire Skills - Youth Working Training	2,500	2,898	5,398	-
Cambridgeshire Holiday Activities and Food Programme	-	3,279	3,279	-
Souter Charitable Trust	3,000	-	3,000	-
Howard Foundation	-	4,000	4,000	-
Cambourne Youth Partnership	-	43,950	43,950	-
Beacon Youth Trust	-	49,401	49,401	-
Cambridge City Council Community Grant	-	19,900	19,900	-
Orchard Park Parish Council	-	5,025	5,025	-
Cambridgeshire County Council - Serious Violence/detached	-	33,750	33,750	-
Police and Crime Commisioners	-	800	800	-
The National Lottery	6,314	145,306	151,620	-
The National Lottery - Youth Work Training	24,391	-	24,391	-
National Citizens Service	-	1,666	1,666	-
Cambridgeshire Community Reaching Further award	-	2,500	2,500	-
	80,596	404,958	485,554	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024

11. RESTRICTED FUNDS - CURRENT YEAR .....CONTINUED

	At 1st April 2023 £	Income £	Expenditure £	At 31st March 2024 £
Young Parents Programme				
Comic Relief	-	47,371	47,371	-
Cambridge City Council Community Grant	-	7,187	7,187	-
Cambridgeshire Skills	-	19,600	19,600	-
	-	74,158	74,158	-
Aspire Programme				
The Bailey Thomas Charitable Fund	2,000	-	2,000	-
The Strangward Trust	-	2,000	1,000	1,000
The Frank Litchfield General Charitable Trust	500	-	500	-
Microsoft Research Limited Fund	2,624	2,000	3,124	1,500
Cambridgeshire County Council - Cultivate Fund	5,000	7,500	12,500	-
Cambridge City Council Community Grant	-	5,000	5,000	-
PYE Foundation	-	3,500	3,500	-
Henry Smith	10,000	42,000	41,500	10,500
Cambridgeshire Public Health	20,000	-	20,000	-
Cambs and Peterborough Integrated Care Board (NHS)	-	84,950	53,935	31,015
Hills Road Sixth Form	-	5,000	5,000	-
The Evelyn Trust	-	3,750	3,750	-
	40,124	155,700	151,809	44,015
	120,720	634,816	711,521	44,015

11. RESTRICTED FUNDS - PRIOR YEAR

	At 1st April 2022 £	Income £	Expenditure £	At 31st March 2023 £
Youth Development and Alternative Education				
Youth Music	37,434	39,930	47,417	29,947
The Leys	3,687	1,823	5,510	-
The Cherry Family Foundation	-	12,971	3,244	9,727
Shelford & Stapleford Youth Initiative	-	7,244	7,244	-
Rathbones	5,000	12,065	12,348	4,717
Souter Charitable Trust	-	3,000	-	3,000
Howard Foundation	-	4,000	4,000	-
Cambourne Youth Partnership	-	42,000	42,000	-
Beacon Youth Trust	-	45,284	45,284	-
Cambridge City Council Community Grant	-	26,000	26,000	-
CSK Peterborough	-	6,395	6,395	-
The National Lottery	9,076	141,072	143,834	6,314
The National Lottery - Youth Work Training	11,343	48,592	35,544	24,391
Hampton Parish Council	1,950	-	1,950	-
Children in Need	-	31,453	31,453	-
Beaverbrook	-	1,000	1,000	-
Screwfix	-	992	992	-
Fullscope	-	51,469	51,469	-
Cambridgeshire County Council - Northstowe	-	15,750	15,750	-
Police and Crime Commissioners	-	3,145	3,145	-
Cambridgeshire Holiday Activities and Food Programme	-	5,625	5,625	-
Orchard Park Parish Council	-	5,953	5,953	-
c/fwd to page 32	68,490	505,763	496,157	78,096

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024

11. RESTRICTED FUNDS - PRIOR YEAR .....CONTINUED

	At 1st April 2022 £	Income £	Expenditure £	At 31st March 2023 £
b/fwd from page 31	68,490	505,763	496,157	78,096
Youth Development and Alternative Education				
Cambridgeshire Skills - Youth Work Training	-	10,293	7,793	2,500
National Youthwork Agency	-	8,625	8,625	-
	68,490	524,681	512,575	80,596
Other restricted funds				
Cambridgeshire Business Golf Society	11,119	-	11,119	-
	11,119	-	11,119	-
Young Parents Programme				
Comic Relief	-	51,068	51,068	-
Cambridge City Council Community Grant	-	5,500	5,500	-
Cambridgeshire Skills	-	22,003	22,003	-
Warm Spaces	-	1,000	1,000	-
	-	79,571	79,571	-
Aspire Programme				
The Bailey Thomas Charitable Fund	-	4,000	2,000	2,000
The Blunt Trust	150	-	150	-
The Frank Litchfield General Charitable Trust	-	1,000	500	500
Microsoft Reasearch Limited Fund	-	3,499	875	2,624
Cambridgeshire County Council - Cultivate Fund	-	7,500	2,500	5,000
Christmas Appeal	17,591	-	17,591	-
South Cambs YP Fund	3,119	-	3,119	-
Henry Smith	-	40,000	30,000	10,000
Cambridgeshire Public Health	-	20,000	-	20,000
ARM	-	21,460	21,460	-
	20,860	97,459	78,195	40,124
	100,469	701,711	681,460	120,720

The restricted funds being carried forward at the end of the year generally represent grants received in advance for work to be carried out in the following year.

For information regarding the various activities outlined above, see pages 2 - 3 of the accounts.

12. ROMSEY MILL CENTRE FUND - CURRENT YEAR

	At 1st April 2023 £	Income £	Expenditure £	Transfers £	At 31st March 2024 £
Romsey Mill Centre	881,381	-	-	-	881,381

ROMSEY MILL CENTRE FUND - PRIOR YEAR

	At 1st April 2022 £	Income £	Expenditure £	Transfers £	At 31st March 2023 £
Romsey Mill Centre	881,381	-	-	-	881,381

The purpose of the Fund is to represent the net book value of the building in Note 8.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024

13. DESIGNATED FUNDS - CURRENT YEAR

	At 1st April 2023	Income	Expenditure	Transfers	At 31st March 2024
	£	£	£	£	£
Building Maintenance Reserve	5,000	-	-	-	5,000
Programmes	15,000	-	-	-	15,000
	20,000	-	-	-	20,000

DESIGNATED FUNDS - PRIOR YEAR

	At 1st April 2022	Income	Expenditure	Transfers	At 31st March 2023
	£	£	£	£	£
Building Maintenance Reserve	5,000	-	(3,000)	3,000	5,000
Aspire Programme	15,000	-	-	(15,000)	-
Programmes	-	-	-	15,000	15,000
	20,000	-	(3,000)	3,000	20,000

The above transfers are reflected within unrestricted funds in the Statement of Financial Activities.

Building Maintenance Reserve
This reserve is to ensure Romsey Mill Trust has funds to meet the costs of unanticipated major repairs to the building.

Programmes
This reserve is to ensure Romsey Mill Trust has the funds to meet the costs of its ongoing programmes in which restricted funding may not cover.

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS - GROUP

CURRENT YEAR

	Unrestricted funds		Restricted funds		
	General funds	Designated funds	Romsey Mill Centre	Other Restricted funds	2024 Total
	£	£	£	£	£
Fixed assets	61,707	-	881,381	-	943,088
Net current assets	827,161	20,000	-	44,015	891,176
	888,868	20,000	881,381	44,015	1,834,264

ANALYSIS OF NET ASSETS BETWEEN FUNDS - GROUP
PRIOR YEAR

	Unrestricted funds		Restricted funds		
	General funds	Designated funds	Romsey Mill Centre	Other Restricted funds	2023 Total
	£	£	£	£	£
Fixed assets	76,872	-	881,381	-	958,253
Net current assets	815,473	20,000	-	120,720	956,193
	892,345	20,000	881,381	120,720	1,914,446

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024

15. RELATED PARTY TRANSACTIONS

Throughout the year the charity was controlled jointly by the Board of Management.

No expenses were reimbursed to Trustees by the charity during the year (2023: £Nil).

Fee income of £257 was received from Trustees during the year (£761: 2023). These were at the market rate.

A trustee (N Taylor) is also a trustee of Cambourne Youth Partnership, a charity which during the year was engaged in a contract with Romsey Mill Trust for the provision of a part time Youth Development Worker. This contract is operated on an arms length basis.

A Single's (Chair) husband is a Trustee of Sports Connection Foundation, in which Romsey Mill Trust works in partnership to run activities, e.g. football games, for the benefit of the individuals it supports. A Single receives no remuneration or has any other financial involvement.

The charity formed a subsidiary company, Cara Coffee Limited, on 23rd March 2019. Two trustees, J Hildersley and K Pearson are directors, together with the charity's CEO, N Perry.

16. RECONCILIATION OF EXPENDITURE TO NET CASH FLOWS FROM OPERATING ACTIVITIES (GROUP AND CHARITY)

	2024	2023
	£	£
Net movement in funds	(80,182)	59,251
Adjustments for:		
Less investment income	(2,954)	(1,044)
Add depreciation	29,635	26,085
Increase/(decrease) in creditors	(86,611)	(1,376)
Decrease/(Increase) in debtors	78,755	(147,412)
Net cash provided by/(used in) operating activities	(61,357)	(64,496)

17. OPERATING LEASE COMMITMENTS (GROUP AND CHARITY)

	2024	2023
	£	£
The following operating lease payments are committed to be paid:		
Total future commitments	141,458	161,100

A new lease for the Charity Shop commenced on 8th May 2023.

18. INVESTMENTS - CHARITY SUBSIDIARIES

Cara Coffee Limited
Country of Incorporation: England and Wales
Nature of Business: Trading

Class of shares:	% Holding	Year ended 31st March 2024	Year ended 31st March 2023
Ordinary	100	£	£
Aggregate capital and reserves brought forward		1,232	1,141
Profit for the year		8,099	12,985
Donated to parent (Romsey Mill Trust)		(8,407)	(12,894)
Aggregate capital and reserves carried forward		924	1,232

The Trust was gifted 100% of the issued share capital of Cara Coffee Limited (company number 11901327), a company incorporated in England and Wales on 23rd March 2019. The Trustees deem the market value of these shares to be £Nil. The subsidiary undertaking is included within the consolidated accounts.

The charity formed a subsidiary company, Cara Coffee Limited, on 23rd March 2019. Two trustees, J Hildersley and K Pearson are directors, together with the charity's CEO, N Perry.

ROMSEY MILL TRUST

England & Wales - Charity number 1069905

Accounts

ROMSEY MILL TRUST

CONSOLIDATED REPORT AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023

ROMSEY MILL TRUST

CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023

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Linked Company:	Cara Coffee Limited: 11901327 (England and Wales)
Principal Address and Registered Office:	Romsey Mill Centre Hemingford Road Cambridge CB1 3BZ
Bankers:	NatWest Bank Fitzroy Street Branch 36 Fitzroy Street Cambridge CB1 1EW
	Nationwide Building Society Kings Park Road Moulton Park Northampton NN3 6NW
	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
	The Cambridge Building Society PO Box 232 51 Newmarket Road Cambridge CB5 8FF
Auditors:	Prentis & Co LLP Chartered Accountants & Statutory Auditors 115c Milton Road Cambridge CB4 1XE
Solicitors:	Ashtons Legal Chequers House 77-81 Newmarket Road Cambridge CB5 8EU
Registered Charity Number:	1069905
Registered Company Number:	03556721

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2023

The trustees are pleased to present their annual Board of Management Report together with the financial statements of the charity for the year ending 31st March 2023 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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) issued October 2019 (effective 1st January 2019).

BACKGROUND
Romsey Mill is a Cambridge based charity, creating opportunities with young people, children, their families and local communities in Cambridgeshire and Peterborough. Established as a community organisation in 1980, to provide facilities and develop activities with young people, families, and the wider community as an expression of Christian faith in action. Romsey Mill Trust became constituted as a charitable company in 1998.

Today, Romsey Mill is creating a wide range of opportunities that include: growing social connections and relationships; developing positive and developmental activities; providing practical and emotional care; enabling learning and skills progression; supporting equity and participation; nurturing compassion and well-being; fostering joy and hope. The Romsey Mill team are alongside families with pre-school children, teenage mothers, young fathers and children and young people living through serious life challenges. Romsey Mill also collaborates with, and provides support, guidance and training to a range of community groups and organisations.

DIRECTORS/TRUSTEES
The directors of the charitable company (the charity) are its Trustees and are collectively referred to as the Board of Management (the Board). The members of the Board of Management during the year were as follows:

Alistair Barry
Cara Cooper
Julian Hildersley
Kim Pearson
Tim Phipps
Angela Single (Chair of Trustees)
Nigel Taylor
Colin Makin

LEADERSHIP & MANAGEMENT
Neil Perry (Chief Executive Officer)
James Bennett (Programme Manager)
Diane Hicks (Operations & Resources Manager)
Neil Thompson (Fundraising & Communications Manager)

OBJECTIVES, ACTIVITIES AND PUBLIC BENEFIT
Romsey Mill's Vision, Mission and Objects:

Romsey Mill's vision is of transformed society where all young people, children, and families fully belong, positively contribute, and thrive.

Working to make this vision a reality, the mission and intent of Romsey Mill is to create opportunities with young people and families to overcome disadvantage, promote inclusion and develop personal, social, and spiritual wellbeing.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2023

Romsey Mill's vision for the future and purpose in the present are inspired by beliefs and values coming from Christian faith. We work openly and inclusively with people of any faith and of none. Romsey Mill's charitable **Objects,** as set out in our Memorandum of Association are:

(a) To advance education

(b) To promote good citizenship for the public benefit with the commitment to promote equal opportunities for those individuals and groups who encounter discrimination

(c) To advance the Christian faith

(d) To provide help, advice, and positive support to those in economic or other need or hardship

(e) To promote and fulfil such other charitable purposes as the Trustees may from time-to-time think fit.

The current geographical focus of our charitable work is Cambridgeshire and Peterborough. From time to time, we also provide some training and development opportunities to people living in other parts of the United Kingdom.

Principal Aims & Activities:

In pursuance of our charitable Objects and to achieve our strategic outcomes, Romsey Mill puts relationships at the heart of who we are and all that we do. In our commitment to overcoming disadvantage and growing opportunities with young people, children, and families, we collaborate to develop more connected and resilient communities. We engage with participants in varied and flexible ways. For families with young children, including teenage parents, these comprise early years care & education; parenting support at home and in community settings; information advice and guidance on matters including housing and financial support; and adult learning and life skills courses. For young people, including a specific provision for autistic young people, these include detached, tailored, and open access youth work; outreach into schools; mentoring 1-to-1 and in small groups; interest-based activities (including arts, music, music technology, sports); alternative education & vocational courses; leisure, cultural and outdoor residential experiences.

The Romsey Mill team builds relationships with young people, children and families in Cambridgeshire and Peterborough, particularly with those experiencing multiple life challenges and significant disadvantage. We are co-creating and continually shaping our programmes with participants and partners; we work to develop facilities that are local hubs of welcome, belonging and purpose.

During the April 2022 to March 2023 financial year that this report relates to, Romsey Mill progressed our charitable work within the following teams/areas:

- *Pre-school* – developing local community connections and directly supporting families by providing care and education for children from the term after their second birthday to when they start nursery or reception class at primary school. Operating from our two purpose-designed Ofsted registered settings, children enjoy learning and growing together through creative play and other shared activities. The focus of our Early Years care and education with the children includes communication and language; physical development; personal, social, and emotional development; literacy; mathematics; understanding the world; expressive arts and design.
- *Young Parents* – coordinating and contributing to the improvement of support available to young parents across Cambridgeshire and leading the direct provision of support in Cambridge for teenage and *young* parents (first-time mums 19 years of age and under, dads up to 25). We provide specialist personal, educational, health, and parenting support (including housing, finances, education, and employment advice) to equip young parents and their children for positive futures.
- *Aspire* – with autistic young people (age 9-18+ years). Autism is a lifelong developmental disability which affects how people communicate and interact with the world. Our team offers social space and positive group activities, as well as providing mentoring to develop life skills. We also give support to parents of autistic young people, liaise with education and social care professionals, and sign-post families to other places of help and advice.

- *Youth Development* – engaging in supportive relationships with 13-25-year-olds who are facing considerable life challenges; co-creating positive activities, offering advice, skills development and guidance into education, training, and employment. Our Youth Development Team's work integrates community-based activities and young-person led projects, 1-1 support and mentoring, Alternative Education in partnership with schools, personal & spiritual development initiatives in partnership with local churches, post-16 and post-19 progressions support/guidance.
- *Community Development* – Romsey Mill helps to grow relationally connected communities. We encourage and facilitate community members to come together and develop initiatives which generate solutions to common challenges (usually focussed on building stronger and more resilient local communities for young people, children, and families). We promote equality, inclusion, diversity, and social justice, through the organisation, education, and empowerment of people within their communities. Romsey Mill manages community buildings and facilities that are available for full use by the general public. We also set up and run social enterprises offering a range of volunteering and training opportunities.

We work from a variety of community buildings and facilities across Cambridge, the South Cambridgeshire district, and in Hampton (Peterborough). *Romsey Mill Centre,* located in Cambridge city, is the main office for Romsey Mill's team.

The range of Romsey Mill's work is resourced through:

- financial and in-kind donations from individuals, groups, organisations, businesses
- grants from Trusts and Foundations
- statutory grants & contracts
- Romsey Mill's own 'enterprise-income'. This social enterprise activity includes training courses, a charity retail shop offering a range of affordable clothing and household items, a community-run coffee shop, and the hire of meeting rooms and other facilities.

For the most part, our activities and services are free of charge to participants; where there is a cost for some specific activities, concessions are made for people in financial need.

Romsey Mill engages in partnership working, structured and informal, with a broad range of groups and bodies. They include other voluntary organisations, churches, schools, colleges, universities, community-led groups, local businesses and larger companies, local authorities, other public sector bodies. Partnership work opens more effective ways to engage with young people, children, and families and to grow community capacity and resilience than acting alone.

Staff and Volunteers:

On 31st March 2023, the Romsey Mill salaried staff team comprised 61 employees (previous year - 53): 18 full-time (previous year - 20); 43 part-time (previous year - 33); with a full-time-equivalent of 37.6 staff members (previous year - 34.7). People volunteering with Romsey Mill (including many coming from the communities we support) enable our programme activities to support many more young people, children and families and help to underpin our operations and fundraising. In the 2022-23 year, we were able to continue increasing our offer of volunteering and work experience opportunities post-Covid restrictions. Romsey Mill gained from the active involvement of:

- 136 regular volunteers (previous year: 107).
- 13 one-off event/activity volunteers (this number continues to be lower than pre-Covid).
- 5 students on work experience placements.
- 10 young people volunteering as part of their DofE programme participation.
- 8 Romsey Mill Trustees/company directors, all giving their time, experience, and skill on a voluntary basis.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2023

Public Benefit Statement:

In reviewing Romsey Mill activities and outcomes and developing future plans, the Trustees have referred to the information contained in the latest updates to the Charity Commission's guidance on public benefit. In particular, the Trustees consider how planned activities will contribute to the aims and objectives Romsey Mill has set. The Board also re-evaluates the strategic priorities of the charity from time to time to ensure that they meet current needs and remain focused on the charity's stated purposes. The 'Achievements and Performance' section of this report provides a summary of how Romsey Mill's activities have provided benefit to a broad range of people.

Specific objectives, set for the two-year period from April 2021 to March 2023, have been to:

- Reconfigure our Young Parents Programme staff team and delivery model for new Cambridgeshire County Council Contract, taking into account Comic Relief funding for the Children Survive and Thrive: Rise and Shine project.
- Undertake focussed work to secure new sources of funding, including from Trust Funders and local community, for our Aspire programme and our Youth Development Teams' work with vulnerable young people in Peterborough.
- Complete contract agreement with Cambridge City Council to run new Mill Road Community Centre; in collaboration with the local volunteer-run group Petersfield Area Community Trust, establish a management group and produce budget and business plan; complete fit-out; appoint staff; open centre.
- Continue work in partnership with Cambourne Youth Partnership and Cambourne Town Council to finalise funding arrangements enabling commencement of building work for new youth facility.
- Complete a business plan for Youth Work training and secure additional and more sustainable funding for the ongoing delivery and development of accredited youth work training and mentoring opportunities by Romsey Mill, for volunteers and career youth workers in Cambridgeshire, Peterborough and beyond.
- Refresh identity/brand map/logo considering the relational DNA of Romsey Mill's work.
- Apply learning from the Youth Development Team's Theory of Change capacity building project with NPC and develop a Theory of Change with Aspire and Young Parents Programmes.
- Improve the set of measurement tools we are using to measure outputs, outcomes, and impact across our Programmes.
- Review current operational and administrative capability and function, then develop and implement an improvement and capacity building plan.
- Undertake thinking and planning to grow leadership capacity and ensure capability development (particularly regarding Coordinator and LMT roles) and to strengthen our retention and succession planning.
- Complete research and then implement 'Relational thinking and practice' within Romsey Mill, focusing on how our attitudes, behaviours and actions can help to grow stronger relationships and looking at how we might measure this alongside other monitoring and measurement work, linking with our Theory of Change work.
- Carry out a review and assessment of Romsey Mill's current approaches to diversity, inclusion, equalities, and participation related to Romsey Mill's governance, employment practice and programme activities, leading to the development and implementation of an improvement plan.
- Implementation of Donorfy CRM and new Romsey Mill website, followed by sustained effective utilisation with review and development after 6 months of going 'live', and annually thereafter.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2023

Achievements and Performance

This section of the report covers general achievements and performance in 2022-23 as well as progress against the specific objectives set.

All remaining legally enforced Covid-19 related restrictions concluded in England during February 2022. Even so, the continuing impacts from the pandemic are significant. An independent review and report on the long-term societal impacts of COVID-19 by the British Academy identified:

> 'a set of deeper impacts on health and wellbeing, communities and cohesion, and skills, employment and the economy which will have profound effects upon the UK for many years to come. In sum, the pandemic has exacerbated existing inequalities and differences and created new ones, as well as exposing critical societal needs and strengths. These can emerge differently across places, and along different time courses, for individuals, communities, regions, nations and the UK as a whole.'

Three societal areas were chosen to help structure the evidence collection and final report:

1. Health and wellbeing – covering physical and mental health (including young people and work), wellbeing, and the environment we live in.
2. Communities, culture and belonging – covering communities and civil society, cities and towns, family and kinship, and arts, media, culture, heritage and sport.
3. Knowledge, employment and skills – covering education (compulsory and tertiary), skills, knowledge and research, and work and employment.

Romsey Mill work during the 2022-23 year addressed challenges within each of these societal areas. The activities and achievements reported below are summarised in relation to our Charitable Objects.

Advancing education:

Across our two ***Pre-school*** care and education settings (both in Cambridge city) we had 61 children on register (previous year: 63). Of these, 14 children were eligible during the year for the 2-year-old funding entitlement for disadvantaged families (previous year: 19). Families of 34 children were in receipt of the Government's three-year-old funding grant (previous year 37), with 13 families making some payment of fees (previous year: 7). Our Pre-school Coordinator retired in the summer of 2022 and an existing member of our Pre-school team was appointed to this role. Both of our Pre-schools had Ofsted inspections (Hemingford Road in September 2022 and Ross Street in February 2023) and received overall effectiveness gradings of 'good' (the second highest grading on the four-point scale).

Romsey Mill's ***Young Parents Programme*** (YPP) enabled the following education and learning achievements during the year were:

- YPP delivered the Shine course (Summer '22) to 7 young mums, Healthy Cooking on a budget (Autumn '22) to 5 young mums and 2 young dads, Bronze Arts Award (in conjunction with the Fitzwilliam Museum, Spring '23) to 2 young mums and 1 young dad with their work being exhibited at the Fitzwilliam Museum. A Creative Play course was also provided for 5 mums (Spring 2023).
- We also piloted an exercise course for mums with the help of a local personal trainer (who specialises in women's health) in response to needs expressed by young parents. As the initial take-up was low, we did not repeat the trial, but the trainer is now a regular guest for our 'Looking after yourself' session of our antenatal course.
- In response to the number of parents living with mental health problems, we piloted a Mums Matter course in September '22 in conjunction with CPSL Mind. 8 mums attended and a creche for their children was also provided. Following the success of this course we trialed the Dads Matter course for 5 young dads. In addition, we tested the men's version of the Shine self-confidence course, which 4 dads attended.
- In a period when local conception numbers were lower, we made the decision to not run an antenatal course between March and August 2022. But in order to be responsive to need, we offered the course

content in 1:1 sessions with individuals and families. We also offered our first hybrid antenatal course in August. There was considerable work involved in this as it required that we re-write the course because information had changed since we last delivered the course in-person. In general, it worked very well and the subsequent 3 courses in the year all used a hybrid delivery model. Over the 4 courses 18 mums and 10 dads attended. These parents were from Cambridge (12), South Cambs (13) and East Cambs (3).

- We held three accident prevention and first aid sessions which were attended by 10 dads and 14 mums.

The educational opportunities that the Young Parent Programme offers through our short courses helps young parents to gain confidence in learning which, in turn, encourages those who are ready to start a college course or engage in the world of work.

Our ***Youth Development Team*** (YDT) engages young people in informal education opportunities through in a range of ways:

- Regular open access youth work and smaller bespoke groups in our own facilities and various other community spaces.
- Education through one-to-one and group sessions in partnership with local secondary schools and an alternative education centre.
- Learning outside the classroom through trips and at activity centres.

The numbers of young people engaged and supported in 2022-23 was significantly higher than in the previous, more Covid-restricted, year.

In summary, the main education and learning opportunities that Romsey Mill created during the year were:

- 1163 young people (previous year: 796) engaged in informal learning through regular open access youth work sessions.
- 342 young people (previous year: 246) engaged in informal learning through targeted community-based group work.
- 71 activity trips (previous year: 55) and 5 outdoor centre residentials (previous year: 2) provided.
- 87 young people (previous year: 62) supported with their education through school commissioned group work.
- 81 young people (previous year: 39) supported with their education through school-commissioned 1:1 sessions.

We continued delivery of ***Youth Work Training*** courses and workshops to Romsey Mill's young leaders, other volunteers and employees with Romsey Mill, and staff from other organisations. The activities and outcomes achieved were:

- We ran two Level-2 Youth Work Training courses for a total of 35 learners. 17 learners enrolled on the September – December 2022 course with 12 learners achieving the qualification. 18 learners enrolled on the February – July 2023 course with 13 learners achieving the qualification. In the previous year 39 enrolled in our Level 2 Course with 32 gaining qualifications. We did not run a Level-3 Youth Work training during the 2022-2023 year.
- We delivered 8 learning and development workshops (previous year: 5) with 148 participants (previous year: 117). The workshops were:
  - 1 x An Introduction to Trauma-Informed Approaches in Youth Work (9 x learners).
  - 1 x An Introduction to Including Autistic Young People in Youth Work (15 x learners).
  - 2 x An Introduction to Including Autistic Young People in Youth Work. This workshop was delivered twice at the Cambridgeshire Youth Work Conference that took place in November (18 x learners).
  - 2 x Managing Challenging Behaviour. This workshop was delivered twice at the Cambridgeshire Youth Work Conference that took place in November (30 x learners).
  - 1 x Effective Engagement and Support of Young Parents (13 x learners).
  - 1 x Detached Youth Work 101. This workshop was delivered at the National Youth Ministry Course in Birmingham. (63 x learners).

Our ***Aspire*** Team continued to give specialist support to autistic children and young people who experience a range of challenges that can have an unfavourable impact on their engagement and achievements in education. The informal education and development opportunities for our Aspire young people came through weekly community-based youth club sessions, and small group work and one-to-one sessions commissioned by schools and colleges. In summary, the main education and learning provided through Romsey Mill's ***Aspire*** Team during the year were:

- We supported 174 autistic children and young people (previous year: 159) across 13 distinct community-based youth clubs (previous year: 12), and in one-to-one mentoring sessions. This support helped them to increase self-efficacy and confidence and to improve communication skills and other social aptitudes.
- 25 autistic children and young people received regular one to one support (including 5 paid for by families' social care personal budgets and 6 paid for by schools/education budget).
- We worked with 11 educational establishments in and around Cambridge, including secondary schools, specialist provision and an FE College.
- From within our Aspire Plus group, we supported 4 young people (previous year: 6) in preparation for their progression to university.

Promoting good citizenship for the public benefit with the commitment to promote equal opportunities for those individuals and groups who encounter discrimination:

The Romsey Mill team works to ensure that individuals and groups who encounter discrimination can contribute to and benefit from opportunities and help. Romsey Mill engaged young people, children, and families with diverse social, cultural, and ethnic backgrounds and a range of protected characteristics.

We also partnered with local communities to grow connections, tackling social isolation and loneliness, improving health, developing skills and making sure young people can lead change.

Romsey Mill's ***Pre-School and Young Parents Programme*** teams welcomed 11 volunteers (previous year: 5), who supported the provision of early years care & education and family groups. 3 students undertook training placements within our Pre-schools. Whilst the number of volunteers and placement students was higher than the last two years, we still have fewer volunteers in our Pre-school settings than before the pandemic.

Our ***Aspire Programme*** has benefitted from 18 volunteers and placement students (previous year: 10), including 5 young people formerly supported by our Aspire team, who started or continued volunteering within Aspire groups in the reporting year. Creating volunteering opportunities with people who have Autism is an important aspect of our work to promote and improve equal opportunities, and to ensure that those with lived experience of autism are at the heart of developing our programme.

The number of young people that our ***Youth Development Team*** regularly engaged with increased significantly in the reporting year, following the conclusion of all remaining legally enforced Covid-related restrictions during February 2022. In total, 1622 young people were engaged by Romsey Mill in positive support and activities (previous year: 1192) during 2022-23. This was 506 more young people than had been engaged in the 2019-20 year; whilst acknowledging that Covid did begin to impact in the last week of that year, with the first UK lockdowns announced on 23rd March 2020, this does give a benchmark of how the numbers of young people supported by our Youth Development Team have gown and exceeded the numbers pre-Covid. Being alongside young people who experience inequality of opportunity and face considerable challenges, our 'positive relationships' approach creates connections, grows trust, and leads to outcomes derived from young people's strengths and abilities. Across the reporting year, 47 young people acting as young leaders (previous year: 26) plus a further 54 volunteers (previous year: 63) were involved in supporting Romsey Mill's Youth Development Team activities. This demonstration of active citizenship, particularly with so many young people at the heart of shaping the development of our programmes, enhances Romsey Mill's ability to support those young people who experience discrimination.

Our diverse groups of volunteers continue to come from the communities where Romsey Mill is present and active providing essential support to the fundraising and governance functions of our charity as well as shaping and strengthening all of Romsey Mill's Programmes.

Advancing the Christian faith:

Romsey Mill's commitment to young people, children, families, and communities continues to be inspired by Christian beliefs. We recognised each and every person is distinctive and valuable and therefore we work inclusively with people of any faith and of none, through activities that incorporate a commitment to social justice and contribute to personal and community transformation.

Within the broad range of Romsey Mill's programmes, some of our activities and partnerships unite opportunities to explore a Christian message of faith, hope and love with the outworking of that message through social action. These are made possible because of our relationships with local churches and financial support that comes from these churches and specific grant making trusts. Existing and new partnerships and activities in the reporting year include:

- *Shelford & Stapleford Youth Initiative (SSYI)* is a grass-roots charity supported by several churches in the South Cambs villages of Great Shelford, Little Shelford, Stapleford, and Sawston. Romsey Mill continued to provide professional supervision, training and support to the local youth workers employed by SSYI, and well as providing guidance to their Trustees.
- *Beacon Youth Trust (BYT)* is another grass-roots charity established by local churches in the South Cambs village of Linton. Romsey Mill carried on employing youth workers on behalf of BYT and provided continuing advice and support to their Trustees. We also helped to deliver churches-based youth work in the village.
- Romsey Mill continued developing and managing local community youth work in Hampton Peterborough, having an office and space for youth activities within the centre at *Christ the Servant King CofE Church*. We also helped to support CSK's own church-based youth work.
- *Diocese of Ely*: Romsey Mill provided ongoing professional youth work supervision to youth workers employed within the Diocese who are part of the Thrive pioneer initiative in Huntingdon, Wisbech and St Neots.
- *The Besom in Cambridge* provided New Baby Bundles and household furnishings for families within Romsey Mill's Young Parents Programme.
- *Cambridge Youth Work Collective*: a Cambridge-wide network for Youth Workers from churches and Christian charities. Romsey Mill continued to contribute to the steering group for this network.
- Our *Deeper* Residential, offering young people the opportunity to explore questions of life and Christian faith, didn't take place in 2020 and 2021 due to Covid restrictions. In the summer of 2022 we resumed the residential, taking 25 young people to Letton Hall in Norfolk.
- We were invited by the national youth work charity *Youthscape* to provide some activities at their Summer Youth Festival in August, held at Peterborough showground. Our Hampton Youth Development worker coordinated the activities including a music studio and detached work. We also had an Exhibition stand for people to find out more about the work of Romsey Mill.
- We commenced new partnership working with St. Peter's church and Yaxley Parish Council, to get some new community youth work up and running.
- In November 2022, Romsey Mill continued our participation with the National Youth Ministry Weekend in Birmingham delivering detached youth work training sessions.
- We saw an increase to the number of faith-based organisations who hire rooms in our Community Centres - we now have 6 different churches who meet on Saturdays and Sundays in our centres.

Providing help, advice, and positive support to those in economic or other need or hardship:

The Romsey Mill team has offered extensive and ongoing guidance and practical help to those experiencing economic difficulties or other adversity.

Of the 61 children cared for in our ***Pre-School*** during the 2022-2023 year, 14 children (previous year: 19) were in receipt of the 2-year-old funding entitlement (for families in receipt of benefits such as Income Support and Universal Credit). Children from birth until the end of Reception year at Primary school, who have significant and complex additional needs or disability and require ongoing specialist support from across education, health, and care, can be assessed to receive Early Help Support. This includes children who have difficulties with communication, have sensory, learning, or physical challenges and/or complex health needs. Romsey Mill's Pre-School had 5 children (previous year: 4) attending our settings who were receiving Early Support. A further 5 children (previous year: 4) within our Pre-School were from families receiving support from Social Care. Romsey Mill's Pre-School also welcomed 19 children (previous year: 12) for whom English is an additional language.

Our ***Young Parents Programme*** (YPP) gave tailored support and guidance to 48 young mums and 34 young dads. We gave ongoing help to an additional 34 mums and 6 dads who are over the age of 19 or who live outside Cambridge. In total 122 vulnerable parents (82 mothers and 40 fathers (previous year: 81 mothers and 41 fathers) were supported. Within the overall number of families supported, 16 families (previous year: 14) had children with higher level Social Care involvement (7 Child Protection cases, 7 Child in Need cases, 2 Early Help Assessments). The information, advice, and other support given to young parents continued to include issues related to housing, benefits, mental health, domestic abuse, substance misuse, education, and employment. In response to cost-of-living crisis, we started offering a hot lunch for mums and babies at the beginning of our weekly baby group. This was funded through a Warm Space Grant and the meals were prepared by a brilliant volunteer who is a trained chef. We also provided a full Christmas dinner at our YPP Christmas party enjoyed by 12 mums, 7 dads and 17 children.

Across the year, our ***Youth Development*** and **Aspire** teams supported 1796 young people facing significant challenges including some who experienced economic difficulty (previous year: 1351). Engaging with a significantly increased number of young people was brought about by the conclusion of all remaining legally enforced Covid-19 related restrictions in England during February 2022 and the higher numbers of young people needing support due to indirect impact from the pandemic. 164 (previous year: 123) of the more at-risk young people received one-to-one mentoring support with a Romsey Mill team member. Within these one-to-one sessions, our Youth Development Teams gave even more concentrated support to 129 young people (previous year: 81) when they were facing crisis situations (in relation to such issues as housing, finance, lack of food, domestic violence, mental health needs). Within the total number of young people who were part of our Aspire Programme, the team provided support for 52 young people (previous year: 51) funded by the Disabled Children's Referral and Access Team (DCRAT).

47 parents (previous year: 51) linked to our Aspire Programme received a support call or one-to-one meeting, including 5 families (previous year: 6) who were supported to apply for PIP or DLA benefits for their child (all successful applications). Most of the parents helped by our Aspire team didn't have other avenues of support. Feedback from the survey that our Aspire team undertook with children/young people and their parents in City and South Cambridgeshire included the following regarding mental well-being:

- 94% of parents agree or strongly agree that their autistic child has increased their social connections due to Romsey Mill's support.
- 85% of parents agree or strongly agree that their autistic child is managing friendships with peers better because of the support from Romsey Mill.
- 89% of parents agree or strongly agree that their autistic child's independence is increasing because of Romsey Mill's support.
- 89% of parents agree or strongly agree that that their autistic child's emotional resilience has increased due to Romsey Mill's support.

- 96% of parents of autistic children agree or strongly agree that due to Romsey Mill's support, their child has reduced social isolation.
- 74% of autistic children and young people surveyed agree or strongly agree that they have reduced mental health challenges because of Romsey Mill's support.
- 87% of autistic children and young people surveyed agree or strongly agree that they have increased their social connections because of Romsey Mill's support.

One of our Lead Youth Development Workers took forward the development of a mental health project in partnership with providers of temporary accommodation in Cambridge (YMCA, The Foyer, and Railway House), to provide both group and 1:1 support for young people who are homeless or at risk of being so.

The *Blue Bag Project*, set up by Romsey Mill Youth Development Project in response to period poverty, continued to offer young people free sanitary products whenever they needed them. Young people were able to access the products in our youth activities, but they could also contact our Youth workers directly for them.

Romsey Mill's Charity Shop returned to normal opening hours, providing affordable clothing and household goods to hundreds of local people. Our Charity Shop Community Development Lead continued to support vulnerable people in the local community, helping to reduce their isolation, to manage mental health difficulties, and to improve wellbeing.

Local churches and charities (e.g. *Cambridge Aid* and The Red Hen Project) continued to partner with Romsey Mill by supporting our work financially and/or through providing food parcels, Christmas hampers and other gifts that were distributed by Romsey Mill to families and young people in economic need.

Romsey Mill linked up with many other community groups, organisations, charities, and statutory agencies in the provision of help to families and young people through our Programmes.

Other charitable purposes beneficial to the Community:

In the reporting year, Romsey Mill provided training, guidance and support to other agencies and organisations across Cambridgeshire, to bring improvement in the offer of specific help to teenage and other young parents county-wide. This work was delivered under the second year of a Cambridgeshire County Council commissioned **Young Parents Support Contract.**

The management and provision of **community facilities** for use by local families, groups, charities, and others, continued to be an important part of our wider charitable activity. Whilst the hire and use of facilities by local people continued to increase as the remaining legally enforced Covid-19 related restrictions concluded in February 2022, the overall level of activity did not return to pre-pandemic levels.

- Between 1st April 2022 and 31st March 2023, we had 26 local groups and organisations (previous year: 20) using ***Romsey Mill Centre***, of which 16 (previous year: 13) were regular hirers and 10 (previous year: 7) were one-off bookings for training events or short-term bookings. We had 39 (previous year: 19) family gatherings during the year. Romsey Mill was used for 288 hours (previous year: 271) for one off hires and 1897 hours (previous year: 1242) for regular hirers (including tutoring by schools, independent of YDT alternative provision).
- ***Ross Street Community Centre*** welcomed 47 local groups and organisations (previous year: 49) that hired space, of which 27 (previous year: 34) were regular hirers and 20 (previous year: 15) were one off hires. We had 56 (previous year: 32) family gatherings during the year. Ross Street Community Centre was used for 485 hours (previous year: 274) of one-off hire and 2193 hours (previous year: 1955) by regular hirers.
- In addition to these bookings, both centres were used as Polling Stations in May for local elections. We continued to provide small rooms for tutoring of young people struggling to return to/stay in school. During the year, Coleridge Community College, Impington Village College and St. Bede's School all used our buildings for this purpose (independent of alternative education contracts we have through our Youth Development team).

- Romsey Mill continued to work with Cambridge City Council's Community Development Team and Petersfield Area Community Trust (PACT), the local volunteer-run community group, to prepare for the opening of a new Community Centre. There were further delays to building work due to supply-chain disruptions and the building was handed over to Romsey Mill from Cambridge City Council on 23rd March 2023 with the lease commencing on the same date. The building offers community facilities primarily to local residents and groups in the Petersfield and Romsey Wards of Cambridge City, including the new *Ironworks* residential development which has a total of 236 new homes including 50% council rented and 118 affordable homes.

Our social enterprises, *Romsey Mill Charity Shop* in Cambridge City and *Cara Coffee* in Great Shelford South Cambs, continued to offer services to local communities, provide training and volunteering opportunities, and support to more vulnerable people, reducing isolation and improving wellbeing.

Performance against other specific objectives set for 2022/2023:

Our Young Parents Programme team continued effective delivery of Cambridgeshire County Council Young Parents Support contract and the *Comic Relief* funded Children Survive and Thrive: Rise and Shine project.

To enhance our Youth Development Team's activities in Cambridge City, in the first quarter of 2022-23 we appointed new Youth Support Workers including a young leader who had completed both the level 2 and level 3 youth work courses with Romsey Mill.

Romsey Mill's ongoing Cambourne based youth work in collaboration with *Cambourne Youth Partnership* has, over the last few years, included engagement with Cambourne Town Council in developing a new youth facility that actively involved local young people. The new building was completed, and we were able to begin running youth clubs and other activities in the summer of 2023.

In the Autumn of 2022, Romsey Mill's commenced youth development work for the first time in the new town of Northstowe, which is about 13 miles from Romsey Mill Centre in Cambridge City. We currently have a youth development worker (supported by a sessional worker, volunteers and Romsey Mill wider team) deployed for 3 days each week to grow partnership relationships and develop activities and support for young people. By 2040 the Northstowe community will be home to up to 10,000 new houses and apartments with its own town centre, as well as sports pavilions, and community spaces.

Romsey Mill's Fundraising Team and Programme staff work together to obtain significant new funding for our Aspire work with autistic young people; some grant funding was also secured Youth Development Teams' work with young people in Peterborough.

Romsey Mill's presence and partnership working in Hampton (Peterborough) was strengthen at the start of the reporting year through the appointment of another youth development worker. Although the first appointee was only in post for six months, a replacement was recruited and settle into role towards the end of the year. A new partnership was also established in nearby Yaxley, with the parish church and local council to develop new youth work in this area.

Our accredited Youth Work Training continued, and the offer was enhanced (with successful funding applications to The National Youth Agency funding Cambridgeshire Skills). Our National Lottery Reaching Communities grant continued to enable Romsey Mill to provide other training and support to workers and volunteers from a range of organisations and community groups across Cambridgeshire in Peterborough and beyond.

Work to review and refresh Romsey Mill's branding and logo was not completed during the year, though Romsey Mill new website, the design of newsletters, and our social media content all continued to be improved.

Application of learning from the Youth Development Team's Theory of Change happen within the team and particularly through new funding applications. We were not able to complete the development of a full Theory of Change for Aspire and Young Parents Programmes, but both teams continued to improve methods of monitoring and reporting on approaches and outcomes.

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A review of operational and administrative capability and function was completed, and an improvement/capacity building plan was agreed. Implementation of this began towards the end of the year.

The Leadership and Management Team and Trustees gave time in board meetings and in other ways to reflect on and plan how we could grow leadership capacity and ensure capability development (particularly regarding Coordinator and LMT roles). This work including deciding how we would invest some of Romsey Mill's unrestricted reserves in capacity building and development. New appointments were made in 2022-23, and further appointments were planned for 2023.

Utilising research and tools on Relationship-Centre Practice (RCP), in particular those being developed by *Relationships Project*, Romsey Mill carried on strengthening our own understanding of RCP and how we can continually improve our culture and behaviours.

Following review and assessment of Romsey Mill's current approaches to diversity, inclusion, equalities, and participation (related to Romsey Mill's governance, employment practice and programme activities), we implemented and EDI improvement plan.

Implementation of a new CRM system (Donorfy) had been achieved in late 2021 and in the first quarter of the 2022-23 year, following an extensive and comprehensive data cleanse process, the new database was populated with accurate and updated records for over 5,000 constituents. In the summer of 2022, a new Romsey Mill website went live, including integration that enabled details of online donations to be automatically recorded within Donorfy. Utilization of the CRM and website progressed positively through the year, delivering intended improvements and outcomes. Future developments of the website and Donorfy will continue in 2023.

Performance of material fundraising activities against the fundraising objectives set:

The two new members of Romsey Mill's Fundraising and Communications team, a Trusts Fundraiser and an Individual Supporter and Partnership Development Officer, who were appointed in September 2021, integrated well with the existing team and their first full year was a positive one.

Community support, including donations from supporters – individuals, churches, and local companies – as well as funds raised from events was stronger than we had budgeted at the beginning of the year. Romsey Mill's Big Quiz returned in April 2022, the first since February 2020. Ten teams competed, with 65 people taking part, helping to raise over £1,300. Bridge the Gap Walk in September was a successful event, attracting over 1,300 people and raising in excess of £20k shared between Romsey Mill and Arthur Rank Hospice Charity. Our charity Golf Day in October, at Bourn Golf Club, benefited once again from the support of headline sponsor Barons Cambridge BMW. Their sponsorship, team registrations, and other fundraising helped to raise over £5k.

Income generated from our social enterprises (Romsey Mill Charity Shop and Cara Coffee), room hire, and training was also slightly above our target at the beginning of the year.

Notable successful funding applications to Trusts and Local Authorities coming in the reporting year included:

- Fullscope (£45k) for mental health support and positive activities for young people living in hostel and other temporary accommodation in Cambridge.
- The Henry Smith Charity (£126k over 3 years), for our Aspire Team's work with Autistic young people. This is the first time that we had been successful with an application to The Henry Smith Charity after several attempts to secure funding from them over the years.
- Cambridgeshire & Peterborough CCG (£33k), in respect of reduced clinical admissions for mental health, for Aspire's work, from April to September 2022.

- The Betty Lawes Foundation (£10k for each of the next three years), for general use.
- Cambridgeshire Skills and the National Youthwork Agency agreed to help fund courses for young people engaged through our youth development and young parents work (£45k over 12 months).
- Cambridgeshire County Council (£65k over two years), for a 0.6 Youth Development Worker role in Northstowe.
- The Cherry Family Foundation (£12.5k for YDT in Hampton, Peterborough)
- Cambridge City Council Community Grants (£28K) for 3 projects in Aspire, YPP and YDT, starting in April 2023
- Integrated Care Board (£85K) for Aspire and development of projects in Peterborough starting in April 2023.

The year-end financial position was better than we had forecast at the beginning of the year, which was an indication of the skill and hard work of the team as they focus on meeting objectives, as well as reflecting our funders' recognition of the need Romsey Mill responds to and the effectiveness of our activities.

Financial Review

Sources of Income and Expenditure in 2022/23:

Romsey Mill is thankful for the many individuals, community groups, churches, schools, colleges, businesses, local councils and statutory teams, other charities, grant-making Trusts, who gave time, experience, financial donations, grant funding, support-in-kind, enabling Romsey Mill to continue growing relationships, sharing hope, creating opportunities, and bringing positive social change.

Overall income for the year was £1,544,824 (2021-22: £1,280,930). Romsey Mill received and generated income from various sources and in a range of ways, and these can be broadly categorised as:

- Trusts and foundations that make grants for charitable purposes contributed £553,559 representing 36% of Romsey Mill's income (2021-22: £329,910; 26%).
- Our social enterprise and community fundraising activities generate income totalling £514,515 which was 33% of our income (2021-22: £463,994; 36%).
- Statutory grants and contract payments for work across *Pre-School, Young Parents, Aspire, and Youth Development* amounted to £392,747 and 25% of income (2021-22: £430,667; 34%).
- Earned income of £84,003 representing 6% of income (2021-22: £56,359; 4%) was for charitable services, largely relating to our Alternative Education provision and some of our Pre-School work.

Romsey Mill's total annual expenditure was £1,485,573 (2021-22: £1,218,609). 86% of this expenditure directly related to our charitable work with young people, children, and families; the remaining 14% of expenditure covered costs associated with unrestricted fundraising and governance. At the heart of Romsey Mill is the relationship-centred approach which unlocks potential and meets need by positioning meaningful and effective relationships as the first order goal, both an end in itself and the means by which other goals will be achieved (like better health, stronger communities, greater job satisfaction). Direct employment costs of the Romsey Mill staff team as a percentage of overall expenditure remained steady, being 73% of total expenditure (2021-22: 74%). Whilst there is a direct cost in supporting our volunteers (in engagement, training, and management), the added value and the impact volunteers have on our services are significantly higher.

As of October 2023, our forecasts for the current 2023-24 financial year show that expenditure will be about 7.2 % higher than in 2022-23. At this point in the year, Romsey Mill has managed to secure 87% of forecast expenditure for the current year. We are confident that we can secure around 95% income against expenditure by the year end, which means that we are planning for the possibility of using up to £21k-£49k of our unrestricted reserves to meet the shortfall between income and expenditure.

Romsey Mill's provisional overall expenditure figure for 2024-25 is £1,809,796. The main financial challenges next year are: the ongoing uncertainty around the UK's current economic position (including cost of living), and its potential detrimental impact on unrestricted income from fundraising events and Romsey Mill's social enterprises; the end of a contract with Cambridgeshire County Council for our work with young parents; and the end of the funding periods, within the financial year 2024-25, of some of the major multi-year grants that we currently hold. We also recognise that, post-Covid pandemic and with the cost-of-living difficulties, there remains increased competition to secure donations and investment from the general public, grant-making Trusts, and Charitable Foundations.

Given our present reserves and the forecast year-end position for 2023-24, Romsey Mill is assured that we will have sufficient funds to continue through next year, making provision to spend additional reserves as needed. We may need to consider restructuring some activities to reduce costs if our fundraising activities don't secure income to replace funding from current major multi-year grants that are coming to end.

Value for Money:

Romsey Mill's approach to Value for Money works to help ensure that:

- What we do is relevant and leads to benefits for the young people, families and communities that Romsey Mill's team members are alongside (spend wisely).
- How we work is efficient and effective, so we don't waste time or money (spend effectively).
- We get a good return from what we spend and make wise choices (spend well).

We achieved this during the year by:

- Regular monitoring and review of the activities and benefits of our work with young people and families.
- Getting multiple quotes for more expensive purchases and services.
- Retendering certain service contracts to get better value for money.
- Carrying out regular reviews of other costs.
- Bringing in additional funding to improve services.

Reserves Policy:

To help maintain stability during less predictable circumstances and changes, which result in reduced income or additional expenditure, and to guard against any undesirable impact on our work, Romsey Mill's trustees designate a level of funds as Reserves.

Having a clearly defined Reserves Policy with a realistic level of designated funds enables Romsey Mill to:

- Absorb setbacks and take advantage of change and opportunity.
- Demonstrate that we are effectively managing our resources and have thought through how we might secure our viability beyond the immediate future and provide reliable services over the longer term.

Based on these considerations, the Trustees' current policy is to maintain free reserves of between three and six months of the following year's projected expenditure.

The UK economy, businesses (including charities) and households are experiencing significant financial challenges:

- UK GDP is estimated to have declined by 0.5% in July and underlying growth in the second half of 2023 is also likely to be weaker than expected.
- Whilst twelve-month Consumer Price Index inflation fell from 7.9% in June to 6.7% in August, this is still significantly higher that the UK Government target of 2%). CPI inflation is not expected to return to the 2% target until 2025 Q2.

These factors are having a considerable impact on finances for the UK Charity Sector. Romsey Mill anticipates that income generation will continue to be challenging in the coming months and over the next few years. During the last 6 months Romsey Mill has experienced increases in energy and fuels costs, insurance charges, foods, and the cost of IT equipment. In April 2023 Romsey Mill's Trustees approved salary increases of at least 6.4% for most of the staff team. For our 2024-25 budgets Romsey Mill's Trustees are currently wanting to make provision for increases in costs, including staff costs.

Romsey Mill's Q2 2023-2024 management accounts showed that we held General Reserves of £890,335. Our current level of reserves equates to almost 6 months of operating costs against our initial draft expenditure in 2024-25 (£1,809,796). We are forecasting that we will need to spend some of Romsey Mill's reserves to meet the gap between income and expenditure in the current year (c£21k-£49k). We also anticipate needing to spend a larger amount of our reserves in 2024-25; it likely that by the end of the 2024-25 financial year Romsey Mill's reserves will be nearer to 3 months of our estimated costs for 2025-26.

Financial procedures:

In the day-to-day of Romsey Mill's financial activity, all income and expenditure transactions are recorded in Romsey Mill's online SAGE accounts system, with bank reconciliations being completed twice monthly.

Two signatories are required for all cheques and payments through online banking; if the amount is above £2,000 one signatory must be the CEO or a Trustee.

Quarterly management accounts are produced and presented to the Finance Committee, along with any other relevant financial reports as required; the Finance Committee then report to the Full Board of Trustees.

An annual salary review process is led by a Renumeration Group (made up of Trustees from the Finance and Operations & Resources Committees); the Full Board of Trustees review recommendations and approve any changes to staff salaries and other benefits. They also authorise the creation of any new posts. Any major capital projects or other undertaking that will have a significant short- or long-term financial impact also require Board of Trustees approval.

Strategic aims and plans for April 2023 to March 2024

Romsey Mill has an existing strategic plan that sets out our strategic aims. At a Trustees and LMT planning day in January 2023 (which also involved Romsey Mill's Programme Coordinators) we considered a new approach to developing a future strategic framework. We also looked at the results of work completed by staff members (reflecting on team level Strengths, Opportunities, Aspirations, Results). There was agreement about the importance of continuing to concentrate on growing Romsey Mill's presence and activities in Peterborough, whilst also ensuring our work in Cambridge and the surrounding areas remains strong and effective. Consideration was also given to the possibility in future years of beginning work in other areas in Cambridgeshire, such as St Neots and Huntingdon Town, recognising that new funding and increased team capacity would be required to achieve this. The strategic aims were reviewed, and Trustees agreed that these aims should continue to be the way we frame new business objectives agree for 2023-24.

Between April 2023 and March 2024 our business objectives are to:

- Successfully complete the final year's delivery of Cambridgeshire County Council *Young Parents Support* contract and the Comic Relief funded *Children Survive and Thrive: Rise and Shine* project, whilst also planning how we will secure new future funding for our Young Parents Programme.
- Extend work to secure further new sources of funding, including from Trusts and Statutory Partners, for our Aspire programme and our Youth Development Teams' work with young people in Peterborough.
- Manage the new Mill Road Community Centre (in collaboration with the local group Petersfield Area Community Trust), ensuring continual learning towards a successful first year of operations, achieving our targets for income and reach.

- Complete the new Strategic Framework for Romsey Mill Future thinking and plans.
- Continue work to improve the ways in which Romsey Mill observes and reports on our activities, enablers, and outcomes.
- Complete review of current branding and logo and agree plan for redesign of refreshed ident.
- Carry on with the implementation of plans to grow leadership capacity and strengthen our organisational resilience.
- Update and then continue implementing and monitoring Romsey Mill's Equality, Diversity, and Inclusion action plan.

Governance, Structure and Management

Governing Document:

Romsey Mill Trust is constituted as a charitable company, limited by guarantee, registered with the Charity Commission (charity number 1069905) and Companies House in England and Wales (company number 3556721) on 1st May 1998. Romsey Mill Trust is governed by its Memorandum and Articles of Association, first published in May 1998 and revised in April 2013.

Organisational structure:

The Directors / Trustees (hereafter referred to as *Trustees*) of Romsey Mill Trust (usually known as Romsey Mill), form the Board of Management. The Trustees have collective control of the charity and are responsible for ensuring Romsey Mill continues to fulfil its charitable objects. Romsey Mill's Trustees give their time freely and do not receive remuneration or other financial benefits.

To facilitate the effective running of the charity, the Trustees established committees with delegated responsibility for specific areas of work. The committees acting during the 2022-2023 year were: Programme, Operations & Resources, Finance, and Fundraising & Communications.

The day-to-day operations of Romsey Mill are delegated to a Leadership & Management Team (LMT) which is led by the Chief Executive Officer (CEO). All appointments to roles within the LMT are made by the Trustees. During the 2022-2023 year there were no changes to personnel within the Leadership & Management Team which comprised CEO, Programme Manager, Operations & Resources Manager, and Fundraising & Communications Manager.

Recruitment and appointment of Trustees:

Romsey Mill's Board of Trustees has a minimum of three and a maximum of twelve members. Existing Trustees, led by the Chair of Trustees and supported by the CEO, review on a regular basis how the Board of Trustees can be strengthened through new appointments. When required, Trustees seek individuals who can provide additional and complementary skills and experience to existing Board Members. Romsey Mill's Trustees understand that having a diverse board that is composed of people with a range of different ethnicities, ages, genders, abilities, social class and backgrounds will strengthen our board, and they are working to make improvements. Our Trustees also want to ensure that the development of Romsey Mill's services and activities include people who have lived experience of the circumstances faced by the communities we are alongside, learning from and helping to support.

As set out in Romsey Mill's Articles of Association, new members of the Board of Trustees are appointed by existing Trustees. With support from Romsey Mill's CEO, existing Trustees pay careful attention to current guidance from Charity Commission and the National Council for Voluntary Organisations when recruiting, appointing, and equipping Trustees. Prospective Trustees may be suggested by existing Trustees, staff, supporters, and programme participants, or may come forward following wider advertising. This process allows due consideration of each person's eligibility, competence, specialist knowledge and skills.
Trustees serve for a period of no longer than five years from the date of their appointment. On the expiration of their term, they are eligible for reappointment by majority decision of the remaining Trustees.

Induction and training of Trustees:

Following appointment, the Chair of Trustees takes responsibility for the induction of new Trustees, assisted by the Chief Executive Officer. The induction process for new Trustees is intended to familiarise them with the work of Romsey Mill, the context in which the charity operates, and the responsibilities of board members. New Trustees receive a 'Trustee Induction Pack' and support from the Chair of Trustees and CEO. Other publications from the Charity Commission the NCVO and other bodies are also distributed. New Trustees will typically be asked to become actively involved with one of the committees and to assist with certain activities and projects. Board members are encouraged to engage in relevant training and to participate in networking opportunities and other events.

General Management:

Romsey Mill's Trustees normally convene board meetings at least four times per year. These meetings can happen in person or virtually through video conferencing. They approve the strategic and business plans, annual budgets, and year-end accounts. Trustees receive management accounts and quarterly financial projections, enabling them to monitor income and expenditure against budgets and cash flow. Capital projects that are not included within existing adopted budgets need to be approved by the Trustees as do the creation of any new staff posts or operational expenses which constitute a significant financial commitment (more than £10k p.a.).

At the invitation of the Trustees, the CEO and other members of Romsey Mill's Leadership & Management Team (LMT) normally attend all Full Board Meetings. There is a standing 'restricted business' item on the agenda so that Trustees can discuss matters without employees present when required. Other members of Romsey Mill's staff team attend Trustee meetings by invitation on an occasional basis.

All the committees established by the Full Board of Trustees, with delegated responsibility for specific areas of work, are chaired by a Trustee. Members of the LMT join the committees relevant to their role and attend meetings on an ongoing basis. Other people with relevant skills and experience, including our programme participants can also be invited to join committees for occasional meetings or more regularly. These committees are focussed on operational management matters, usually meet four times a year, and provide written or oral reports to Full Board Meetings. The committees review and update existing organisational policies linked to their areas of work. New policies, prepared by members of the Leadership and Management Team, are also approved by the relevant committee before being adopted by the Full Board of Trustees as required. The Operations & Resources Committee review staff salary scales on an annual basis, with new salary levels being considered by a Remuneration Group (made up of Operations & Resources and Finance Committee members) and approved by the Board of Trustees.

Risk Management:

Romsey Mill's Leadership & Management team undertake an annual organisational risk assessment, on behalf of Trustees, identifying the major risks by area, considering the level and likelihood of exposure, and proposing the steps necessary to manage these. From this assessment the organisational Risk Register is updated, approved by the Full Board of Trustees, and then kept under review via Trustee committees. This helps towards ensuring that we are paying due attention to the stability of our operations and to our duty of care for staff, volunteers, and programme participants. This process also helps to ensure that effective systems and procedures are maintained to manage the risks identified. Appropriate Disclosure and Barring Service

(DBS) checks are made for all staff members and volunteers who work directly with children, young people, and vulnerable adults across our programmes. Financial systems and processes are approved by Trustees and scrutinised both by Trustees and our auditors. Romsey Mill's IT systems are secure, and data is regularly backed-up remotely. Suitable public liability, professional indemnity and buildings & content insurance cover are in place for all Romsey Mill's services and activities.

STATEMENT OF BOARD OF MANAGEMENT RESPONSIBILITIES

The Board of Management are required by company law to prepare financial statements each financial year which give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that year. In preparing those financial statements the Board of Management are required to:

(a) Select suitable accounting policies and then apply them consistently;
(b) Make judgements and estimates that are reasonable and prudent;
(c) Prepare the financial statements on a going concern basis unless it is inappropriate to assume that the Charity will continue in operation;
(d) State whether the policies adopted are in accordance with the Companies Act 2006 and with applicable accounting standards and statements of recommended practice, subject to any material departures disclosed and explained in the financial statements;
(e) Observe the methods and principals of the Charities SORP.

The Board of Management are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006.

The Board of Management 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.

The Board of Management confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities.

STATEMENT OF DISCLOSURE OF INFORMATION TO AUDITORS

In the case of each of the persons who are on the Board of Management at the time when the Board of Management report is approved;

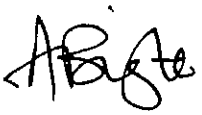
(a) So far as the Board of Management are aware, there is no relevant audit information (information needed by the Charity's auditors in connection with preparing their report) of which the Charity's auditors are unaware, and
(b) Each member of the Board of Management has taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Amounts are presented within items in the statement of financial activities and balance sheet in accordance with generally accepted accounting principles or practice, the Board of Management Members having had regard to the substance of the reported transaction or arrangement.

The Auditors, Prentis & Co LLP, will be proposed for re-appointment in accordance with Section 485 of the Companies Act 2016

APPROVAL

On behalf of the Board of Trustees/Directors

A Single (Chair):  Date: 15/11/23

INDEPENDENT AUDITORS REPORT TO THE BOARD OF MANAGEMENT OF ROMSEY MILL TRUST AND GROUP

FOR THE YEAR ENDED 31ST MARCH 2023

Opinion
We have audited the group financial statements of Romsey Mill Trust for the year ended 31st March 2023, which comprise Statement of Financial Activities, Group and Charity Balance Sheets, Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standards 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 Group and Charity's affairs as at 31st 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;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis of 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 Group and Charity in accordance with 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 insufficient and appropriate to provide a basis for our opinion.

Conclusions Relating to Going Concern
In auditing the group 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 group and charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

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

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

We have nothing to report in this regard.

INDEPENDENT AUDITORS REPORT TO THE BOARD OF MANAGEMENT OF ROMSEY MILL TRUST AND GROUP

FOR THE YEAR ENDED 31ST MARCH 2023

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the Group and Charity and it environment obtained in the course of the audit, we have not identified material misstatements in the Annual Report.

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

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

Responsibilities of the Board of Management
As explained more fully in the Board of Management's responsibilities statement set out on page 18 the Board of Management 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 they 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 Board of Management are responsible for assessing the Group and 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 Board of Management either intend to liquidate the Group or Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with ISAs (UK) will always deduct a material misstatement when it exists. Misstatements can arise from fraud or error and considered material if, individually or in 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
Irregularities, including fraud, are instances of non-compliance with laws and regulations. The primary responsibility for the prevention and detection of irregularities including fraud rests with both the management and those charged with governance of the group and charity. We designed 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:

We have considered the nature of the industry and sector, control environment, laws and regulations and business performance of the group and charity, including its remuneration policies. Laws and regulations considered included, but were not limited to, the Companies Act 2006, Charities Act 2011, Charity SORP and FRS102.

We have enquired with management in regards to their own assessment of the risks of irregularities, including fraud. We also enquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

We have obtained relevant documentation and representations in order to form an opinion on potential irregularities, including fraud.

We considered the opportunities and incentives that may exist within the organisation for fraud.

INDEPENDENT AUDITORS REPORT TO THE BOARD OF MANAGEMENT OF ROMSEY MILL TRUST AND GROUP

FOR THE YEAR ENDED 31ST MARCH 2023

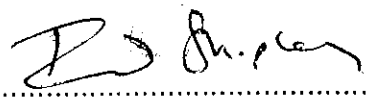
Based on this understanding, we designed specific audit procedures to identify instances of non-compliance with laws and regulations, including obtaining additional corroborative evidence as required. Examples of procedures included reviewing large and unusual transactions, reviewing large and unexpected variances, reviewing journal entries and reviewing legal correspondence.

There are inherent limitations in the audit procedures described above, not at least as sampling is used under International Auditing Standards, therefore not all transactions are reviewed. This means there is a risk we will not detect all irregularities including those leading to a material misstatement in the financial statements or non-compliance with regulations. The risk of not detecting a material misstatement due to fraud is also higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, collusion, omission or intentional misrepresentation.

Relevant identified laws and regulations were communicated within the engagement team so they remained alert throughout the audit for indications of fraud or non-compliance.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilites. This description forms part of our Auditor's report.

Use of our Report
This report is made solely to the Group and Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Group and Charity's members those matters, we are required to state to them in a 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 Group and Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



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Ian Shipley FCCA, Senior Statutory Auditor
for and on behalf of Prentis & Co LLP, Chartered Accountants and Statutory Auditors

115c Milton Road
Cambridge
CB4 1XE

4th December 2023.

ROMSEY MILL TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2023

	Note	Unrestricted Funds £	Restricted Funds Romsey Mill Centre Funds £	Restricted Funds Other Restricted Funds £	Total 2023 £	Unrestricted Funds £	Restricted Funds Romsey Mill Centre Funds £	Restricted Funds Other Restricted Funds £	Total 2022 £
Income									
Donations and legacies	2a	189,166	-	-	189,166	162,355	-	-	162,355
Other trading activities	2b	180,892	-	-	180,892	182,653	-	-	182,653
Investment income		1,044	-	-	1,044	311	-	-	311
Charitable activities:	11								
Youth Development and Alternative Education		80,031	-	524,681	604,712	50,200	-	425,062	475,262
Aspire Programme		127,361	-	97,459	224,820	148,730	-	35,573	184,303
Young Parents Programme		88,045	-	79,571	167,616	85,895	-	46,314	132,209
Pre-Schools		93,693	-	-	93,693	93,072	-	-	93,072
Community activities		82,881	-	-	82,881	50,765	-	-	50,765
TOTAL INCOME		843,113	-	701,711	1,544,824	773,981	-	506,949	1,280,930
Expenditure									
Expenditure on raising funds:									
Cost of generating voluntary income		66,295	-	-	66,295	64,684	-	-	64,684
Cost of activities for generating funds		140,548	-	-	140,548	123,642	-	-	123,642
Charitable activities:	3								
Youth Development and Alternative Education		139,002	-	512,575	651,577	83,394	-	412,014	495,408
Other expenditure		-	-	11,119	11,119	-	-	40,725	40,725
Aspire Programme		118,077	-	78,195	196,272	133,825	-	16,463	150,288
Young Parents Programme		113,222	-	79,571	192,793	96,965	-	66,314	163,279
Pre-Schools		164,663	-	-	164,663	135,441	-	-	135,441
Community Activities		62,306	-	-	62,306	45,142	-	-	45,142
TOTAL EXPENDITURE		804,113	-	681,460	1,485,573	683,093	-	535,516	1,218,609
Net income/(expenditure)	6	39,000	-	20,251	59,251	90,888	-	(28,567)	62,321
Reconciliation of funds									
Total funds brought forward		873,345	881,381	100,469	1,855,195	782,457	881,381	129,036	1,792,874
Total funds carried forward		912,345	881,381	120,720	1,914,446	873,345	881,381	100,469	1,855,195

CONSOLIDATED BALANCE SHEET
AS AT 31ST MARCH 2023

	Note	2023 £	£	2022 £	£
FIXED ASSETS					
Tangible fixed assets	8		958,253		956,451
CURRENT ASSETS					
Debtors and prepayments	9	294,648		147,236	
Deposit accounts		165,000		163,000	
Cash at bank and in hand		651,125		744,464	
		1,110,773		1,054,700	
LIABILITIES					
Creditors: falling due within one year	10	154,580		155,956	
NET CURRENT ASSETS			956,193		898,744
NET ASSETS			1,914,446		1,855,195
THE FUNDS OF THE CHARITY					
Unrestricted funds:					
General funds		892,345		853,345	
Designated funds	13	20,000		20,000	
			912,345		873,345
Restricted funds:					
Other restricted funds	11	120,720		100,469	
Romsey Mill Centre funds	12	881,381		881,381	
			1,002,101		981,850
TOTAL CHARITY FUNDS			1,914,446		1,855,195

Approved by the Board of Management on 15th Nov 2023

.....
A Single (Chair)

CHARITY BALANCE SHEET
AS AT 31ST MARCH 2023

	Note	2023 £	£	2022 £	£
FIXED ASSETS					
Tangible fixed assets	8		957,022		955,311
CURRENT ASSETS					
Debtors and prepayments	9	393,333		192,032	
Deposit accounts		165,000		163,000	
Cash at bank and in hand		551,076		698,349	
		1,109,409		1,053,381	
LIABILITIES					
Creditors: falling due within one year	10	153,217		154,635	
NET CURRENT ASSETS			956,192		898,746
NET ASSETS			1,913,214		1,854,057
THE FUNDS OF THE CHARITY					
Unrestricted funds:					
General funds		891,113		852,207	
Designated funds	13	20,000		20,000	
			911,113		872,207
Restricted funds:					
Other restricted funds	11	120,720		100,469	
Romsey Mill Centre funds	12	881,381		881,381	
			1,002,101		981,850
TOTAL CHARITY FUNDS			1,913,214		1,854,057

Approved by the Board of Management on 15th Nov 2023

.....
A Single (Chair)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31ST MARCH 2023

	Note	2023 £	2022 £
Net cash provided by/(used in) operating activities	16	(64,496)	140,712
Cash flows from investing activities:			
Interest received		1,044	311
Purchase of tangible fixed assets		(27,887)	(63,407)
Net cash used in investing activities		(26,843)	(63,096)
Change in cash and cash equivalents in the reporting period		(91,339)	77,616
Cash and cash equivalents at the beginning of the reporting period		907,464	829,848
Cash and cash equivalents at the end of the reporting period		816,125	907,464

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023

1. ACCOUNTING POLICIES

Basis of preparation and assessment of going concern

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these financial statements. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) issued October 2019 (effective January 2019) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and Companies Act 2006.

The Trust constitutes a public benefit entity as defined by FRS 102.

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

Group Financial Statements

These financial statements consolidate the results of the Charity and Cara Coffee Limited

Functional and Presentation Currency

These consolidated financial statements are presented in pounds sterling which is the Charity's and subsidiary's functional currency. All amounts have been rounded to the nearest pound, unless otherwise indicated.

Income Recognition

Income is recognised when the charity has entitlement to the funds, any conditions attached to the income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' or 'revenue' grants, is recognised when the charity has entitlement to the funds, any conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Expenditure Recognition

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 obligation can be measured reliably.

Expenditure incurred on fundraising and publicity to generate unrestricted income to support direct charitable activities is included in costs of generating funds. That incurred to generate restricted income is included in support costs (see note 4 below).

Allocation of Support Costs

Support costs ae those functions that assist the work of the charity but do not directly undertake charitable activities. Supports costs include back office costs, finance, personnel, payroll and governance costs which support the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The basis on which support costs have been allocated are set out in note 4.

Depreciation

Depreciation is not provided on the freehold building as any provision (annual or cumulative) would not be material due to its expected remaining useful economic life and because its expected residual value is not materially less than its carrying value. The Trust has a policy of regular structural inspection, repair and maintenance and the building is therefore unlikely to deteriorate or suffer from obsolescence. Floor coverings within the building are depreciated over 10 years on a straight line basis.

Depreciation on all other assets is provided at the following rates in order to write off each asset over its estimated useful life down to its residual value:

- Fixtures and fittings - 20% straight line and Computer equipment - over 3 or 5 years dependant on the asset use
- Motor vehicles - 20% straight line

Pension Costs

Romsey Mill contributes, on certain conditions, into employees' own pension schemes. Contributions payable are charged to the statement of financial activities in the period to which they relate.

Fund Accounting

Unrestricted funds are available to spend on activities which further any of the purposes of the charity. Designated funds are unrestricted funds which the trustees have decided at their discretion to set aside to use for a specific purposes. Restricted funds are for use solely as specified by the donor for particular areas of the charity's work.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023

2. INCOME

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
a) Donations and legacies						
Donations from businesses	14,291	-	14,291	4,464	-	4,464
Donations from individuals	72,797	-	72,797	104,983	-	104,983
Legacies	75,438	-	75,438	-	-	-
Tax reclaimed (gift aid)	4,071	-	4,071	16,288	-	16,288
Donations from Churches and Chapels	5,473	-	5,473	6,059	-	6,059
Donations from Community Groups	6,596	-	6,596	3,957	-	3,957
Grants from Trusts	10,500	-	10,500	8,000	-	8,000
Other income	-	-	-	18,604	-	18,604
	189,166	-	189,166	162,355	-	162,355
b) Other trading activities						
Charity shop	70,493	-	70,493	60,432	-	60,432
Events	27,431	-	27,431	7,532	-	7,532
Cara Coffee Shop	82,968	-	82,968	80,667	-	80,667
Business support grants	-	-	-	32,001	-	32,001
Furlough and other Covid-19 funds	-	-	-	2,021	-	2,021
	180,892	-	180,892	182,653	-	182,653

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023

3. EXPENDITURE ON CHARITABLE ACTIVITIES

Activity	Activities undertaken directly £	Support costs (note 4) £	Total 2023 £	Activities undertaken directly £	Support costs (note 4) £	Total 2022 £
Youth Development and Alternative Education and other expenditure	517,532	145,164	662,696	385,129	151,004	536,133
Aspire Programme	138,567	57,705	196,272	102,997	47,291	150,288
Young Parents Programme	137,609	55,184	192,793	104,430	58,849	163,279
Pre-Schools	131,887	32,776	164,663	94,708	40,733	135,441
Community Activities	-	62,306	62,306	30,645	14,497	45,142
	925,595	353,135	1,278,730	717,909	312,374	1,030,283

4. SUPPORT COSTS

	Administration £	Management £	Raising Restricted Funds £	Education & Awareness £	Total 2023 £	Administration £	Management £	Raising Restricted Funds £	Education & Awareness £	Total 2022 £
Youth Development and Alternative Education and other expenditure	61,348	23,428	56,887	3,501	145,164	75,234	23,368	47,619	4,783	151,004
Aspire Programme	27,295	10,040	18,962	1,408	57,705	28,353	9,224	8,449	1,265	47,291
Young Parents Programme	21,645	13,387	18,962	1,190	55,184	25,826	12,299	19,201	1,523	58,849
Pre-Schools	27,343	4,016	-	1,417	32,776	33,761	3,690	1,536	1,746	40,733
Community Activities	60,783	1,339	-	184	62,306	12,939	1,230	328	-	14,497
	198,414	52,210	94,811	7,700	353,135	176,113	49,811	77,133	9,317	312,374

The Trust allocates its support costs as shown in the note above. The majority being for administrative and the raising of restricted funds as these contribute highest to supporting the Trust's activities.

Administration is inclusive of general administration, office premises, finance and IT costs.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023

5. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	963,818	814,831
Social security costs	71,301	56,129
Pension costs	42,351	34,289
	1,077,470	905,249

There are 18 (2022: 20) full time and 43 (2022: 33) part time members of staff who are all involved in direct charitable activities. This equates to 37.6 full time equivalent staff at 31st March 2023. One employee received £60,000 or more in the year (2022: none). The charity's trustees received no remuneration during the year (2022: none).

The charity considers its key management to be its leadership and management team comprising the CEO and 3 senior managers. The aggregate remuneration of this team is £209,248. (2022: £201,044)

6. NET EXPENDITURE FOR THE YEAR

	Total 2023	Total 2022
	£	£
This is stated after charging:		
Auditors' remuneration	5,514	5,018

7. TAXATION

As a registered charity, Romsey Mill Trust is generally exempt from Income Tax and Capital Gains Tax, but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

8. TANGIBLE FIXED ASSETS (GROUP AND CHARITY) CURRENT YEAR

	Motor Vehicles	Land & Buildings	Fixtures & Fittings	Total
As at 1st April 2022	23,634	935,879	246,163	1,205,676
Additions	-	-	28,102	28,102
Disposals	-	-	(215)	(215)
As at 31st March 2023	23,634	935,879	274,050	1,233,563
Depreciation				
As at 1st April 2022	3,545	54,498	191,182	249,225
Charge for the period	4,727	-	21,358	26,085
As at 31st March 2023	8,272	54,498	212,540	275,310
Net Book Value				
As at 31st March 2023 - GROUP	15,362	881,381	61,510	958,253
As at 31st March 2023 - CHARITY	15,362	881,381	60,279	957,022

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023

TANGIBLE FIXED ASSETS (GROUP AND CHARITY) PRIOR YEAR	Motor Vehicles	Land & Buildings	Fixtures & Fittings	Total
Cost	£	£	£	£
As at 1st April 2021	-	935,879	206,390	1,142,269
Additions	23,634	-	39,773	63,407
As at 31st March 2022	23,634	935,879	246,163	1,205,676
Depreciation				
As at 1st April 2021	-	54,498	176,107	230,605
Charge for the period	3,545	-	15,075	18,620
As at 31st March 2022	3,545	54,498	191,182	249,225
Net Book Value				
As at 31st March 2022 - GROUP	20,089	881,381	54,981	956,451
As at 31st March 2022 - CHARITY	20,089	881,381	53,841	955,311

9. DEBTORS

	Group 2023	Charity 2023	Group 2022	Charity 2022
	£	£	£	£
Debtors	181,867	181,867	79,340	79,340
Prepayments and accrued income	112,781	112,514	67,896	67,186
Inter group balance	-	98,952	-	45,506
	294,648	393,333	147,236	192,032

10. CREDITORS: FALLING DUE WITHIN ONE YEAR

	Group 2023	Charity 2023	Group 2022	Charity 2022
	£	£	£	£
Trade creditors	13,216	12,550	14,359	13,803
Other taxes and social security costs	19,587	19,587	18,497	18,497
Other creditors, accruals and deferred income	121,777	121,080	123,100	122,335
	154,580	153,217	155,956	154,635

11. RESTRICTED FUNDS - CURRENT YEAR

	At 1st April 2022	Income	Expenditure	At 31st March 2023
Youth Development and Alternative Education	£	£	£	£
Youth Music	37,434	39,930	47,417	29,947
The Leys	3,687	1,823	5,510	-
The Cherry Family	-	12,971	3,244	9,727
Shelford & Stapleford Youth Initiative	-	7,244	7,244	-
Rathbones	5,000	12,065	12,348	4,717
Souter Charitable Trust	-	3,000	-	3,000
Howard Foundation	-	4,000	4,000	-
Cambourne Youth Partnership	-	42,000	42,000	-
Beacon Youth Trust	-	45,284	45,284	-
Cambridge City Council Community Development	-	26,000	26,000	-
CSK Peterborough	-	6,395	6,395	-
The National Lottery	9,076	141,072	143,834	6,314
The National Lottery - Training	11,343	48,592	35,544	24,391
Hampton Parish Council	1,950	-	1,950	-
Children in Need	-	31,453	31,453	-
Beaverbrook	-	1,000	1,000	-
Screwfix	-	992	992	-
Fullscope	-	51,469	51,469	-
Northstowe	-	15,750	15,750	-
Police & Commissioners	-	3,145	3,145	-
HAF	-	5,625	5,625	-
Orchard Park	-	5,953	5,953	-
c/fwd to page 31	68,490	505,763	496,157	78,096

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023

11. RESTRICTED FUNDS - CURRENT YEAR .....CONTINUED

	At 1st April 2022	Income	Expenditure	At 31st March 2023
	£	£	£	£
b/fwd from page 30	68,490	505,763	496,157	78,096
Youth Development and Alternative Education				
Camb Skills YWT	-	10,293	7,793	2,500
NYA	-	8,625	8,625	-
	68,490	524,681	512,575	80,596
Other restricted funds				
Cambridgeshire Business Golf Society	11,119	-	11,119	-
	11,119	-	11,119	-
Young Parents Programme				
Comic Relief	-	51,068	51,068	-
Cambridge City Council Community Development	-	5,500	5,500	-
Cambridgeshire Skills	-	22,003	22,003	-
Warm Spaces	-	1,000	1,000	-
	-	79,571	79,571	-
Aspire Programme				
Baily Thomas	-	4,000	2,000	2,000
The Blunt Trust	150	-	150	-
Frank Litchfield	-	1,000	500	500
CCF	-	3,499	875	2,624
Cultivate	-	7,500	2,500	5,000
Christmas Appeal	17,591	-	17,591	-
South Cambs YP Fund	3,119	-	3,119	-
Henry Smith	-	40,000	30,000	10,000
Cambridge County	-	20,000	-	20,000
ARM	-	21,460	21,460	-
	20,860	97,459	78,195	40,124
	100,469	701,711	681,460	120,720

11. RESTRICTED FUNDS - PRIOR YEAR

	At 1st April 2021	Income	Expenditure	At 31st March 2022
Youth Development and Alternative Education	£	£	£	£
Youth Music	5,900	49,912	18,378	37,434
The Leys	-	4,916	1,229	3,687
Shelford and Stapleford Youth Initiative	-	6,748	6,748	-
Earl of Fitzwilliam	-	1,000	1,000	-
John Huntingdon's Charity	-	4,500	4,500	-
Rathbones	3,750	7,331	6,081	5,000
Cambridgeshire Skills	-	4,289	4,289	-
National Youth Work Agency	-	10,000	10,000	-
Souter Charitable Trust	5,450	-	5,450	-
Howard Foundation	4,000	4,000	8,000	-
Cambourne Youth Partnership	9,500	36,000	45,500	-
Beacon Youth Trust	-	30,631	30,631	-
Cambridge City Community Development	-	16,000	16,000	-
CSK Peterborough	-	8,954	8,954	-
ARM	-	21,460	21,460	-
St Barnabas	2,470	1,644	4,114	-
The National Lottery	-	136,964	127,888	9,076
The National Lottery - Training	-	47,250	35,907	11,343
c/fwd to page 32	31,070	391,599	356,129	66,540

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023

11. RESTRICTED FUNDS - PRIOR YEAR .....CONTINUED

	At 1st April 2021	Income	Expenditure	At 31st March 2022
	£	£	£	£
b/fwd from page 31	31,070	391,599	356,129	66,540
Youth Development and Alternative Education				
Living Sport	-	2,540	2,540	-
Hampton Parish Council	-	5,000	3,050	1,950
Children in Need	21,872	25,923	47,795	-
BPHA Trumpington	2,500	-	2,500	-
	55,442	425,062	412,014	68,490
Other restricted funds				
Co-op minibus	15,066	-	15,066	-
Betty Lawes Foundation	10,000	-	10,000	-
YEF	6,778	-	6,778	-
Cambridgeshire Business Golf Society	20,000	-	8,881	11,119
	51,844	-	40,725	11,119
Young Parents Programme				
Comic Relief	20,000	23,178	43,178	-
Cambridge City Council Community Development	-	5,500	5,500	-
Care to Learn	-	7,946	7,946	-
Cambridgeshire Skills	-	9,690	9,690	-
	20,000	46,314	66,314	-
Aspire Programme				
PYE Foundation	1,750	3,500	5,250	-
The Blunt Trust	-	200	50	150
Cambridge City Council Community Development	-	3,000	3,000	-
Christmas Appeal	-	24,715	7,124	17,591
South Cambs YP Fund	-	4,158	1,039	3,119
	1,750	35,573	16,463	20,860
	129,036	506,949	535,516	100,469

The restricted funds being carried forward at the end of the year generally represent grants received in advance for work to be carried out in the following year.

For information regarding the various activities outlined above, see pages 2 - 3 of the accounts.

12. ROMSEY MILL CENTRE FUND - CURRENT YEAR

	At 1st April 2022	Income	Expenditure	Transfers	At 31st March 2023
	£	£	£	£	£
Romsey Mill Centre	881,381	-	-	-	881,381

ROMSEY MILL CENTRE FUND - PRIOR YEAR

	At 1st April 2021	Income	Expenditure	Transfers	At 31st March 2022
	£	£	£	£	£
Romsey Mill Centre	881,381	-	-	-	881,381

The purpose of the Fund is to represent the net book value of the building in Note 8.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023

13. DESIGNATED FUNDS - CURRENT YEAR

	At 1st April 2022	Income	Expenditure	Transfers	At 31st March 2023
	£	£	£	£	£
Building Maintenance Reserve	5,000	-	(3,000)	3,000	5,000
Aspire Programme	15,000	-	-	(15,000)	-
Programmes	-	-	-	15,000	15,000
	20,000	-	(3,000)	3,000	20,000

DESIGNATED FUNDS - PRIOR YEAR

	At 1st April 2021	Income	Expenditure	Transfers	At 31st March 2022
	£	£	£	£	£
Vehicle Renewal and Repairs Reserve funding may not cover.	5,000	-	(5,000)	-	-
Building Maintenance Reserve	5,000	5,000	(5,000)	-	5,000
Covid-19 Contingency Fund	100,000	-	-	(100,000)	-
Aspire Programme	-	-	-	15,000	15,000
	110,000	5,000	(10,000)	(85,000)	20,000

The above transfers are reflected within unrestricted funds in the Statement of Financial Activities.

Building Maintenance Reserve
This reserve is to ensure Romsey Mill Trust has funds to meet the costs of unanticipated major repairs to the building.

Programmes
This reserve is to ensure Romsey Mill Trust has the funds to meet the costs of its ongoing programmes in which restricted funding may not cover.

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS - GROUP

CURRENT YEAR

	Unrestricted funds		Restricted funds		
	General funds	Designated funds	Romsey Mill Centre	Other Restricted funds	2023 Total
	£	£	£	£	£
Fixed assets	76,872	-	881,381	-	958,253
Net current assets	815,473	20,000	-	120,720	956,193
	892,345	20,000	881,381	120,720	1,914,446

ANALYSIS OF NET ASSETS BETWEEN FUNDS - GROUP
PRIOR YEAR

	Unrestricted funds		Restricted funds		
	General funds	Designated funds	Romsey Mill Centre	Other Restricted funds	2022 Total
	£	£	£	£	£
Fixed assets	75,070	-	881,381	-	956,451
Net current assets	778,275	20,000	-	100,469	898,744
	853,345	20,000	881,381	100,469	1,855,195

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023

15. RELATED PARTY TRANSACTIONS

Throughout the year the charity was controlled jointly by the Board of Management.

No expenses were reimbursed to Trustees by the charity during the year (2022: £75).

Fee income of £621 was received from Trustees during the year (£Nil: 2022). These were at the market rate.

A trustee (N Taylor) is also a trustee of Cambourne Youth Partnership, a charity which during the year was engaged in a contract with Romsey Mill Trust for the provision of a part time Youth Development Worker. This contract is operated on an arms length basis.

The charity formed a subsidiary company, Cara Coffee Limited, on 23rd March 2019. Two trustees, J Hildersley and K Pearson are directors, together with the charity's CEO, N Perry.

16. RECONCILIATION OF EXPENDITURE TO NET CASH FLOWS FROM OPERATING ACTIVITIES (GROUP AND CHARITY)

	2023	2022
	£	£
Net movement in funds	59,251	62,321
Adjustments for:		
Less investment income	(1,044)	(311)
Add depreciation	26,085	18,620
Increase/(decrease) in creditors	(1,376)	66,240
Decrease/(Increase) in debtors	(147,412)	(6,158)
Net cash provided by/(used in) operating activities	(64,496)	140,712

17. OPERATING LEASE COMMITMENTS (GROUP AND CHARITY)

	2023	2022
	£	£
The following operating lease payments are committed to be paid:		
Total future commitments	12,000	12,000

18. INVESTMENTS - CHARITY SUBSIDIARIES

Cara Coffee Limited
Country of Incorporation: England and Wales
Nature of Business: Trading

Class of shares:	% Holding	Year ended 31st March 2023	Year ended 31st March 2022
Ordinary	100	£	£
Aggregate capital and reserves brought forward		1,141	1
Profit for the year		12,985	15,265
Donated to parent (Romsey Mill Trust)		(12,894)	(14,125)
Aggregate capital and reserves carried forward		1,232	1,141

The Trust was gifted 100% of the issued share capital of Cara Coffee Limited (company number 11901327), a company incorporated in England and Wales on 23rd March 2019. The Trustees deem the market value of these shares to be £Nil. The subsidiary undertaking is included within the consolidated accounts.

The charity formed a subsidiary company, Cara Coffee Limited, on 23rd March 2019. Two trustees, J Hildersley and K Pearson are directors, together with the charity's CEO, N Perry.

ROMSEY MILL TRUST

England & Wales - Charity number 1069905

Accounts

ROMSEY MILL TRUST

CONSOLIDATED REPORT AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022

WEDNESDAY

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COMPANIES HOUSE

ROMSEY MILL TRUST

CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022

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Linked Company:	Cara Coffee Limited: 11901327 (England and Wales)
Principal Address and Registered Office:	Romsey Mill Centre Hemingford Road Cambridge CB1 3BZ
Bankers:	Natwest Bank Fitzroy Street Branch 36 Fitzroy Street Cambridge CB1 1EW CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
Auditors:	Prentis & Co LLP Chartered Accountants & Statutory Auditors 115c Milton Road Cambridge CB4 1XE
Solicitors:	Ashtons Legal Chequers House 77-81 Newmarket Road Cambridge CB5 8EU
Registered Charity Number:	1069905
Registered Company Number:	03556721

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2022

The trustees are pleased to present their annual Board of Management Report together with the financial statements of the charity for the year ending 31st March 2022 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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) issued October 2019 (effective 1st January 2019).

BACKGROUND

Romsey Mill is a Cambridge based charity, creating opportunities with young people, children, their families and local communities in Cambridgeshire and Peterborough. Established as a community organisation in 1980, to provide facilities and develop activities with young people, families, and the wider community as an expression of Christian faith in action. Romsey Mill Trust became constituted as a charitable company in 1998.

Today, Romsey Mill is creating a wide range of opportunities that include: growing social connections and relationships; developing positive and developmental activities; providing practical and emotional care; enabling learning and skills progression; supporting equity and participation; nurturing compassion and well-being; fostering joy and hope. The Romsey Mill team are alongside families with pre-school children, teenage mothers, young fathers and children and young people living through serious life challenges. Romsey Mill also collaborates with, and provides support, guidance and training to a range of community groups and organisations.

DIRECTORS/TRUSTEES

The directors of the charitable company (the charity) are its Trustees and are collectively referred to as the Board of Management (the Board). The members of the Board of Management during the year were as follows:

Alistair Barry
Cara Cooper
Julian Hildersley
Kim Pearson
Tim Phipps
Marion Saunders (resigned 15th September 2021)
Angela Single (Chair of Trustees)
Nigel Taylor
Stewart Taylor (resigned 27th July 2022)
Colin Makin (appointed 15th September 2021)

LEADERSHIP & MANAGEMENT

Neil Perry (Chief Executive Officer)
James Bennett (Programme Manager)
Diane Hicks (Operations & Resources Manager)
Neil Thompson (Fundraising & Communications Manager)

OBJECTIVES, ACTIVITIES AND PUBLIC BENEFIT

Romsey Mill's Vision, Mission and Objects:

Romsey Mill's vision is of transformed society where all young people, children, and families fully belong, positively contribute, and thrive.

Working to make this vision a reality, the mission and intent of Romsey Mill is to create opportunities with young people and families to overcome disadvantage, promote inclusion and develop personal, social, and spiritual wellbeing.

The current geographical focus of our charitable work is Cambridgeshire and Peterborough. We also provide development and learning opportunities to people in other parts of the United Kingdom.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2022

Romsey Mill's vision for the future and purpose in the present are inspired by beliefs and values rooted in Christian faith. We work openly and inclusively with people of any faith and of none. Romsey Mill's charitable objects are set out in our Memorandum of Association and can be summarised as follows:

(a) To advance education

(b) To promote good citizenship for the public benefit with the commitment to promote equal opportunities for those individuals and groups who encounter discrimination

(c) To advance the Christian faith

(d) To provide help, advice, and positive support to those in economic or other need or hardship

(e) To promote and fulfil such other charitable purposes as the Trustees may from time-to-time think fit

Principal Aims & Activities:
In pursuance of our charitable objects and to achieve our strategic outcomes, Romsey Mill puts relationships at the heart of who we are and all that we do. In our commitment to overcoming disadvantage and growing opportunities with young people, children and families, we collaborate to develop more connected and resilient communities. We engage with participants in varied and flexible ways. For families with young children this includes early years care & education; parenting support at home and in community settings; information advice and guidance on matters including housing and financial support, adult learning and life skills courses. For young people this includes detached, tailored, and open access youth work; outreach into schools; mentoring 1-to-1 and in small groups; interest-based activities (including arts, music, music technology, sports); alternative education & vocational courses; leisure, cultural and outdoor residential experiences.

The Romsey Mill team builds relationships with young people, children and families in Cambridgeshire and Peterborough, particularly with those experiencing multiple life challenges and significant disadvantage. We are co-creating and continually shaping our programmes with participants and partners; we work to develop facilities that are local hubs of welcome, belonging and purpose.

During the 2021-22 year that this report relates to, Romsey Mill managed the continuing impact of the Covid pandemic, responding to required Government directives. Even so, we carried on growing relationships and undertaking our charitable work within the following spheres:

- *Pre-school* – developing local community connections and directly supporting families by providing care and education for children from the term after their second birthday to when they start nursery or reception class at primary school. Operating from our two purpose-designed Ofsted registered settings, children enjoy learning and growing together through creative play and other shared activities. The focus of our Early Years care and education with the children includes communication and language; physical development; personal, social, and emotional development; literacy; mathematics; understanding the world; expressive arts and design.

- *Young Parents* – coordinating and contributing to the improvement of support available to young parents across Cambridgeshire and leading the direct provision of support in Cambridge for teenage and *young* parents (first-time mums 19 years of age and under, dads up to 25). We provide specialist personal, educational, health, and parenting support (including housing, finances, education, and employment advice) to equip young parents and their children for positive futures.

- *Aspire* – with autistic young people (age 9-18+ years). Autism is a lifelong developmental disability which affects how people communicate and interact with the world. Our team create social space and positive group activities, provide learning support and mentoring, model and teach life skills. We also give support to parents of autistic young people, liaise with education and social care professionals, and sign-post families to other places of help and advice.

- *Youth Development* – engaging in supportive relationships with 13-25-year-olds who are facing considerable life challenges; co-creating positive activities, offering advice, skills development and guidance into education, training, and employment. Our Youth Development Team's work integrates community-based activities and young-person led projects, 1-1 support and mentoring, Alternative Education in partnership with schools, personal & spiritual development initiatives in partnership with local churches, post-16 and post-19 progressions support/guidance.

- *Community Development* – Romsey Mill helps to grow relationally connected communities. We encourage and facilitate community members to come together and develop initiatives which generate solutions to common challenges (usually focussed on building stronger and more resilient local communities for young people, children, and families). We promote equality, inclusion, diversity and social justice, through the organisation, education, and empowerment of people within their communities. Romsey Mill manages community buildings and facilities that are available for full use by the general public. We also set up and run social enterprises offering a range of volunteering and training opportunities.

We work from a variety of community buildings and facilities across Cambridge, the South Cambridgeshire district, and in Hampton (Peterborough). *Romsey Mill Centre,* located in Cambridge city, is the main office for Romsey Mill's team.

The range of Romsey Mill's work is resourced through:

- financial and in-kind donations from individuals, groups, organisations, businesses
- grants from Trusts and Foundations
- statutory grants & contracts
- Romsey Mill's own 'enterprise-income'. This social enterprise activity includes training courses, a charity retail shop offering a range of affordable clothing and household items, a community-run coffee shop, and the hire of meeting rooms and other facilities.

For the most part, our activities and services are free of charge to participants; where there is a cost for some specific activities, concessions are made for people in financial need.

Romsey Mill engages in partnership working, structured and informal, collaboration with a broad range of groups and bodies. They include other voluntary organisations, churches, schools, colleges, universities, community-led groups, local businesses and larger companies, local authorities, and other public sector bodies. Partnership work opens more effective ways to engage with young people, children and families and grow community capacity and resilience than acting alone.

Staff and Volunteers:
On 31st March 2022, the Romsey Mill salaried staff team comprised 53 employees (previous year - 51): 20 full-time (previous year - 19); 33 part-time (previous year - 32); with a full-time-equivalent of 34.7 staff members (previous year - 33.6). Volunteers continue to fulfil very important roles within the life of Romsey Mill across many areas of our programme activities and operations. In the 2021-2022 year, our charitable work benefitted from the commitment and skill of 107 regular volunteers (previous year - 75). Romsey Mill would usually be supported by 70+ volunteers at one-off events or activities but due to ongoing Covid restrictions, for a second year we did not run our normal schedule of events. Students undertaking courses of study with Anglia Ruskin University, University of Cambridge, and local Sixth-Form Centres normally undertake placements with Romsey Mill as part of their learning. These opportunities continued to be negatively impacted due to Covid. Romsey Mill's trustees/company directors all give their time, experience, and skill on a voluntary basis.

Public Benefit Statement:
The Trustees have referred to the information contained in the Charity Commission's general guidance on public benefit when reviewing the aims and objectives and in planning future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives Romsey Mill has set. The Board also re-evaluates the strategic priorities of the charity from time to time to ensure that they meet current needs and remain focused on the charity's stated purposes. The 'Achievements and Performance' section of this report provides a summary of how Romsey Mill's activities have provided benefit to a broad range of people.

Specific objectives, set for the two-year period from April 2021 to March 2023, are:

- Reconfigure our Young Parents Programme staff team and delivery model for new Cambridgeshire County Council Contract, taking into account Comic Relief funding for the Children Survive and Thrive: Rise and Shine project.
- Undertake focussed work to secure new sources of funding, including from Trust Funders and local community, for our Aspire programme and our Youth Development Teams' work with vulnerable young people in Peterborough.
- Complete contract agreement with Cambridge City Council to run new Mill Road Community Centre; in collaboration with the local volunteer-run group Petersfield Area Community Trust, establish a management group and produce budget and business plan; complete fit-out; appoint staff; open centre.
- Continue work in partnership with Cambourne Youth Partnership and Cambourne Town Council to finalise funding arrangements enabling commencement of building work for new youth facility.
- Complete a business plan for Youth Work training and secure additional and more sustainable funding for the ongoing delivery and development of accredited youth work training and mentoring opportunities by Romsey Mill, for volunteers and career youth workers in Cambridgeshire, Peterborough and beyond.
- Refresh identity/brand map/logo considering the relational DNA of Romsey Mill's work.
- Apply learning from the Youth Development Team's Theory of Change capacity building project with NPC and develop a Theory of Change with Aspire and Young Parents Programmes.
- Improve the set of measurement tools we are using to measure outputs, outcomes, and impact across our Programmes.
- Review current operational and administrative capability and function, then develop and implement an improvement and capacity building plan.
- Undertake thinking and planning to grow leadership capacity and ensure capability development (particularly regarding Coordinator and LMT roles) and to strengthen our retention and succession planning.
- Complete research and then implement 'Relational thinking and practice' within Romsey Mill, focusing on how our attitudes, behaviours and actions can help to grow stronger relationships and looking at how we might measure this alongside other monitoring and measurement work, linking with our Theory of Change work.
- Carry out a review and assessment of Romsey Mill's current approaches to diversity, inclusion, equalities, and participation related to Romsey Mill's governance, employment practice and programme activities, leading to the development and implementation of an improvement plan.
- Implementation of Donorfy CRM and new Romsey Mill website, followed by sustained effective utilisation with review and development after 6 months of going 'live', and annually thereafter.

Achievements and Performance
The following includes general achievements and performance as well as progress against the specific objectives set for 2021 – 2023.

On 22nd February 2021 the UK Government published a roadmap for lifting the lockdown linked to the Covid pandemic. In April 2021, the first month of the reporting period for this report, non-essential retail, public buildings, and outside venues reopened, though wider social contact rules continued to apply in all. In July 2021, most legal limits on social contact were removed. However, in December 2021 the Government announced a move to 'Plan B' measures (winter plan for Covid) in England, following the spread of the Omicron variant. Throughout this second year with Covid, Romsey Mill provided significant support to young

people, children, their families, and the local community, adapting as needed to the conditions and capacity issues arising from the pandemic.

In addition to our core Programme, we continued to perform a role in helping to coordinate and support local community responses in the Petersfield and Coleridge Wards of Cambridge city; and offering advice to the mutual aid group in Romsey Ward, as and when requested.

The following key achievements were brought to fruition during the 2021-22 year in accordance with Romsey Mill's charitable objects.

Advancing education:
Learning and Development opportunities were planned and provided by all of Romsey Mill's Programme teams. We continued to adapt our methods of delivery, using online video platforms and in-person meeting spaces with appropriate social distancing.

In the 2021-22-year, Government Covid guidance specified that Early Years settings should operate as consistently as possible to provide care and education, particularly for vulnerable families. Romsey Mill provided ***Pre-school*** sessions from both our settings with staff team members supporting all families registered with us. Where any children were not in regular attendance, we kept in contact through regular 'Safe and Well' phone calls to help ensure families weren't struggling alone. The team also carried on supporting families to access Foodbanks and other welfare provisions. Pre-school worked extremely hard this year to ensure our settings remained Covid-safe.

Across our two ***Pre-School*** care and education settings (both in Cambridge city) we had 63 children on register (previous year: 56). Of these, 19 children were eligible during the year for the 2-year-old funding entitlement for disadvantaged families (previous year: 32). Families of 37 children were in receipt of the Government's three-year-old funding grant, with only 7 families paying any fees (previous year: 2). The updated Early Years Foundation Stage was implemented in settings. Continually looking to strengthen our practice, team members in both of our settings undertook training on how we can improve Literacy and Mathematics through play.

Romsey Mill's ***Young Parents Programme*** (YPP) worked creatively and flexibly, throughout the year, to maintain our provision of learning and development opportunities. In recognition of our expertise and role as county coordinators we were invited to join a small group of Education Inclusion Officers and other professionals to update the policy/guidance given to schools regarding young mums and young dads. The main education and learning opportunities that Romsey Mill provided during the year were:

- The 'SHINE' self-esteem and confidence building course ran (6 weekly sessions) during the summer term of 2021, with 6 young mums participating (the previous year we were unable to deliver this due to Covid).
- Our 'Healthy Cooking on a Budget' course (10 weekly sessions) ran in Autumn 2021, with 6 mums and 1 dad participating (previous year: 4 learners).
- The 'Arts Award' (Bronze level, 10 weekly sessions) delivered in collaboration with the Fitzwilliam Museum, ran in-person during Spring 2022. We welcomed 6 young mums as learners on this course (previous year: 3 learners).
- Two new parenting courses - Sew and Thrive (over 4 weeks) which 3 mums accessed, and Creative Play (over 5 weeks) which 6 mums, 2 dads and their children attended.
- Five antenatal courses over the year, all of which were still online as unvaccinated pregnant women were at high risk of Covid complications (and several of the families chose not to be vaccinated). Over the 5 courses 20 mums (previous year: 21 mums) and 9 dads mums (previous year: 5 dads) attended. These parents were from Cambridge (14), South Cambs (9) and East Cambs (6).
- Two accident prevention and first aid sessions which were attended by 8 dads and 6 mums (the previous year we ran one 'First Aid' course, delivered online, with 4 mums and 2 dads attending).

The educational opportunities that the Young Parent Programme offers through our short courses helps young parents to gain confidence in learning which, in turn, encourages those who are ready to start a college course or engage in the world of work.

Our ***Youth Development Team*** (YDT) saw a significant rise in the numbers of young people engaging with learning and development opportunities from across Cambridge, South Cambs, and Peterborough in the 2021-22 year as Covid restrictions lifted. Open-Access Youth Clubs could not operate through the first year of the pandemic and so our engagement with young people in the previous year focussed on one-to-one and smaller group work with those most at risk. Engagement in 2021-22 came through regular open access youth work sessions and informal groups of varying sizes in local communities, school-based small group work and one-to-one sessions, trips and other one-off activities. In summary, the key education and learning opportunities that Romsey Mill provided during the year were:

- 796 young people engaged in informal learning through regular open access youth work sessions.
- 246 young people engaged in informal learning through targeted community-based group work.
- 55 activity trips and 2 outdoor residentials provided.
- 62 young people supported with their education through school-based group work.
- 39 young people supported with their education through school-based 1:1 sessions.
- Engagement/partnership work with 5 Primary Schools.
- Engagement/partnership work with 13 Secondary Schools.
- Engagement/partnership work with 1 Alternative Provision Academy.

Through the year we continued our delivery of ***Youth Work Training*** courses and workshops to Romsey Mill's young leaders, other volunteers, and employees based with Romsey Mill and from other organisations. The activities and outcomes achieved were:

- 39 learners enrolled on a Level-2 Youth Work course in February 2022 with 34 learners completing the course sessions at the end of May 2022. 32 learners submitted workbooks in June and July with evidence of learning and achieved the required level to gain a level 2 qualification (previous year: 41 enrolled with 36 gaining qualification).
- 11 learners enrolled on the Level-3 Youth Work course in September 2021. 10 learners completed the course sessions with 7 learners producing the necessary evidence to achieve the qualification (previous year: 7 enrolled with 5 learners gaining qualification).
- We ran 5 training workshops/webinars (previous year: 4) covering the following themes - 'Introduction to Youth Work', 'Detached Youth Work' X 2, 'Managing Challenging Behaviour in Youth Work', 'Meeting young people where they're at'. In total 117 participants attended these learning and development workshops (previous year: 93).

The autistic children and young people within our ***Aspire Programme*** experience a range of challenges that can have a detrimental impact on their engagement with and progression in education. They can find it much more challenging to make friends and develop social skills because their autism affects the way they communicate, relate to others, and make sense of the world around them. The engagement, learning and development opportunities for these young people came through weekly community-based youth club sessions, school-based small group work and one-to-one sessions, and one-off positive activity trips. In summary, the key education and learning opportunities that Romsey Mill provided through ***Aspire*** during the year were:

- We supported 159 autistic children and young people (previous year: 142) across 12 distinct community-based youth clubs (previous year: 11), and in one-to-one mentoring sessions, both in-person and on-line. This support helped them grow self-efficacy and confidence and improve communication skills and other social aptitudes.
- We continued to work with Cambridgeshire County Council and with schools to deliver alternative education provision and one-to-one mentoring with 7 young people (previous year: 6), paid for from their education budget.
- From within our Aspire Plus group, we supported 6 young people (previous year: 2) as they progressed on to university. Two of these young people began university locally so were able to continue attending a club with us.

Promoting good citizenship for the public benefit with the commitment to promote equal opportunities for those individuals and groups who encounter discrimination:

The Romsey Mill team continued to demonstrate a shared attitude of purposefulness, with a commitment to action, to help ensure that individuals and groups who encounter discrimination have increased opportunity to contribute to and benefit from opportunities and help. Romsey Mill engaged young people, children, and families with diverse social, cultural, and ethnic backgrounds and a range of protected characteristics.

We also continued to be intentional in promoting the importance of active social responsibility within local communities, to address needs and to enhance capabilities. Whilst opportunities for people to volunteer with Romsey Mill became more accessible as the Covid restrictions were lifted, for a second year running our larger scale public events did not take place due to Covid precautions which meant that some of our normal volunteering opportunities were not available.

Romsey Mill's ***Pre-School and Young Parents Programme*** teams were supported by 5 volunteers, including one parent volunteer (previous year: 9) who participated in the provision of early years care & education and family support. For a second year running there were no student placements due to the Covid safety measures implemented by schools and colleges.

Our ***Aspire Programme*** has benefitted from 10 volunteers and placement students (previous year: 8), 5 of whom have autism themselves and were part of Aspire when they were younger. Two of the volunteers with us are siblings of Aspire participants who wanted to contribute their time to Aspire youth clubs, because they have lived experience of the positive difference Aspire brings to families. Whilst the number of volunteers and placement students is a little higher than the previous year, we still have fewer volunteers than pre-pandemic. Creating volunteering opportunities with people who have Autism continues to be a valuable aspect of our work to promote and improve equal opportunities, and to ensure that those with lived experience of autism are at the heart of developing our programme.

The number of young people that our ***Youth Development Team*** regularly engaged with increased significantly compared with the previous year (which was the first full year of the Covid pandemic when more Government lockdown and social distancing measures were required). In total, 1192 young people were engaged by Romsey Mill in positive support and activities (previous year: 766) during 2021-22. This was 76 more young people than the 2019-20 year (recognising that Covid did begin to impact in the last quarter of this year, with the first UK lockdowns announced on 23rd March 2020). Maintaining a focus of being alongside young people who experience inequality of opportunity, including those coping with considerable challenges, our 'positive relationships' approach developed openings, responses, and outcomes derived from young people's strengths and abilities. Across the reporting year, 26 young people acting as young leaders (previous year: 14), plus a further 63 volunteers (previous year: 53) were involved in supporting Romsey Mill's Youth Development Team activities, within the requirements of Covid safety measures. This demonstration of active citizenship, particularly with so many young people at the heart of shaping the development of our programmes, enhances Romsey Mill's ability to support those young people who experience discrimination.

Our volunteers continue to come from the diverse communities where Romsey Mill is present and active. In addition to strengthening all of Romsey Mill's Programmes, volunteers provided essential support to the fundraising, administrative, and governance functions of our charity.

Advancing the Christian faith:

It was a group of local people and churches, motivated by their shared Christian faith, that came together to establish Romsey Mill in 1980. Today, a diverse and inclusive collaboration of people, groups, and organisations are active in the work of Romsey Mill. Christian beliefs and values continue to inspire our engagement with young people, families, and communities in supporting local need and growing local opportunities. We consider each and every person to be unique and valuable and therefore we work inclusively with people of any faith and of none, through activities that embrace a full commitment to social justice and contribute to personal and community transformation.

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Some of Romsey Mill's activities combine opportunities to explore a Christian message of faith, hope and love with the outworking of that message through social action. These are made possible because of partnership working and specific funding from local churches and Christian grant making trusts. Romsey Mill continued existing work and developed new opportunities including, but not limited to:

- Our *Deeper* Residential for young people, normally led by the Youth Development Team, didn't take place in 2020 due to Covid restrictions. In the summer of 2021, we were able organise a day of activities following a similar approach to the Deeper residentials; we hope to return to the fuller Residential in 2022.

- *Shelford & Stapleford Youth Initiative (SSYI)*: developing and managing local youth work with SSYI and several churches in the South Cambs villages of Great Shelford, Little Shelford, Stapleford, and Sawston.

- *Beacon Youth Trust (BYT)*: developing and managing local youth work in Linton with BYT and two local churches.

- *Christ the Servant King CofE Church*: developing and managing local youth work in Hampton, Peterborough.

- *Diocese of Ely*: Romsey Mill provides professional youth work supervision to youth workers employed within the Diocese who are part of the Thrive pioneer initiative in Huntingdon, Wisbech and St Neots.

- *The Besom in Cambridge*: provided New Baby Bundles for families within our Young Parents Programme and offered other support.

- *Cambridge Youth Work Collective*: a Cambridge-wide network for Youth Workers from churches and Christian charities. Romsey Mill is involved on the steering group for this network.

- *Youth for Christ*: in March 2022 we delivered an online webinar entitled 'Meeting young people where they're at' at one of their national youth work conferences.

- *Mum2Mum in Cambridge*: Romsey Mill's Young Parents Programme Coordinator is on the management group for this befriending project.

- Local churches partnered with Romsey Mill by supporting our work financially and through providing food parcels, Christmas hampers and other gifts that were distributed by Romsey Mill to families and young people in economic need.

- In November 2021, our Youth Work Coordinator delivered training and advice to youth workers at the *Youthscape* National Youth Ministry Weekend in Birmingham.

- We engaged with London-based Christian charities *XLP* and *The Salmon Centre* and some of their youth workers participated on Romsey Mill's Level 2 Youth Work Training course.

- We welcomed faith-based organisations who hire rooms in our Community Centres - we now have 4 different churches who meet on Sundays in the centres.

Providing help, advice, and positive support to those in economic or other need or hardship:

A core aspect of the work that the Romsey Mill team undertake is to provide ongoing help, guidance and support to those experiencing economic difficulties or other need or hardship.

Of the 63 children cared for in our ***Pre-School*** during the 2021-2022 year, 19 children (previous year: 32) were in receipt of the 2-year-old funding entitlement (for families in receipt of benefits such as Income Support and Universal Credit). Children from birth until the end of Reception year at Primary school, who have significant

and complex additional needs or disability and require ongoing specialist support from across education, health, and care, can be assessed to receive Early Help Support. This includes children who have great difficulty communicating, have sensory, learning, or physical difficulties and / or complex health needs. Romsey Mill's Pre-School had 4 children (previous year: 3) attending our settings who were receiving Early Support including a child with complex needs (Angelman Syndrome), and 3 children with diagnoses of autism. In total, Romsey Mill's Pre-School welcomed 12 children (previous year: 11) with English as an additional language. A further 4 children (previous year: 3) within our Pre-School were from families receiving support from Social Care.

Our ***Young Parents Programme*** (YPP) commenced a new Comic Relief funded 'Children Survive and Thrive: Rise and Shine' project, funding our work with young parents and their children in Cambridge city, at the beginning of 2021. Consequently, we were able to appoint a new Fathers Worker and an additional Development Worker in the first quarter of the reporting year. This additional capacity enabled us to engage with a higher number of young mothers and fathers. We gave tailored help and advice to 122 young parents (81 mothers and 41 fathers (previous year: 65 mothers and 5 fathers) in need. We supported 14 families (previous year: 12) who had children with higher level Social Care involvement (6 Child Protection cases and 6 Child in Need cases). The information, advice, and other support given to young parents continued to include issues related to housing, benefits, mental health, domestic abuse, substance misuse, education, and employment.

During the year, our ***Youth Development*** and ***Aspire*** teams supported 1351 young people experiencing economic hardship and/or other significant challenges (previous year: 908). Our ability to engage with more young people was aided by the lifting of Covid restrictions, but the increase in numbers also reflected rising need due to negative impacts from the pandemic. From the overall number of young people engaged, 123 (previous year: 117) received one-to-one mentoring support with a Romsey Mill team member. This focussed approach reflected the priority we give to those in greatest need. Of the total number of young people with our Aspire Programme, the team provided support for 51 young people (previous year: 42) funded by the Disabled Children's Referral and Access Team (DCRAT). Our Youth Development Teams supported 81 young people (previous year: 78) when they were facing crisis situations (in relations to such issues as housing, finance, lack of food, domestic violence, mental health needs).

51 parents (previous year: 50) linked to our Aspire Programme received a support call or one-to-one meeting, including 6 families (previous year: 8) who were supported to apply for PIP or DLA benefits for their child (all successful applications). Most of the parents helped by our Aspire team didn't have other avenues of support. Feedback from the survey that our Aspire team undertook with children/young people and their parents in City and South Cambridgeshire (referred to earlier in the report), included the following regarding mental well-being:

- 93% of children/young people feel that the Aspire youth club makes them feel more cheerful or happy. 97% of parents feel that the youth club brings this benefit to their child.
- 90% of children/young people feel that their Aspire youth club helps them to be more connected with other people. 97% of parents feel that this is the case for their child.
- 93% of parents agree or strongly agree that the Aspire youth clubs give their child a place to belong.
- 90% of parents feel that the support of Romsey Mill helps their autistic child's mental wellbeing.
- 79% of parents agree or strongly agree that their child's support at their Aspire youth club helps increase their child's emotional resilience

As a response to Period Poverty, Youth Development Workers set up *The Blue Bag Project*, offering young people free sanitary products whenever they need them. This project was initially set up in Cambourne, subsequently being rolled out across all the areas where we work. Young people are able to access the products in our youth activities, but they can also contact our Youth workers directly for them. We also have our Blue Bags in all the local Foodbanks.

In the last quarter of the year, we were successful with a funding application to Fullscope, a consortium of organisations supporting the mental health and wellbeing of children and young people in Cambridgeshire and Peterborough, for work over 12 months supporting young people's mental health, specifically for those who are homeless or at risk of being so. One of our Lead Youth Development Workers is heading this project in partnership with Hostels in Cambridge, YMCA, The Foyer, and Railway House, to provide both group and 1:1 support.

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As the social distancing measures were relaxed for retail businesses, Romsey Mill's Charity Shop increased opening hours, providing affordable clothing and household goods to as many local people as possible. Our Charity Shop Community Development Lead continued to support several vulnerable people in the local community, helping to reduce their isolation, to manage mental health difficulties, and to improve wellbeing. Several of our charity shop volunteers required extra support themselves, to ensure they were able to participate.

Local churches and small grant making trusts helped Romsey Mill support families by providing food parcels, crisis grants and other practical assistance, distributed by Romsey Mill to those in economic need.

Romsey Mill linked up with many community groups, organisations, charities, and statutory agencies in the provision of help to families and young people through our Programmes. These included (but were not limited to): Parish/Town Councils, Cambridge City Council's Community Development team, District Councils, Cambridgeshire County Council teams (including Early Help, Think Families, Youth Offending, Disabled Children's Referral and Access and Social Care), Peterborough City Council, schools, further education colleges, Cambridge Regional College, Anglia Ruskin University, Goldsmiths University, University of Cambridge Colleges, Midwifery and Health Visiting Services, Child and Family Centres, Housing/Homelessness Support, Perinatal Mental Health Team, Independent Domestic Violence Advisors, Family Nurse Partnership, YMCA, CHS Group, Fullscope, Barnardo's, MIND, Cambridge Junction, Oblique Arts, Highrise Theatre, Health Watch, Besom in Cambridge, Citizens Advice, Cambridge Aid, Female Welfare Fund, Foodbanks, John Huntingdon's Charity, Ren Hen Project, Gauntlet Motorbike project, Boxing futures, Centre 33, Cambridge United Community Trust.

Other charitable purposes beneficial to the Community:

In the quarter prior to the start of the reporting year, Romsey Mill responded to Cambridgeshire County Council's **Young Parents Support Contract** recommissioning process, and we successfully secured new multi-year funding. The focus of activity under this new contract is to provide training, guidance and support to other agencies and organisations across Cambridgeshire, to bring improvement in the offer of specific help to teenage and other young parents county-wide.

The running of **community facilities** used by local people, groups, charities, and statutory service providers, continued to be affected by Covid restrictions particularly in the first few months of the 2021-22. However, when families and friends, groups, and organisations were permitted and felt safe to return to in-person gatherings and activities, the hire of our community facilities at Romsey Mill Centre and Ross Street Community Centre picked up. By the end of the year, we were back to near pre-pandemic levels of community facilities hire.

- Between 1st April 2021 and 31st March 2022, we had 20 local groups and organisations (previous year: 3) using ***Romsey Mill Centre***, of which 13 were regular hirers and 7 were one-off bookings for training events or short-term bookings. We had 19 family gatherings during the period August 2021 – March 2022. We did not have any gatherings of this nature before August 2021 due to ongoing Covid restrictions. One gathering worthy of note was the funeral for David Utting local resident and former landlord of the Empress pub. He was someone who had a huge heart for Romsey Mill and regularly ran fundraising initiatives to raise money for the charity. His funeral took place after Covid restrictions were fully lifted and was attended by over 200 people, gathering in our Sports Hall and spilling out onto Mill Road. Romsey Mill Centre was used for 271.25 hours of one-off hire and 1242.5 hours by regular groups (this includes tutoring by schools, independent of YDT alternative provision).

- ***Ross Street Community Centre*** welcomed 49 local groups and organisations (previous year: 11) that hired space, of which 34 were regular hirers and 15 were one off hires. We had 32 family gatherings during the period August – March; again, we didn't have any bookings of this nature from April – July due to Covid restrictions. Ross Street Community Centre was used for 273.75 hours of one-off hire and 1955.25 hours by regular groups.

- In addition to these bookings, both Centres were used as Polling Stations in May for local elections, and we hosted community lunches at Ross Street Community Centre run by local volunteers with Cambridge City Council staff. We also received an increased number of enquiries for hire of rooms for the purpose of tutoring sessions for young people struggling to stay in school. During the year, Coleridge Community College, Impington Village College, St Bede's School, and Centre School all used our buildings for this purpose (independent of alternative education contracts we have through our Youth Development Team).

- In November 2019, Romsey Mill were successful in a public tender process published by Cambridge City Council to manage a new Community Centre being built as part of the housing development (known as Ironworks). Since then, and through all of 2021-22 we have worked with the City Council Community Development Team and a local community group, Petersfield Area Community Trust (PACT), to prepare for the opening of the new centre. Building work was delayed due to supply-chain disruptions and the likely month for hand-over of the building to Romsey Mill will now be December 2022. Once open, the new Mill Road Community Centre will provide a large hall, meeting room, kitchen, office/small meeting space for use by the local residents and groups.

Romsey Mill Charity Shop's care for the local community, with informal help and advice available to more vulnerable people, continued to be greatly appreciated. Many of the volunteers involved in the running of our charity shop also received additional support from our development worker/shop manager to enable them to join in. *Cara Coffee,* in Great Shelford South Cambs, continued to be a much-valued community enterprise, bringing direct and indirect social benefit including training and work experience opportunities.

Performance against other specific objectives set for 2021/2022:

Romsey Mill's work with Cambourne Youth Partnership to engage Cambourne Town Council in progressing building plans for a new Youth Building in Cambourne continued. There were delays to this building project due to supply-change challenges in the construction industry. Even so, positive headway was made during the year, with building works almost complete by the end of March 2022 and an anticipated opening in the summer of 2022.

Activity to increase Romsey Mill's presence and partnership working in Peterborough, linked to our youth development work in the Hampton, did not grow as much as we would have liked. This was due to the continuing challenges of Covid and demands on our capacity in other areas. However, youth work in partnership with Sports Connections Foundation, a charity using sport to help and inspire children, did progress positively during the year and we also strengthened links and collaborative work with Hampton Parish Council, Active Hampton, Youth Inspired, and Hampton College.

Work on the configuration and implementation of a new supporter CRM system and a new Romsey Mill website continued through the 2021-22 year. The new CRM and website couldn't be fully utilised for our end of year fundraising appeal, but all systems went live in the first months of the following year.

Research and development conversations pertaining to relational practice continued at a steady pace. Practical tools and resources to support relationships at the heart of what Romsey Mill is all about are being used, and there was strong emphasis on the importance of our relational approach evident in the stories that Romsey Mill shared with supporters and stakeholders, via our website and *Mill News* publication.

Development of our Youth Development Team's Theory of Change, with specialist support from NPC (New Philanthropy Capital - the leading think tank and consultancy for the social sector) was completed in April of 2021. The outputs from this project were a full Theory of Change tool for our Youth Development Team, a set of measurement recommendations, some usable measurement tools, and a next-steps outline plan. The Youth Development Team utilised these tools and continued work during the year, with a focus on further improving the ways we gathered feedback from young people through evaluation surveys and focus groups.

Work to improve outcomes measurement for our Young Parents Programme continued through trialling the use of 3 well recognised scales with our families (Rosenberg self-esteem, Short Warwick Edinburgh Wellbeing, and the MORS scale (parent/child relationship)). We also explored the idea of embedding the Solihull Approach in our work (an evidence-based approach that supports the mental health and well-being of parents and children).

Performance of material fundraising activities against the fundraising objectives set:
Midway through the previous year, two members of our fundraising team (part-time Partnerships & Events Fundraiser and full-time Community & Individuals Fundraiser) finished in their roles to take up full-time employment with other community organisations. These were positive moves for both individuals. We recruited two new team members to part-time roles, a Trusts Fundraiser and an Individual Supporter and Partnership Development Officer, who started with Romsey Mill in September 2021. Notwithstanding the loss of capacity in our fundraising staff team, which was only replaced six months into 2021-22, Romsey Mill was able to raise the funds we needed during the year from a range of sources.

Donations from supporters – individuals, churches, and local companies – continued to hold up very well. Our regular Christmas Appeal, which was directed towards our Aspire programme, was successful in raising more donations than in each of the previous 3 years.

Successful funding applications coming into the reporting year included:

- Cambridge City Council Community Development Grant for £16,000 over 12 months.
- The National Lottery's Reaching Communities Fund, in January 2021, for our Youth Development Team in Cambridge - £423k over 3 years.
- An additional application to The National Lottery's Reaching Communities Fund, for training and capacity building of the youth sector in Cambridgeshire - £96k over 2 years.
- BBC Children in Need application for youth work in North Cambridge - £98k over 3 years.
- Cambridgeshire and Peterborough CCG funding for our Aspire team's work with autistic young people to prevent mental health inpatient admissions - £25,700 over 6 months.
- National Youthwork Agency (NYA) Youth Work Bursary Fund, for £10k, towards the youth work training for youth practitioners who would not normally have access to funding to support them to further their professional development and gain access to a youth work qualification.

The year-end financial position was stronger than we had forecast in budgets at the beginning of the year, which was a positive reflection of the efforts of our team against our fundraising objectives.

Financial Review

Sources of Income and Expenditure in 2021/22:

Romsey Mill is grateful for the people, groups, charities, churches, schools, colleges, businesses, statutory bodies, and grant-making foundations that connected with us and played vital roles in the continuance of all our endeavours to overcome disadvantage, promote inclusion and develop wellbeing. Those who commit time, skills, experience, financial support, grant funding, donations-in-kind enable Romsey Mill to continue to be alongside young people, children and families, local communities - sharing hope, creating opportunities, influencing positive social change.

Overall income for the year was £1,280,930 (2020-21: £1,385,807). Romsey Mill received and generated income from numerous sources and in a range of ways:

- Trusts and foundations that make grants for charitable purposes contributed £329,910 (2020-21: £482,372: 35%) this represented 26% of Romsey Mill's income.
- Our social enterprise and community fundraising activities generated income totalling £463,994 which was 36% of our income (2020-21: £302,208: 22%).
- Statutory grants and contract payments for work across *Pre-School, Young Parents, Aspire, and Youth Development* amounted to 34% of income at £430,667 (2020-21: £594,677: 43%).

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Earned income of £56,359 representing 4% of income (2020-21: £6,550: 0.5% was for charitable services, largely relating to our Alternative Education provision and some of our Pre-School work.

During the year Romsey Mill received the following amounts directly related to Covid funding, which are included in the above figures: Government Furlough Funding £2,021 and Business Rate Relief Grants £32,001.

Full expenditure for the year was £1,218,609 (2020-21: £1,002,548). 85% of this expenditure directly related to our charitable work with young people, children, and families; the remaining 15% of expenditure covered costs associated with unrestricted fundraising and governance. Direct employment costs for the Romsey Mill staff team continued to be our main category of expenditure representing 74% of total expenditure (2020-21: 79%). The Romsey Mill team believe that the quality of all our relationships matter. When they're nurtured, valued, and prioritised, people are happier and healthier, and communities are stronger and more resilient. Our staff team members' endeavours were supported by many brilliant volunteers who expanded our capacity, extended our reach and brought wonderful skills and compassion to our Programmes and other activities.

Our forecasts for 2022-2023 show that expenditure will increase by around 11% on the previous year as the level of our activities have grown with the lifting of social distancing measures. Given that the current national economic challenges create significant uncertainty for some of Romsey Mill's future income generating activities (particularly fundraising from donors and grants/contract from Government), we will be monitoring our progress carefully. We are thankful for income received from individual donors, churches, businesses, and community organisations, which has remained stable during the first 6 months of the year. We are currently forecasting a deficit at the year-end and plan to use around £40k of our reserves to meet this shortfall between income and expenditure.

As we look forward to 2023-2024, Romsey Mill will encounter ongoing uncertainty regarding some potential sources of income as well as increased costs due to inflation. A couple of years ago Romsey Mill secured several multi-year grants which gave us better stability than we might otherwise experience. The 2023-2024 year will be the last year for some of these funds, and so we will be working to secure new grants and contracts from existing and new partners. Given our present reserves and the forecast year-end position for 2022-23, Romsey Mill is currently assured that we will have sufficient funds to continue through next year, making provision to spend some additional reserves as needed, without necessitating any reduction in activity and service.

Value for Money:

Romsey Mill's approach to Value for Money is designed to ensure that:

- What we do is relevant and leads to benefits for the young people, families and communities that Romsey Mill's team members are alongside (spend wisely).
- How we work is efficient and effective, so we don't waste time or money (spend effectively).
- We get a good return from what we spend and make wise choices (spend well).

We achieved this during the year by:

- Regular monitoring and review of the activities and benefits of our work with young people and families.
- Getting multiple quotes for more expensive purchases and services.
- Retendering certain service contracts to get better value for money.
- Carrying out regular reviews of other costs.
- Bringing in additional funding to improve services.

Reserves Policy:

Having a clearly defined Reserves Policy with a realistic level of designated funds enables Romsey Mill to:

- absorb setbacks and take advantage of change and opportunity
- demonstrate that we are effectively managing our resources and have thought through how we might secure our viability beyond the immediate future and provide reliable services over the longer term

Based on these considerations, the Trustees' current policy is to maintain free reserves of between three and six months of the following year's projected expenditure.

The UK continues to experience the residual impact of the Covid Pandemic in 2020 and 2021 and is facing significant challenges linked to increasing inflation (the Consumer Price Index stands at 9.9% in September 2022 against a UK Government target of 2%).

These factors will have a considerable impact on UK finances and future income for the Charity Sector. Romsey Mill anticipates that income generation will become even more challenging in the coming months and over the next few years. Increases in Romsey Mill's energy and fuels costs, insurance charges, food prices (as the war in Ukraine squeezes grain production and costs), cleaning products, IT equipment and staffing costs are also expected. Therefore, Romsey Mill's Trustees continue to think that it is prudent to try to hold reserves at closer to the six-months level of normal expenditure.

We have allocated some reserves as designated for particular uses during 2022-23. Designated Funds will be reviewed by the Trustees at the end of the financial year and revised if the Trustees determine that Romsey Mill does not need to continue with the use for which they were designated.

Financial procedures:

In the day-to-day of Romsey Mill's financial activity, all income and expenditure transactions are recorded in Romsey Mill's online SAGE accounts system, with bank reconciliations being completed twice monthly.

Two signatories are required for all cheques and payments through online banking; if the amount is above £2,000 one signatory must be the CEO or a Trustee.

Quarterly management accounts are produced and presented to the Finance Committee, along with any other relevant financial reports as required; the Finance Committee then report to the Full Board of Trustees.

An annual salary review process is led by a Renumeration Group (made up of Trustees from the Finance and Operations & Resources Committees); the Full Board of Trustees review recommendations and approve any changes to staff salaries and other benefits. They also authorise the creation of any new posts. Any major capital projects or other undertaking that will have a significant short- or long-term financial impact also require Board of Trustees approval.

Strategic aims and plans for April 2022 to March 2023

Romsey Mill has an existing strategic plan that sets out our strategic aims. During the Covid pandemic, Trustees determined that the period this plan covers should be extended by two years through to March 2023, to help with the management of related challenges. Business planning objectives have also been set for this period.

Current strategic aims extended to March 2023:

- *What we aim to achieve with young people, children, and families:*

  1. We will continue developing the heart of our work in Cambridge and surround area, focussing on depth of relationships and sustainable presence over time.

  2. We will create new opportunities for Romsey Mill's work to be proven beyond Cambridgeshire.

- *How we will work and develop as an organisation to support these aims:*

  3. We will strengthen awareness and communication of who Romsey Mill is and what we do.

  4. We will enhance understanding of how we make the biggest difference and better demonstrate the impact of our work.

  5. We will improve our methods of generating effective business models for growing programme work.

  6. We will consider how to convey Romsey Mill's Christian Ethos most effectively and extend collaborative opportunities with local churches and other groups.

7. We will advance our fundraising work and grow the wider community contribution to our activities.

Between April 2022-March 2023 our business planning objectives are to:

- Continue with effective delivery of Cambridgeshire County Council *Young Parents Support* contract and the Comic Relief *Children Survive and Thrive: Rise and Shine* project.
- Maintain focussed work to secure new sources of funding, including from Trust Funders and local community, for our Aspire programme and our Youth Development Teams' work with young people in Peterborough.
- Complete contract agreement with Cambridge City Council to run new Mill Road Community Centre (in collaboration with the local group Petersfield Area Community Trust); establish a management group and produce budget and business plan; complete fit-out; appoint staff; open centre.
- Continue work in partnership with CYP and Cambourne Town Council to finalise funding arrangements enabling the development of effective youth work in new youth facility.
- Complete a business plan for Youth Work training and secure additional and more sustainable funding for the ongoing delivery and development of accredited youth work training and mentoring opportunities by Romsey Mill, for volunteers and career youth workers in Cambridgeshire, Peterborough and beyond.
- Refresh identity/brand map/logo taking into account the relational DNA of Romsey Mill's work.
- Apply learning from the Youth Development Team's Theory of Change capacity building project with NPC and develop a Theory of Change with Aspire and Young Parents Programmes.
- Develop the set of measurement tools we are using to measure outputs, outcomes and impact.
- Review current operational and administrative capability and function, then develop and implement an improvement and capacity building plan.
- Undertake thinking and planning to grow leadership capacity and ensure capability development (particularly regarding Coordinator and LMT roles) and to strengthen our retention and succession planning.
- Complete research and then implement 'Relational thinking and practice' within Romsey Mill, focusing on how our attitudes, behaviours and actions can help to grow stronger relationships and looking at how we might measure this alongside other monitoring and measurement work, linking with our Theory of Change work.
- Following review and assessment of Romsey Mill's current approaches to diversity, inclusion, equalities, and participation (related to Romsey Mill's governance, employment practice and programme activities) implement the agreed improvement plan.
- Implementation of Donorfy CRM and new Romsey Mill website, followed by sustained effective utilisation with review and development after 6 months of going 'live', and annually thereafter.

Romsey Mill recognises that we must remain financially robust to cope with the current economic challenges (including rising inflation, increased costs of energy, and recession risks) and to fully engage with our participants and communities. Our current level of unrestricted reserves and those we forecast at the year-end give us assurance that we will have sufficient funds to remain stable and solvent over the next 12 months.

Governance, Structure and Management
Governing Document:

Romsey Mill Trust is constituted as a charitable company, limited by guarantee, registered with the Charity Commission (charity number 1069905) and Companies House in England and Wales (company number 3556721) on 1st May 1998. Romsey Mill Trust is governed by its Memorandum and Articles of Association, first published in May 1998 and revised in April 2013.

Organisational structure:

The Directors / Trustees (hereafter referred to as *Trustees*) of Romsey Mill Trust (usually known as Romsey Mill), form the Board of Management. The Trustees have collective control of the charity and are responsible for ensuring Romsey Mill continues to fulfil its charitable objects. Romsey Mill's Trustees give their time freely and do not receive remuneration or other financial benefits.

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To facilitate the effective running of the charity, the Trustees have established committees with delegated responsibility for specific areas of work. The committees acting during the 2020-2021 year were: Finance; Programme; Fundraising & Communications; and Operations & Resources.

The day-to-day operations of Romsey Mill are delegated to a Leadership & Management Team (LMT) which is led by the Chief Executive Officer (CEO). All appointments to roles within the LMT are made by the Trustees. During the 2021-2022 year there were no changes to personnel within the Leadership & Management Team which comprised CEO, Programme Manager, Operations & Resources Manager, and Fundraising & Communications Manager.

Recruitment and appointment of Trustees:

Romsey Mill's Board of Trustees has a minimum of three and a maximum of twelve members. Existing Trustees, led by the Chair of Trustees and supported by the CEO, review on a regular basis how the Board of Trustees can be strengthened through new appointments. When required, Trustees seek individuals who can provide additional and complementary skills and experience to existing Board Members. Trustees think it is vital that the leadership of Romsey Mill is shared with people who have lived experience of the circumstances faced by the communities we are alongside, learning from and helping to support. To carry out all duties efficiently and effectively, the Board of Trustees requires breadth and depth of skills, relevant knowledge and experience, a reasonable mix of age and gender, and the passion to actively promote the vision, values, and activities of Romsey Mill.

As set out in Romsey Mill's Articles of Association, new members of the Board of Trustees are appointed by existing Trustees. With support from Romsey Mill's CEO, existing Trustees pay careful attention to the most up-to-date guidance from Charity Commission and the National Council for Voluntary Organisations when recruiting, appointing, and equipping Trustees. Prospective Trustees may be suggested by existing Trustees, staff, supporters, and users, or may come forward following wider advertising. Romsey Mill's Trustees will also look to identify potential new Trustees from among our Programme Participants (service users) wherever possible. This process allows due consideration of each person's eligibility, competence, specialist knowledge and skills.

Trustees serve for a period of no longer than five years from the date of their appointment. On the expiration of their term, they are eligible for reappointment by majority decision of the remaining Trustees.

Induction and training of Trustees:

Following appointment, the Chair of Trustees takes responsibility for the induction of new Trustees, assisted by the Chief Executive Officer. The induction process for new Trustees is intended to familiarise them with the work of Romsey Mill, the context in which the charity operates, and the responsibilities of board members. New Trustees receive a 'Trustee Induction Pack' and close support from the Chair of Trustees and CEO. Other publications from the Charity Commission the NCVO and other bodies are also distributed. New Trustees will typically be asked to become actively involved with one of the committees and to assist with certain activities and projects. Board members are encouraged to engage in relevant training and to participate in networking opportunities and other events.

General Management:

Romsey Mill's Trustees normally convene board meetings at least four times per year. These meetings can happen in person or virtually through video conferencing. They approve the strategic and business plans, annual budgets, and year-end accounts. Trustees receive management accounts and quarterly financial projections, enabling them to monitor income and expenditure against budgets and cash flow. Capital projects that are not included within existing adopted budgets need to be approved by the Trustees as do the creation of any new staff posts or operational expenses which constitute a significant financial commitment (more than £10k p.a.).

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2022

At the invitation of the Trustees, the CEO and other members of Romsey Mill's Leadership & Management Team (LMT) normally attend all Full Board Meetings. There is a standing 'restricted business' item on the agenda so that Trustees can discuss matters without employees present when required. Other members of Romsey Mill's staff team attend Trustee meetings by invitation on an occasional basis.

All the committees established by the Full Board of Trustees, with delegated responsibility for specific areas of work, are chaired by a Trustee. Members of the LMT join the committees relevant to their role and attend meetings on an ongoing basis. Other people with relevant skills and experience, including our programme participants (service users), can also be invited to join committees for occasional meetings or more regularly. These committees are focussed on operational management matters, usually meet four times a year, and provide written or oral reports back to Full Board Meetings. The committees review and update existing organisational policies linked to their areas of work. New policies, prepared by members of the Leadership and Management Team, are also approved by the relevant committee before being adopted by the Full Board of Trustees as required. The Operations & Resources Committee review staff salary scales on an annual basis, with new salary levels being considered by a Remuneration Group (made up of Operations & Resources and Finance Committee members) and approved by the Board of Trustees.

Risk Management:

Romsey Mill's Leadership & Management team undertake an annual organisational risk assessment, on behalf of Trustees, identifying the major risks by area, considering the level and likelihood of exposure, and proposing the steps necessary to manage these. From this assessment the organisational Risk Register is updated, approved by the Full Board of Trustees, and then kept under review via Trustee committees. This helps towards ensuring that we are paying due attention to the stability of our operations and to our duty of care for staff, volunteers, and programme participants. This process also helps to ensure that effective systems and procedures are maintained to manage the risks identified. Appropriate Disclosure and Barring Service (DBS) checks are made for all staff members and volunteers who work directly with children, young people, and vulnerable adults across our programmes. Financial systems and processes are approved by Trustees and scrutinised both by Trustees and our auditors. Romsey Mill's IT systems are secure, and data is regularly backed-up remotely. Suitable public liability, professional indemnity and buildings & content insurance cover are in place for all Romsey Mill's services and activities.

STATEMENT OF BOARD OF MANAGEMENT RESPONSIBILITIES

The Board of Management are required by company law to prepare financial statements each financial year which give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that year. In preparing those financial statements the Board of Management are required to:

(a) Select suitable accounting policies and then apply them consistently;
(b) Make judgements and estimates that are reasonable and prudent;
(c) Prepare the financial statements on a going concern basis unless it is inappropriate to assume that the Charity will continue in operation;
(d) State whether the policies adopted are in accordance with the Companies Act 2006 and with applicable accounting standards and statements of recommended practice, subject to any material departures disclosed and explained in the financial statements;
(e) Observe the methods and principals of the Charities SORP.

The Board of Management are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006.

The Board of Management 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.

The Board of Management confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2022

STATEMENT OF DISCLOSURE OF INFORMATION TO AUDITORS

In the case of each of the persons who are on the Board of Management at the time when the Board of Management report is approved;

(a) So far as the Board of Management are aware, there is no relevant audit information (information needed by the Charity's auditors in connection with preparing their report) of which the Charity's auditors are unaware, and

(b) Each member of the Board of Management has taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Amounts are presented within items in the statement of financial activities and balance sheet in accordance with generally accepted accounting principles or practice, the Board of Management Members having had regard to the substance of the reported transaction or arrangement.

The Auditors, Prentis & Co LLP, will be proposed for re-appointment in accordance with Section 485 of the Companies Act 2016

APPROVAL

On behalf of the Board of Trustees/Directors

..... Date: 9TH NOVEMBER 2022

A Single (Chair)

INDEPENDENT AUDITORS REPORT TO THE BOARD OF MANAGEMENT OF ROMSEY MILL TRUST AND GROUP

FOR THE YEAR ENDED 31ST MARCH 2022

Opinion
We have audited the group financial statements of Romsey Mill Trust for the year ended 31st March 2022, which comprise Statement of Financial Activities, Group and Charity Balance Sheets, Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standards 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 Group and Charity's affairs as at 31st 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;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis of 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 Group and Charity in accordance with 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 insufficient and appropriate to provide a basis for our opinion.

Conclusions Relating to Going Concern
In auditing the group 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 group and charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

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

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

We have nothing to report in this regard.

INDEPENDENT AUDITORS REPORT TO THE BOARD OF MANAGEMENT OF ROMSEY MILL TRUST AND GROUP

FOR THE YEAR ENDED 31ST MARCH 2022

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the Group and Charity and it environment obtained in the course of the audit, we have not identified material misstatements in the Annual Report.

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

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

Responsibilities of the Board of Management
As explained more fully in the Board of Management's responsibilities statement set out on page 17 the Board of Management 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 they 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 Board of Management are responsible for assessing the Group and 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 Board of Management either intend to liquidate the Group or Charity or to cease operations, or have no realistic alternative but to do so.

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

Identifying and assessing potential risks related to irregularities
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:

- We have considered the nature of the industry and sector, control environment and business performance, including the design of the Charity's remuneration policies
- We have enquired with management in regards to their own assessment of the risks of irregularities, including fraud
- We have obtained relevant documentation and representations in order to form an opinion on potential irregularities, including fraud

INDEPENDENT AUDITORS REPORT TO THE BOARD OF MANAGEMENT OF ROMSEY MILL TRUST AND GROUP

FOR THE YEAR ENDED 31ST MARCH 2022

- Our audit work is limited to samples inherently used under International Auditing Standards, therefore not all transactions are reviewed so the detection of irregularities, including fraud is limited to this, even though we have properly planned and performed our audit in accordance with auditing standards.
- Any matter we identified having obtained and reviewed the Charity's documentation of their policies and procedures relating to:
    - o Identifying, evaluating and complying with laws and regulations and whether they are aware of any non-compliance
    - o Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud
    - o The internal controls established to mitigate risks of fraud or non-compliance with laws and regulations

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud is in relation to the overstatement of revenue. In common with all audits under ISAs (UK). We are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory environment and frameworks in which the Charity operates, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act, Charity SORP and local tax legislation.

In addition, we considered provisions of other laws and regulations which do not have a direct effect on the financial statements, but compliance which may be fundamental for the Charity to operate.

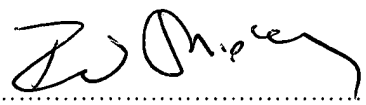
Relevant identified laws and regulations were communicated within the engagement team so they remained alert throughout the audit for indications of fraud or non-compliance.

We are however not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's report.

Use of our Report

This report is made solely to the Group and Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Group and Charity's members those matters, we are required to state to them in a 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 Group and Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



19th December 2022

Ian Shipley FCCA, Senior Statutory Auditor
for and on behalf of Prentis & Co LLP, Chartered Accountants and Statutory Auditors

115c Milton Road
Cambridge
CB4 1XE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2022

	Note	Unrestricted Funds £	Restricted Funds Romsey Mill Centre Funds £	Restricted Funds Other Restricted Funds £	Total 2022 £	Unrestricted Funds £	Restricted Funds Romsey Mill Centre Funds £	Restricted Funds Other Restricted Funds £	Total 2021 £
Income									
Donations and legacies	2a	162,355	-	-	162,355	203,187	-	17,305	220,492
Other trading activities	2b	182,653	-	-	182,653	151,676	-	63,331	215,007
Investment income		311	-	-	311	2,212	-	-	2,212
Charitable activities:	11								
Youth Development and Alternative Education		50,200	-	425,062	475,262	49,575	-	412,852	462,427
Other income		-	-	-	-	-	-	74,076	74,076
Aspire		148,730	-	35,573	184,303	73,336	-	82,815	156,151
Young Parents Programme		85,895	-	46,314	132,209	71,616	-	74,880	146,496
Pre-Schools		93,072	-	-	93,072	83,848	-	19,412	103,260
Community activities		50,765	-	-	50,765	5,686	-	-	5,686
TOTAL INCOME		773,981	-	506,949	1,280,930	641,136	-	744,671	1,385,807
Expenditure									
Expenditure on raising funds:									
Cost of generating voluntary income		64,684	-	-	64,684	52,775	-	17,305	70,080
Cost of activities for generating funds		123,642	-	-	123,642	73,509	-	63,331	136,840
Charitable activities:	3								
Youth Development and Alternative Education		83,394	-	412,014	495,408	555	-	457,583	458,138
Other expenditure		-	-	40,725	40,725	-	-	45,363	45,363
Aspire		133,825	-	16,463	150,288	21,832	-	82,165	103,997
Young Parents Programme		96,965	-	66,314	163,279	28,263	-	54,880	83,143
Pre-Schools		135,441	-	-	135,441	85,575	-	19,412	104,987
Community Activities		45,142	-	-	45,142	-	-	-	-
TOTAL EXPENDITURE		683,093	-	535,516	1,218,609	262,509	-	740,039	1,002,548
Net income/(expenditure)	6	90,888	-	(28,567)	62,321	378,627	-	4,632	383,259
Reconciliation of funds									
Total funds brought forward		782,457	881,381	129,036	1,792,874	403,830	881,381	124,404	1,409,615
Total funds carried forward		873,345	881,381	100,469	1,855,195	782,457	881,381	129,036	1,792,874

CONSOLIDATED BALANCE SHEET
AS AT 31ST MARCH 2022

	Note	2022 £	2022 £	2021 £	2021 £
FIXED ASSETS					
Tangible fixed assets	8		956,451		911,664
CURRENT ASSETS					
Debtors and prepayments	9	147,236		141,078	
Deposit accounts		163,000		163,000	
Cash at bank and in hand		744,464		666,848	
		1,054,700		970,926	
LIABILITIES					
Creditors: falling due within one year	10	155,956		89,716	
NET CURRENT ASSETS			898,744		881,210
NET ASSETS			1,855,195		1,792,874
THE FUNDS OF THE CHARITY					
Unrestricted funds:					
General funds		853,345		672,457	
Designated funds	13	20,000		110,000	
			873,345		782,457
Restricted funds:					
Other restricted funds	11	100,469		129,036	
Romsey Mill Centre funds	12	881,381		881,381	
			981,850		1,010,417
TOTAL CHARITY FUNDS			1,855,195		1,792,874

Approved by the Board of Management on 9TH NOVEMBER 2022

A Single (Chair)

CHARITY BALANCE SHEET
AS AT 31ST MARCH 2022

	Note	2022 £	£	2021 £	£
FIXED ASSETS					
Tangible fixed assets	8		955,311		911,664
CURRENT ASSETS					
Debtors and prepayments	9	192,032		141,678	
Deposit accounts		163,000		163,000	
Cash at bank and in hand		698,349		666,848	
		1,053,381		971,526	
LIABILITIES					
Creditors: falling due within one year	10	154,635		89,116	
NET CURRENT ASSETS			898,746		882,410
NET ASSETS			1,854,057		1,794,074
THE FUNDS OF THE CHARITY					
Unrestricted funds:					
General funds		852,207		673,657	
Designated funds	13	20,000		110,000	
			872,207		783,657
Restricted funds:					
Other restricted funds	11	100,469		129,036	
Romsey Mill Centre funds	12	881,381		881,381	
			981,850		1,010,417
TOTAL CHARITY FUNDS			1,854,057		1,794,074

Approved by the Board of Management on 9TH NOVEMBER 2022

A Single (Chair)

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

	Note	2022 £	2021 £
Net cash provided by/(used in) operating activities	16	140,712	398,104
Cash flows from investing activities:			
Interest received		311	2,212
Purchase of tangible fixed assets		(63,407)	(12,114)
Net cash used in investing activities		(63,096)	(9,902)
Change in cash and cash equivalents in the reporting period		77,616	388,202
Cash and cash equivalents at the beginning of the reporting period		829,848	441,646
Cash and cash equivalents at the end of the reporting period		907,464	829,848

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022

1. ACCOUNTING POLICIES

Basis of preparation and assessment of going concern

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these financial statements. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) issued October 2019 (effective January 2019) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

The Trust constitutes a public benefit entity as defined by FRS 102.

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

Group Financial Statements

These financial statements consolidate the results of the Charity and Cara Coffee Limited

Functional and Presentation Currency

These consolidated financial statements are presented in pounds sterling which is the Charity's and subsidiary's functional currency. All amounts have been rounded to the nearest pound, unless otherwise indicated.

Income Recognition

Income is recognised when the charity has entitlement to the funds, any conditions attached to the income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' or 'revenue' grants, is recognised when the charity has entitlement to the funds, any conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Expenditure Recognition

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 obligation can be measured reliably.

Expenditure incurred on fundraising and publicity to generate unrestricted income to support direct charitable activities is included in costs of generating funds. That incurred to generate restricted income is included in support costs (see note 4 below).

Allocation of Support Costs

Support costs ae those functions that assist the work of the charity but do not directly undertake charitable activities. Supports costs include back office costs, finance, personnel, payroll and governance costs which support the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The basis on which support costs have been allocated are set out in note 4.

Depreciation

Depreciation is not provided on the freehold building as any provision (annual or cumulative) would not be material due to its expected remaining useful economic life and because its expected residual value is not materially less than its carrying value. The Trust has a policy of regular structural inspection, repair and maintenance and the building is therefore unlikely to deteriorate or suffer from obsolescence. Floor coverings within the building are depreciated over 10 years on a straight line basis.

Depreciation on all other assets is provided at the following rates in order to write off each asset over its estimated useful life down to its residual value:

- Fixtures and fittings - 20% straight line
- Motor vehicles - 20% straight line
- Computer equipment - over 3 or 5 years dependant on the asset use

Pension Costs

Romsey Mill contributes, on certain conditions, into employees' own pension schemes. Contributions payable are charged to the statement of financial activities in the period to which they relate.

Fund Accounting

Unrestricted funds are available to spend on activities which further any of the purposes of the charity. Designated funds are unrestricted funds which the trustees have decided at their discretion to set aside to use for a specific purposes. Restricted funds are for use solely as specified by the donor for particular areas of the charity's work.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022

2. INCOME

		Unrestricted Funds	Restricted Funds	Total Funds 2022	Unrestricted Funds	Restricted Funds	Total Funds 2021
a)	**Donations and legacies**	£	£	£	£	£	£
	Donations from businesses	4,464	-	4,464	5,650	-	5,650
	Donations from individuals	104,983	-	104,983	99,672	-	99,672
	Tax reclaimed (gift aid)	16,288	-	16,288	12,808	-	12,808
	Donations from Churches and Chapels	6,059	-	6,059	10,104	-	10,104
	Donations from Community Groups	3,957	-	3,957	1,830	-	1,830
	Grants from Trusts	8,000	-	8,000	48,664	17,305	65,969
	Other income	18,604	-	18,604	24,459	-	24,459
		162,355	-	162,355	203,187	17,305	220,492
b)	**Other trading activities**						
	Room hire	-	-	-	5,686	-	5,686
	Charity shop	60,432	-	60,432	19,139	-	19,139
	Events	7,532	-	7,532	8,911	-	8,911
	Cara Coffee Shop	80,667	-	80,667	14,290	-	14,290
	Business support grants	32,001	-	32,001	103,650	-	103,650
	Furlough and other Covid-19 funds	2,021	-	2,021	-	63,331	63,331
		182,653	-	182,653	151,676	63,331	215,007

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022

3. EXPENDITURE ON CHARITABLE ACTIVITIES

Activity	Activities undertaken directly £	Support costs (note 4) £	Total 2022 £	Activities undertaken directly £	Support costs (note 4) £	Total 2021 £
Youth Development and Alternative Education and other expenditure	385,129	151,004	536,133	344,571	113,567	458,138
Aspire	102,997	47,291	150,288	79,988	24,009	103,997
Young Parents Programme	104,430	58,849	163,279	60,354	22,789	83,143
Pre-Schools	94,708	40,733	135,441	82,600	22,387	104,987
Community Activities	30,645	14,497	45,142	-	-	-
	717,909	312,374	1,030,283	567,513	182,752	750,265

4. SUPPORT COSTS

	Administration £	Management £	Raising Restricted Funds £	Education & Awareness £	Total 2022 £	Administration £	Management £	Raising Restricted Funds £	Education & Awareness £	Total 2021 £
Youth Development and Alternative Education and other expenditure	75,234	23,368	47,619	4,783	151,004	23,116	33,708	53,906	2,837	113,567
Aspire	28,353	9,224	8,449	1,265	47,291	14,297	3,365	5,966	381	24,009
Young Parents Programme	25,826	12,299	19,201	1,523	58,849	16,405	2,365	3,778	241	22,789
Pre-Schools	33,761	3,690	1,536	1,746	40,733	16,473	5,914	-	-	22,387
Community Activities	12,939	1,230	328	-	14,497					
	176,113	49,811	77,133	9,317	312,374	70,291	45,352	63,650	3,459	182,752

The Trust allocates its support costs as shown in the note above.

Administration is inclusive of general administration, office premises, finance and IT costs.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022

5. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	814,831	709,408
Social security costs	56,129	49,855
Pension costs	34,289	30,219
	905,249	789,482

There are 20 (2021: 19) full time and 33 (2021: 32) part time members of staff who are all involved in direct charitable activities. This equates to 34.7 full time equivalent staff at 31st March 2022. No employee received £60,000 or more in the year (2021: none). The charity's trustees received no remuneration during the year (2021: none).

The charity considers its key management to be its leadership and management team comprising the CEO and 3 senior managers. The aggregate remuneration of this team is £201,044. (2021: £196,229)

6. NET EXPENDITURE FOR THE YEAR

	Total 2022	Total 2021
This is stated after charging:	£	£
Auditors' remuneration	5,018	4,404

FRC ETHICAL STANDARD - PROVISIONS AVAILABLE FOR SMALL ENTITIES
In common with many other businesses of our size and nature, we use our auditors to prepare and submit returns to the tax authorities and assist with the preparation of the financial statements.

7. TAXATION

As a registered charity, Romsey Mill Trust is generally exempt from Income Tax and Capital Gains Tax, but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

8. TANGIBLE FIXED ASSETS (GROUP AND CHARITY)

CURRENT YEAR	Motor Vehicles	Land & Buildings	Fixtures & Fittings	Total
Cost	£	£	£	£
As at 1st April 2021	-	935,879	206,390	1,142,269
Additions	23,634	-	39,773	63,407
As at 31st March 2022	23,634	935,879	246,163	1,205,676
Depreciation				
As at 1st April 2021	-	54,498	176,107	230,605
Charge for the period	3,545	-	15,075	18,620
As at 31st March 2022	3,545	54,498	191,182	249,225
Net Book Value				
As at 31st March 2022 - GROUP	20,089	881,381	54,981	956,451
As at 31st March 2022 - CHARITY	20,089	881,381	53,841	955,311

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022

TANGIBLE FIXED ASSETS (GROUP AND CHARITY) PRIOR YEAR	Land & Buildings	Fixtures & Fittings	Total
Cost	£	£	£
As at 1st April 2020	935,879	194,276	1,130,155
Additions	-	12,114	12,114
As at 31st March 2021	935,879	206,390	1,142,269
Depreciation			
As at 1st April 2020	54,498	163,579	218,077
Charge for the period	-	12,528	12,528
As at 31st March 2021	54,498	176,107	230,605
Net Book Value			
As at 31st March 2021	881,381	30,283	911,664

9. DEBTORS	Group 2022	Charity 2022	Group 2021	Charity 2021
	£	£	£	£
Debtors	79,340	79,340	66,166	66,166
Prepayments and accrued income	67,896	67,186	74,912	74,912
Inter group balance	-	45,506	-	600
	147,236	192,032	141,078	141,678

10. CREDITORS: FALLING DUE WITHIN ONE YEAR	Group 2022	Charity 2022	Group 2021	Charity 2021
	£	£	£	£
Trade creditors	14,359	13,803	4,890	4,890
Other taxes and social security costs	18,497	18,497	12,282	12,282
Other creditors, accruals and deferred income	123,100	122,335	72,544	71,944
	155,956	154,635	89,716	89,116

11 RESTRICTED FUNDS - CURRENT YEAR	At 1st April 2021	Income	Expenditure	Transfer	At 31st March 2022
Youth Development and Alternative Education	£	£	£	£	£
Youth Music	5,900	49,912	18,378	-	37,434
The Leys	-	4,916	1,229	-	3,687
Shelford and Stapleford Youth Initiative	-	6,748	6,748	-	-
Earl of Fitzwilliam	-	1,000	1,000	-	-
John Huntingdon's Charity	-	4,500	4,500	-	-
Rathbones	3,750	7,331	6,081	-	5,000
Cambridgeshire Skills	-	4,289	4,289	-	-
National Youth Work Agency	-	10,000	10,000	-	-
Souter Charitable Trust	5,450	-	5,450	-	-
Howard Foundation	4,000	4,000	8,000	-	-
Cambourne Youth Partnership	9,500	36,000	45,500	-	-
Beacon Youth Trust	-	30,631	30,631	-	-
Cambridge City Community Development	-	16,000	16,000	-	-
CSK Peterborough	-	8,954	8,954	-	-
ARM	-	21,460	21,460	-	-
St Barnabas	2,470	1,644	4,114	-	-
c/fwd to page 31	31,070	207,385	192,334	-	46,121

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022

11 RESTRICTED FUNDS - CURRENT YEAR .....CONTINUED	At 1st April 2021	Income	Expenditure	Transfer	At 31st March 2022
	£	£	£	£	£
b/fwd from page 30	31,070	207,385	192,334	-	46,121
Youth Development and Alternative Education					
The National Lottery	-	136,964	127,888	-	9,076
The National Lottery - Training	-	47,250	35,907	-	11,343
Living Sport	-	2,540	2,540	-	-
Hampton Parish Council	-	5,000	3,050	-	1,950
Children in Need	21,872	25,923	47,795	-	-
BPHA Trumpington	2,500	-	2,500	-	-
	55,442	425,062	412,014	-	68,490
Other restricted funds					
Co-op minibus	15,066	-	15,066	-	-
Betty Lawes Foundation	10,000	-	10,000	-	-
YEF	6,778	-	6,778	-	-
Cambridgeshire Business Golf Society	20,000	-	8,881	-	11,119
	51,844	-	40,725	-	11,119
Young Parents Programme					
Comic Relief	20,000	23,178	43,178	-	-
Cambridge City Council Community Development	-	5,500	5,500	-	-
Care to Learn	-	7,946	7,946	-	-
Cambridgeshire Skills	-	9,690	9,690	-	-
	20,000	46,314	66,314	-	-
Aspire					
PYE Foundation	1,750	3,500	5,250	-	-
The Blunt Trust	-	200	50	-	150
Cambridge City Council Community Development	-	3,000	3,000	-	-
Christmas Appeal	-	24,715	7,124	-	17,591
South Cambs YP Fund	-	4,158	1,039	-	3,119
	1,750	35,573	16,463	-	20,860
	129,036	506,949	535,516	-	100,469

11 RESTRICTED FUNDS - PRIOR YEAR	At 1st April 2020	Income	Expenditure	Transfer	At 31st March 2021
Youth Development and Alternative Education	£	£	£	£	£
Youth Music	37,388	14,956	46,444	-	5,900
Youth Investment Fund	19,793	5,742	25,535	-	-
NYA	17,000	2,800	19,800	-	-
Wates Family Educational Trust	5,089	-	5,089	-	-
Rotary Club	3,000	-	3,000	-	-
Cambridgeshire County Reaching Further Award	3,750	-	3,750	-	-
Rathbones	3,750	5,000	5,000	-	3,750
Church Schools of Cambridge	2,653	3,500	6,153	-	-
GEM	3,000	-	3,000	-	-
Souter Charitable Trust	3,750	2,000	300	-	5,450
Howard Foundation	1,000	4,000	1,000	-	4,000
Cambourne Youth Partnership	-	24,000	14,500	-	9,500
c/fwd to page 32	100,173	61,998	133,571	-	28,600

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022

11 RESTRICTED FUNDS - PRIOR YEAR .....CONTINUED	At 1st April 2020 £	Income £	Expenditure £	Transfer £	At 31st March 2021 £
b/fwd from page 31	100,173	61,998	133,571	-	28,600
Youth Development and Alternative Education					
Beacon Trust	-	20,983	20,983	-	-
Cambridge City Area Committee North	-	4,800	4,800	-	-
Cambridge City Community Development	-	5,000	5,000	-	-
Cambridge City Area Committee East	-	5,000	5,000	-	-
Cambridge City Area Committee South	-	3,000	3,000	-	-
Innovate and Cultivate Fund	-	7,009	7,009	-	-
ARM	-	20,000	20,000	-	-
St Barnabas	-	2,470	-	-	2,470
Birketts	-	2,000	2,000	-	-
TNL	-	33,739	33,739	-	-
Living Sport	-	1,344	1,344	-	-
Terrell Fund	-	500	500	-	-
CAF Resilience Fund	-	33,146	33,146	-	-
CCF Recovery Fund	-	20,000	20,000	-	-
Peterborough Council for Hampton	-	660	660	-	-
Children in Need	-	40,772	18,900	-	21,872
BPHA Trumpington	-	5,000	2,500	-	2,500
Furlough	-	88,848	88,848	-	-
Core costs salaries	-	56,583	56,583	-	-
	100,173	412,852	457,583	-	55,442
Other Restricted Funds					
Co-op minibus	15,066	-	-	-	15,066
Co-op kitchen refurbishment	8,065	-	8,065	-	-
Betty Lawes Foundation	-	10,000	-	-	10,000
YEF	-	44,076	37,298	-	6,778
Cambridgeshire Business Golf Society	-	20,000	-	-	20,000
	23,131	74,076	45,363	-	51,844
Young Parents Programme					
Comic Relief	-	23,993	3,993	-	20,000
Cambridge City Council Community Development	-	6,500	6,500	-	-
Care to Learn	-	7,946	7,946	-	-
Furlough	-	7,700	7,700	-	-
The National Lottery	-	17,232	17,232	-	-
Core costs salaries	-	11,509	11,509	-	-
	-	74,880	54,880	-	20,000
Aspire					
The National Lottery	-	17,278	17,278	-	-
PYE Foundation	600	3,500	2,350	-	1,750
Frank Litchfield	500	-	500	-	-
Eastern Counties Education Trust	-	15,000	15,000	-	-
Furlough	-	9,289	9,289	-	-
Comic Relief	-	18,990	18,990	-	-
Rausing Trust	-	5,747	5,747	-	-
Core cost salaries	-	13,011	13,011	-	-
	1,100	82,815	82,165	-	1,750

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022

11 OTHER RESTRICTED FUNDS - PRIOR YEAR .....CONTINUED	At 1st April 2020 £	Income £	Expenditure £	Transfer £	At 31st March 2021 £
Preschools					
Furlough	-	14,415	14,415	-	-
Core cost salaries	-	4,997	4,997	-	-
	-	19,412	19,412	-	-
Other Fundraising Activities					
Furlough	-	14,351	14,351	-	-
Core cost salaries	-	2,954	2,954	-	-
	-	17,305	17,305	-	-
Other Trading Activities					
Furlough	-	30,443	30,443	-	-
Core cost salaries	-	32,888	32,888	-	-
	-	63,331	63,331	-	-
	124,404	744,671	740,039	-	129,036

The restricted funds being carried forward at the end of the year generally represent grants received in advance for work to be carried out in the following year.

For information regarding the various activities outlined above, see page 1 of the accounts under 'Projects, Programmes and Services'.

12. ROMSEY MILL CENTRE FUND - CURRENT YEAR	At 1st April 2021 £	Income £	Expenditure £	Transfers £	At 31st March 2022 £
Romsey Mill Centre	881,381	-	-	-	881,381

ROMSEY MILL CENTRE FUND - PRIOR YEAR	At 1st April 2020 £	Income £	Expenditure £	Transfers £	At 31st March 2021 £
Romsey Mill Centre	881,381	-	-	-	881,381

The purpose of the Fund is to represent the net book value of the building in Note 8.

13. DESIGNATED FUNDS - CURRENT YEAR	At 1st April 2021 £	Income £	Expenditure £	Transfers £	At 31st March 2022 £
Vehicle Renewal and Repairs Reserve	5,000	-	(5,000)	-	-
Building Maintenance Reserve	5,000	5,000	(5,000)	-	5,000
Covid-19 Contingency Fund	100,000	-	-	(100,000)	-
Aspire Programme	-	-	-	15,000	15,000
	110,000	5,000	(10,000)	(85,000)	20,000

The above transfers are reflected within unrestricted funds in the Statement of Financial Activities.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022

DESIGNATED FUNDS - PRIOR YEAR	At 1st April 2020	Income	Expenditure	Transfers	At 31st March 2021
	£	£	£	£	£
Vehicle Renewal and Repairs Reserve	1,000	-	-	4,000	5,000
Building Maintenance Reserve	2,000	-	2,000	5,000	5,000
Mills & Reeve Progressions Hardship Fund	15,000	-	-	(15,000)	-
Covid-19 Contingency Fund	-	-	-	100,000	100,000
	18,000	-	2,000	94,000	110,000

Vehicle Renewal and Repairs Reserve
This reserve is to ensure Romsey Mill Trust has funds to meet the costs of unanticipated major repairs to the minibus and renewal.

Building Maintenance Reserve
This reserve is to ensure Romsey Mill Trust has funds to meet the costs of unanticipated major repairs to the building.

Covid-19 Contingency Fund
This fund has been created to cover any foreseeable losses due to the expected reduction in Government Grants and other Covid-19 related support.

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS - GROUP

CURRENT YEAR	Unrestricted funds		Restricted funds		
	General funds	Designated funds	Romsey Mill Centre	Other Restricted funds	2022 Total
	£	£	£	£	£
Fixed assets	75,070	-	881,381	-	956,451
Net current assets	778,275	20,000	-	100,469	898,744
	853,345	20,000	881,381	100,469	1,855,195

PRIOR YEAR	Unrestricted funds		Restricted funds		
	General funds	Designated funds	Romsey Mill Centre	Other Restricted funds	2021 Total
	£	£	£	£	£
Fixed assets	12,879	-	881,381	17,404	911,664
Net current assets	659,578	110,000	-	111,632	881,210
	672,457	110,000	881,381	129,036	1,792,874

15. RELATED PARTY TRANSACTIONS

Throughout the year the charity was controlled jointly by the Board of Management.

£75 worth of expenses were reimbursed to Trustees by the charity during the year.

A trustee (N Taylor) is also a trustee of Cambourne Youth Partnership, a charity which during the year was engaged in a contract with Romsey Mill Trust for the provision of a part time Youth Development Worker. This contract is operated on an arms length basis. A trustee, (S Taylor), who was also a trustee of The Church Schools of Cambridge a charity which make grants to Romsey Mill Trust.

Aggregate donations of £13,930 were received from Trustees during the year (2021: £7,165).

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022

The charity formed a subsidiary company, Cara Coffee Limited, on 23rd March 2019. Two trustees, J Hildersley and K Pearson are directors, together with the charity's CEO, N Perry.

16. RECONCILIATION OF EXPENDITURE TO NET CASH FLOWS FROM OPERATING ACTIVITIES (GROUP AND CHARITY)

	2022	2021
	£	£
Net movement in funds	62,321	383,259
Adjustments for:		
Less investment income	(311)	(2,212)
Add depreciation	18,620	12,528
Increase/(decrease) in creditors	66,240	(13,544)
Decrease/(Increase) in debtors	(6,158)	18,073
Net cash provided by/(used in) operating activities	140,712	398,104

17. OPERATING LEASE COMMITMENTS (GROUP AND CHARITY)

	2022	2021
	£	£
The following operating lease payments are committed to be paid:		
Total future commitments	12,000	12,000

18. INVESTMENTS - CHARITY SUBSIDIARIES

Cara Coffee Limited
Country of Incorporation: England and Wales
Nature of Business: Trading

Class of shares:	% Holding	Year ended 31st March 2022	Year ended 31st March 2021
Ordinary	100	£	£
Aggregate capital and reserves		1	1
Profit/(loss) for the year		15,265	10,988
Donated to parent (Romsey Mill Trust)		(14,125)	(10,988)
		1,141	1

The Trust was gifted 100% of the issued share capital of Cara Coffee Limited (company number 11901327), a company incorporated in England and Wales on 23rd March 2019. The Trustees deem the market value of these shares to be £Nil. The subsidiary undertaking is included within the consolidated accounts.

ROMSEY MILL TRUST

England & Wales - Charity number 1069905

Accounts

ROMSEY MILL TRUST

CONSOLIDATED REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

ROMSEY MILL TRUST

CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

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Linked Company:	Cara Coffee Limited: 11901327 (England and Wales)
Principal Address and Registered Office:	Romsey Mill Centre Hemingford Road Cambridge CB1 3BZ
Bankers:	Natwest Bank Fitzroy Street Branch 36 Fitzroy Street Cambridge CB1 1EW CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
Auditors:	Prentis & Co LLP Chartered Accountants & Statutory Auditors 115c Milton Road Cambridge CB4 1XE
Solicitors:	Ashtons Legal Chequers House 77-81 Newmarket Road Cambridge CB5 8EU
Registered Charity Number:	1069905
Registered Company Number:	03556721

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021

The trustees are pleased to present their annual Board of Management Report together with the financial statements of the charity for the year ending 31st March 2021 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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) issued October 2019 (effective 1st January 2019).

BACKGROUND

Romsey Mill is a Cambridge based charity, creating opportunities with young people, children and families in Cambridgeshire and Peterborough. Established as a community organisation in 1980, to provide facilities and develop activities with young people, families, and the wider community as an expression of Christian faith in action, Romsey Mill Trust became constituted as a charitable company in 1998.

Today, Romsey Mill is creating a wide range of opportunities with young people, children and their families, and local communities, that include: growing social connections and relationships; developing positive and developmental activities; providing practical and emotional care; enabling learning and skills progression; supporting equity and participation; nurturing compassion and well-being; fostering joy and hope. The Romsey Mill team are alongside families with pre-school children, teenage mothers and young fathers, children and young people living through serious life challenges. Romsey Mill also collaborates with, and provides support and guidance to, a range of community groups and organisations.

DIRECTORS/TRUSTEES

The directors of the charitable company (the charity) are its Trustees and are collectively referred to as the Board of Management (the Board). The members of the Board of Management during the year were as follows:

Alistair Barry
Cara Cooper
Julian Hildersley
Kim Pearson
Tim Phipps
Marion Saunders
Angela Single (Chair of Trustees)
Nigel Taylor
Stewart Taylor

LEADERSHIP & MANAGEMENT

Neil Perry (Chief Executive Officer)
James Bennett (Programme Manager)
Diane Hicks (Operations & Resources Manager)
Neil Thompson (Fundraising & Communications Manager)

OBJECTIVES, ACTIVITIES AND PUBLIC BENEFIT

Romsey Mill's Vision, Mission and Objects:

Romsey Mill's vision is of transformed society where all young people, children, and families fully belong, positively contribute, and thrive.

Working to make this vision a reality, the mission and intent of Romsey Mill is to create opportunities with young people and families to overcome disadvantage, promote inclusion and develop personal, social, and spiritual wellbeing.

The current geographical focus of our charitable work is Cambridgeshire and Peterborough.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021

Romsey Mill's vision for the future and purpose in the present are inspired by beliefs and values rooted in Christian faith. We work openly and inclusively with people of any faith and of none. Romsey Mill's charitable Objects are set out in our Memorandum of Association and can be summarised as follows:

(a) To advance education

(b) To promote good citizenship for the public benefit with the commitment to promote equal opportunities for those individuals and groups who encounter discrimination

(c) To advance the Christian faith

(d) To provide help, advice, and positive support to those in economic or other need or hardship

(e) To promote and fulfil such other charitable purposes as the Trustees may from time-to-time think fit

Principal Aims & Activities:
In pursuance of our charitable objectives and to achieve our strategic outcomes, Romsey Mill puts relationships at the heart of who we are and all that we do. In our commitment to overcoming disadvantage and growing opportunities and skills with young people children and families, we collaborate to develop more connected and resilient communities. We employ diverse and flexible ways of engaging with participants. For families with young children this includes early years care & education; parenting support at home and in community settings; adult learning and life skills courses. For young people this includes detached, tailored, and open access youth work; outreach into schools; mentoring 1-to-1 and in small groups; interest-based activities (including arts, music, music technology, sports); alternative education & vocational courses; leisure, cultural and outdoor residential experiences.

The Romsey Mill team builds relationships with young people, children and families in Cambridgeshire and Peterborough, particularly with those experiencing multiple life challenges and significant disadvantage. We are co-creating and continually shaping our programmes with participants and partners; we work to develop facilities that are local hubs of welcome, belonging and purpose.

During the 2020-21 year that this report relates to, Romsey Mill's activities were impacted to varying extents, depending on context, by the COVID pandemic. Even so our work continued to be developed, directed, and delivered within the following spheres:

- *Pre-School* – growing local community connections and directly supporting families by providing care and education for children from the term after their second birthday to when they start nursery or reception class at primary school. Operating from our two purpose-designed Ofsted registered settings, children enjoy being together, learning and growing through creative play and other shared activities. Our Early Years care and education includes communication and language; physical development; personal, social, and emotional development; literacy; mathematics; understanding the world; expressive arts and design.

- *Young Parents* – Coordinating the improvement of support available to young parents across Cambridgeshire and leading the direct provision of support, in Cambridge, for teenage and *young* parents (first-time mums 19 and under, dads up to 25). We provide expert personal, educational, health and parenting support (including advice about housing, finances, training, and employment) to equip young parents and their children for positive futures.

- *Aspire* – creating social space with enjoyable activities, providing learning support and mentoring, and developing life skills, with young people (age 9-18+ years) on the autistic spectrum. As a developmental spectrum condition, Autism affects people in very different ways. However, there are certain traits that most autistic people experience which affect the way they communicate, relate to others, and make sense of the world around them. Alongside developing positive group activities in response to the interests and needs of young people with autism, our *Aspire* team (staff and volunteers) model and teach practical life-skills that help the young people to prepare for and progress, as well as possible, into adulthood. Our staff members give parents direct support, link with schools, and sign-post families to other places of help and advice.

- *Youth Development* – building supportive relationships with 13-25-year-olds who are facing considerable life challenges, co-creating positive activities, offering advice, skills development and guidance into education, training, and employment. Our Youth Development Team's work integrates community-based activities and young-person led projects, 1-1 support and mentoring, Alternative Education in partnership with schools, personal & spiritual development initiatives in partnership with local churches, post-16 and post-19 progressions support/guidance.

- *Community Development* – Romsey Mill helps to grow relationally connected communities. We encourage and facilitate community members to come together and develop initiatives which generate solutions to common challenges (usually focussed on building stronger and more resilient local communities for young people, children, and families). We promote equality, inclusion, diversity and social justice, through the organisation, education, and empowerment of people within their communities. Romsey Mill manages community buildings and facilities that are available for full use by the general public. We have also set up and continue to run social enterprises offering a range of volunteering and training opportunities.

We work from a variety of community buildings and facilities across Cambridge, the South Cambridgeshire district, and in Hampton (Peterborough). *Romsey Mill Centre,* located in Cambridge city, is the main office for Romsey Mill's team.

Our work is financially resourced through donations from individuals and groups/organisations/businesses, grants from Trusts and Foundations, statutory grants & contracts, and Romsey Mill's own 'enterprise-income'. This social enterprise activity includes training courses, a charity retail shop offering a range of affordable clothing and household items, a community-run coffee shop, and the hire of meeting rooms and other facilities. For the most part our services are free of charge to participants; where there is a cost for some specific activities, concessions are made for people in financial need.

Romsey Mill engages in partnership working and collaboration with a broad range of groups and bodies including other voluntary organisations, churches, schools, colleges, universities, community-led groups, local businesses and larger companies, local authorities, and other public sector bodies. Partnership work offers more effective ways to engage with young people, children and families and grow community capacity and resilience than acting alone.

Staff and Volunteers:
On 31st March 2021, the Romsey Mill salaried staff team comprised 51 employees (2020 - 52): 19 full-time (2020 - 18); 32 part-time (2020 - 34); with a full-time-equivalent of 33.6 staff members (2020 - 33.7). Volunteers continue to fulfil vital roles within the life of Romsey Mill across many areas of our programme activities and operations. In the 2020-2021 year, our work benefitted from the commitment and skill of 75 regular volunteers (2020 - 74). Romsey Mill would usually be supported by 70+ volunteers at one-off events or activities but due to Covid restrictions we did not run our normal schedule of events. Students undertaking courses of study with Anglia Ruskin University, University of Cambridge, and local Sixth-Form Centres normally undertake placements with Romsey Mill as part of their learning. These opportunities were significantly reduced due to Covid, but we still had a student with us on long-term placement from Ridley Hall (University of Cambridge). Romsey Mill's trustees/company directors all give their time, experience, and skill on a voluntary basis.

Public Benefit Statement:
Through clear planning, review, and reporting processes, our Board of Trustees take into consideration, on a continual basis, how activities will contribute to the charitable objects, mission, and strategic priorities of Romsey Mill. The Board also re-evaluates the strategic priorities of the charity from time to time to ensure that they meet current needs and remain focused on the charity's stated purposes. In doing this Romsey Mill Trustees confirm that they have complied with their duty to have due regard to the Charity Commission's general guidance on public benefit. The 'Achievements and Performance' section of this report provides a summary of how Romsey Mill's activities have provided benefit to a broad range of people.

Specific objectives set for 2020/2021:

- Implement the new 'Development Matters' Early Years curriculum within Romsey Mill settings.
- Continue development of partnership working and secure new sources of funding, including from Trust Funders and local community, for our Youth Development Team's work with vulnerable young people in Peterborough and Cambridge.
- Increase Romsey Mill's delivery of accredited youth work training opportunities for volunteers and career youth workers in Cambridgeshire and Peterborough.
- Grow new opportunities to support *Aspire* young people in their formal education, including through exploring the possibility of funded work from schools / colleges to support young people on their rolls who participate with Romsey Mill groups.
- Build on the success of securing Short Breaks contract and increase awareness and support for Romsey Mill's Aspire Programme, in particular from the local community.
- Respond to Young Parents Support contract recommissioning process to secure new multi-year funding for YPP from January 2021.
- Commence the new Comic Relief 'Children Survive and Thrive: Rise and Shine' project with parents and their children.
- Continue partnership work to progress building plans and funding for a new Youth Building in Cambourne.
- Broaden partnership relationships in Peterborough to help embed sustainable Romsey Mill presence.
- Complete configuration and implementation of new Donorfy CRM system and launch new Romsey Mill website.
- Further develop Romsey Mill's understanding and articulation of our Theory of Change, with a focus on the Youth Development Team in 2020.
- Continue research and development of Relational thinking and practice within Romsey Mill, recognising that when relationships are valued and put at the heart of what we do, people are happier and healthier, and services are more effective and efficient.

Achievements and Performance

The following details includes general achievements and performance as well as progress against the specific objectives set for 2020/2021:

The spread of the Covid pandemic through 2020 and into 2021, with the consequent lockdowns and social distancing as well as transmission of the virus, had an impact on all sectors including the charity sector. Throughout the year, Romsey Mill's operational priority remained the safeguarding of vulnerable and at-risk children, young people, and families; our teams adapted their approaches to the provision of services and support accordingly. We moved to online platforms and used a range of digital tools and applications for communication, engagement, and delivery. Our staff team transitioned to home working environments, whilst Romsey Mill Centre continued to operate as a hub for a core team of staff. Later in the year we adapted again, enabling staff team members to carry out their work both from Romsey Mill buildings and home working spaces.

During the first period of the National lockdown, most members of Romsey staff team were initially furloughed. Exceptions to this were the Leadership and Management Team and our Finance Officer, our Aspire Co-ordinator, our Pre-School Co-ordinator and three other members of Pre-School team, and our YPP Lead Development Worker. Thereafter, as we worked through the year, the Romsey Mill team responded to government guidance (both national and local) carefully, and we opened up our support and services as soon and as much as we were permitted to.

We continued to support young people and families, particularly those facing food poverty, mental health difficulties and safeguarding issues (CSE, domestic violence, abuse etc.), responding to challenges and crises as they arose. We provided Early Years care and education to the children of key workers. Romsey Mill also performed an important role in helping to coordinate and support local community responses to the crisis in Petersfield and Coleridge; and offering advice to the mutual aid group in Romsey, as and when requested.

The Romsey Mill team worked with care, flexibility, and resilience through this testing period. In line with Romsey Mill's charitable objects, the following were key achievements during the 2020-21 year:

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Advancing education:
Learning opportunities, informal and more structured, continued to be delivered across all of our Programmes. Romsey Mill acted effectively in response to circumstances, either adapting delivery to virtual spaces or rescheduling in-person activities to later in the year when lockdown restrictions were eased. Even through this difficult period, the content of learning activities continued to be developed with the young people, children, and families that Romsey Mill team are alongside. Our team responded to challenges, needs and opportunities with determination and dedication.

During the initial lockdown, we operated our ***Pre-School*** care and education from a single setting, focussing on support for vulnerable families and for children of Keyworkers. Due to the lower numbers of children attending and opening only one setting during this time, we took the decision to run our Pre-school with three staff members on a rolling rota with other staff members being furloughed. As lockdown restrictions changed (with the Government guidance stipulating that Early Years settings were no longer required to keep children in small, consistent groups of below 16) we re-opened both settings. Staff team members continued to support all the families who were registered with us through weekly 'Safe and Well' phone calls to help ensure families weren't becoming isolated. The team also supported families to access Foodbank and other welfare provision.

Across our two ***Pre-School*** care and education settings (both in Cambridge city) we had 56 children on register (previous year: 67). Of these, 32 children were eligible for the 2-year-old funding entitlement for disadvantaged families (previous year: 25). Most of our other children were in receipt of the Government's 3-year-old funding grant, with only 2 families paying any fees. Some children who were due to start with us for the first time in 2020 didn't come because of Covid lockdowns and some other children, already registered and attending pre-Covid, didn't return after the first lockdown as parents were too nervous about coming back. As recognised in the Duchess of Cambridge's research on early years, good quality early education has a positive impact on young children's development, while childcare more broadly enables parents and carers to work and often gives children the opportunity to interact with other children and try new things in a safe space. Childcare providers have been a vital part of the nation's response to COVID-19 and councils worked closely with them to ensure that vulnerable children and critical workers had the childcare they need. Updates to the Early Years Foundation Stage Statutory Framework, which defines the standards that school and childcare providers must meet for the learning, development, and care of children from birth to 5, came in during the first 6-months of 2020. Romsey Mill's Pre-School Coordinator and other staff have worked to revise our curriculum to meet new requirements.

Prior to Covid, Romsey Mill's ***Family Work*** had offered weekly drop-in sessions, where babies and pre-school children played together whilst their parents/carers benefited from opportunities to grow friendships and access higher level support, as needed, from our Family Worker. The numbers participating in these 'Little Millers' sessions had grown to around 280 families attending each term. Due to the need to work within social distancing restrictions and because we prioritised our support to the most vulnerable families, we decided to re-direct our family worker to support participants who were with our Young Parents Programme. We will consider the needs and opportunities for re-establishing our wider family work in 2022.

Romsey Mill's ***Young Parents Programme*** (YPP) adapted our offer of educational courses in response to the remarkable circumstances brought about by the pandemic. The overall number of participants engaging in structured learning opportunities was understandably lower than for the previous year, but we were encouraged with the number of parents who managed to move on-line for our rolling Ante-natal courses.

- The 'SHINE' self-esteem and confidence building course didn't happen because of initial lockdown restrictions.
- Our 'Healthy Cooking on a Budget' course (10 weekly sessions) was postponed but did run in the Autumn of 2020 when we welcomed four young mums, attending in-person.
- Our 'Arts Award' (Bronze level, 10 weekly sessions) delivered in collaboration with the Fitzwilliam Museum, ran on-line from Romsey Mill Centre between Jan-Mar 2021. We welcomed a smaller group of three learners. Numbers were low partly because of social distancing and partly because many parents were anxious about venturing out, even with risk assessments and protections in place.

- We ran five 'Antenatal' courses online, with a total of 21 mums and 5 dads participating. The last of these courses was completed after the end of the reporting year. This level of engagement was very positive, particularly given that many young parents didn't have access to a laptop or good wi-fi and so had to use their mobile phones to join.
- In November of 2020, a 'First Aid' course was delivered online with 4 mums and 2 dads attending.
- Having gained confidence in learning on a short course in a supportive environment, a significant number of young parents normally choose to continue their development by starting a full-time/ part-time college course or engaging in work. There were fewer young parents progressing on into college in the autumn of 2020, due in the main to lower confidence and aspiration brought about through the severe circumstances of Covid.

Romsey Mill responded to Cambridgeshire County Council's Young Parents Support Contract recommissioning process, and we successfully secured new multi-year funding for YPP from January 2021. The focus of activity under this new contract shifted from the previous contract; Romsey Mill is now funded to provide support for other agencies and organisations across Cambridgeshire, to improve the offer of tailored support and guidance to young parents county-wide. Additionally, at the start of 2021 Romsey Mill commenced the new Comic Relief funded 'Children Survive and Thrive: Rise and Shine' project with young parents and their children in Cambridge city.

Throughout 2020-2021 our ***Youth Development Team*** modified and tailored their programmes to continue to create informal learning opportunities and deliver more structured education sessions with young people in local communities, so that they could gain experience and grow skills. The range of regular learning activities was more targeted towards the most vulnerable young people. Open-Access Youth Clubs could not operate through the pandemic and so our engagement with young people was focussed on one-to-one and smaller group work with those most at risk. In the first part of the year most of this was on-line and in open spaces. As we moved through the year the range of support and activities we were permitted to offer changed, and so we were able to re-establish group work indoors alongside the outside sports and small-group music studio sessions. The adventurous activities and educational trips that are normally part of the offer we create with and for young people, did not happen during the year due to Covid restrictions.

During the year we developed, in a notable way, out Youth Work Training courses:

- 46 learners completed a Level-2 course with 36 learners achieving the qualification.
- 7 learners completed the Level-3 course with 5 learners achieving the qualification.
- We ran four online 'Detached Training' workshops for youth workers within the county, funded by Cambridgeshire County Council and the City Council with 33 learners attending.
- In January 2021 we ran an online seminar for staff from another organisation (Youth for Christ) as part of their annual conference on 'Reaching young people on the margins' with over 60 people in attendance.

Children and young people in our ***Aspire Programme*** have an autistic spectrum condition, which affects people in very different ways. However, there are certain traits that most people with autism experience to some extent including:

- Difficulty recognising or understanding other people's emotions and expressing their own.
- Being over- or under-sensitive to things like loud noises and bright lights and finding crowded noisy spaces challenging.
- Preferring familiar routines and finding unexpected changes to those routines challenging or distressing.
- Having intense and specific interests in things.
- Difficulties reading body language, understanding sarcasm and facial expressions.

All of these traits can be experienced to lesser or greater degrees and can have a detrimental impact on a young person's engagement with and progression in education. Romsey Mill's *Aspire* team moved our regular group meetings online as lockdown ensued. The level of engagement from young people was very good. For those who were most vulnerable and did not engage virtually in the first few months of Covid, we put in place steps to provide in-person one-to-one support as soon as we could. Across the year, we engaged 142 young people (previous year: 126) in positive activities and one-to-one mentoring sessions, online and in-person, that helped them grow self-efficacy and confidence and improve vital communication skills and other social aptitudes. *Aspire* team members undertook a survey with children/young people and their parents in City and South Cambridgeshire (55 children/young people and 70 parents responded to the survey), and their feedback included the following comments linked to education:

- 88% of children and young people strongly agreed or agreed that they sometimes feel stressed, anxious or overwhelmed at school; 94% of parents strongly agreed or agreed that this is true for their child.
- 58% of children and young people strongly agreed or agreed that being at an Aspire youth club helps them cope better with school; 78% of parents strongly agreed or agreed that this was the case for their child.

In the autumn term 2020 and spring term 2021 we began delivering school-based mentoring to support autistic young people who had struggled to remain engaged in education after the first lockdown. We provided weekly one-to-one sessions for 6 young people, which were funded by schools. From within our Aspire Plus group, we also supported 2 young people as they progressed on to university during the year.

Promoting good citizenship for the public benefit with the commitment to promote equal opportunities for those individuals and groups who encounter discrimination:

Romsey Mill are intentional about working in ways that help to ensure that individuals and groups who encounter discrimination more often have equal opportunity to contribute to and benefit from support. We are also motivated to promote commitment and active social responsibility in local areas, to meet needs and to enhance community capabilities.

Over the year, in spite of all the Covid challenges, Romsey Mill created opportunities with young people, children, and families from diverse social, cultural, and ethnic backgrounds. Though volunteering opportunities were restricted and negatively impacted because of social distancing requirements, our teams made the most of creating opportunities and responding to offers of support.

Romsey Mill's ***Pre-School and Young Parents Programme*** teams were helped by 9 volunteers (previous year: 14) who participated in the provision of early years care & education and family support.

Our ***Aspire*** Programme benefitted from 8 volunteers (previous year:31) including 4 volunteers who have autism themselves and were participants within Aspire when they were younger. Creating volunteering opportunities with people who have Autism continued to be a very important part of our work to promote and improve equal opportunities.

The numbers of young people that our ***Youth Development Team*** regularly engaged with was lower than in previous years, with 766 young people in Romsey Mill facilitated positive support and activities (previous year: 1116). However, our time and efforts were directed to those young people in greatest need who were regularly facing significant crisis situations. We continued to practice a positive relationships and strengths-based approach so that the young person and the youth worker develop opportunities, responses and outcomes that draw on the young people's strengths and abilities. During the reporting year, 14 young people acting as young leaders, plus a further 53 volunteers, were involved in supporting Romsey Mill's Youth Development Team activities, all within the safety requirements of Covid. This expression of active citizenship enhances Romsey Mill's capacity to create opportunities with young people in local communities.

Our overall group of volunteers comes from and is largely representative of the diverse communities where Romsey Mill is present and active. All of our work is improved through the time, skills, and resources that individuals and teams of volunteers contribute. In addition to enriching Romsey Mill's Programme activities, volunteer endeavours provide vital support to fundraising, administrative, and governance functions.

Advancing the Christian faith:
It was a group of local people and churches, energised by their shared Christian faith, that came together to establish Romsey Mill in 1980. Today, many different people, groups, and organisations are active in the work of Romsey Mill. Christian beliefs and values continue to shape our vision and mission with young people, families, and communities in supporting local need and strengthening one another. We consider each and every person to be unique and valuable and therefore we work inclusively with people of any faith and of none, through activities that promote social justice (how society can be fairer) and contribute to personal and community transformation.

Some of Romsey Mill's activities combine opportunities to explore the Christian message of faith, hope and love with the outworking of that message through social action. These are made possible because of our partnership with and specific funding from local churches and grant making trusts. Our *Deeper* Residential for young people, normally led by the Youth Development Team, didn't take place in 2020 due to restrictions, but Romsey Mill continued existing work or developed new partnership opportunities with other Christian charities and churches including:

- *Shelford & Stapleford Youth Initiative*: developing and managing local youthwork.
- *Beacon Youth Trust*: developing and managing local youthwork in Linton.
- *Christ the Servant King CofE Church*: developing and managing local youthwork in Hampton, Peterborough.
- *Diocese of Ely*: Romsey Mill provides professional youth work supervision to youth workers employed within the Diocese who are part of the Thrive youthwork initiative.
- *The Besom in Cambridge*: provided New Baby Bundles for families within our Young Parents Programme and offer other support.
- *Cambridge Youth Work Collective*: a Cambridge-wide network for Youth Workers from churches and Christian charities. Romsey Mill is involved on the steering group for this partnership.
- *Youth for Christ*: in February 2021 we led an online seminar on detached youth work at one of their national conferences.
- *Mum2Mum in Cambridge*: a befriending project that supported some of our young parents.
- Local churches and Trusts partnered with Romsey Mill by supporting our work financially and through providing food parcels, Christmas hampers and other gifts that were distributed by Romsey Mill to families and young people in economic need.

Providing help, advice, and positive support to those in economic or other need or hardship:
The team of staff and volunteers with Romsey Mill provided help, advice, and support on a daily basis to those experiencing economic difficulties or other need or hardship. And we did this throughout a year that brought with it the exceptional challenges of Covid.

Of the 56 children cared for in our ***Pre-School*** during the 2019-2020 year, 32 children were in receipt of the disadvantaged 2-year-old funding entitlement. Children from birth until the end of Reception year at Primary school, who have significant and complex additional needs or disability and require ongoing specialist support from across education, health, and care, can be assessed to receive Early Help Support. This includes children who have great difficulty communicating, have sensory, learning, or physical difficulties and / or complex health needs. Romsey Mill's Pre-School had three children attending our settings who were receiving Early Support and our team helped to provide this. We continued to support a boy with diagnoses of autism in our Ross Street setting, employing a 1-1 staff member for him during Summer 2020 (with SENIF funding). We also continued to support a girl with complex physical and communication needs (no mobility or speech) in our Hemingford Road setting. Again, SENIF funding for her allowed us to employ another 1-1 assistant during Summer 2020.

We completed an Education and Health Care Plan (EHCP) for both children, and each subsequently received full funding moving on to school in September 2020. (An EHCP is a document which sets out the education, healthcare and social care needs of a child or young person for whom extra support is needed in school, beyond that which the school can provide. It was formerly known as a 'statement of special educational needs'.) In total, Romsey Mill's Pre-School welcomed 11 children with English as an additional language. We supported three children in our Pre-School receiving Early Support. The Early Support Pathway aims to improve the delivery of services for children with a disability or significant and complex additional needs and their families. The Early Support Pathway follows a child and family centred approach which aims to get the best possible outcomes for both children and families. A further three children within our Pre-School were from families receiving higher level Social Care involvement (one Child Protection case and two Child in Need cases).

Within our ***Young Parents Programme*** (YPP) the staffing capacity we had previously was significantly reduced during the first wave of the Pandemic due to having a vacant role and one staff member on long-term sick leave. To help counter this challenge, we redeployed our Family Worker to give support to families within our Young Parents Programme. Towards the end of the year, we were able to recruit a new Fathers Worker and a new Development worker to the team but they didn't start in post until after the end of this reporting period. Even so, tailored care and guidance was given to 70 young parents (65 mothers and 5 fathers) facing significant challenge. We supported 12 families who had children with higher level Social Care involvement (eight Child Protection cases and four Child in Need cases). Within our Young Parents Programme information, advice, and other support was given to parents regarding matters such as housing, benefits, education, mental health, domestic abuse, substance misuse, and progression into education and / or employment.

In total, across the year, our ***Youth Development*** and ***Aspire*** teams supported 908 young people experiencing economic hardship or other significant challenges (previous year: 1175). Of these young people, 117 (previous year: 107) received one-to-one mentoring support with a Romsey Mill team member. This reflects our focussed approach, giving most support to those in greatest need. Of the total number of young people who engaged with our Aspire Programme, the team provided support for 42 young people funded by the Disabled Children's Referral and Access Team (DCRAT – formerly the Disabled Children's Early Help team/Short Breaks). Our Youth Development Teams supported 78 young people when they were facing crisis situations (in areas such as housing, finance, lack of food, domestic violence, mental health needs).

Within our Aspire Programme, 50 parents received a support call or one-to-one meeting, including 8 families who were supported to apply for PIP or DLA benefits for their child (all successful applications). Most of the parents we support don't have other avenues of support, so this assistance comes out of our existing relationship with them. Further feedback from the survey that our Aspire team members undertook with children/young people and their parents in City and South Cambridgeshire (referred to earlier in the report), included the following regarding mental well-being:

- 85% of children and young people who attend our services strongly agree or agree that their Aspire youth club helps them feel more cheerful, optimistic or happy when they attend
- with 63% strongly agreeing or agreeing they feel more cheerful, optimistic or happy *during the rest of the week* as a result of attending
- 78% of children and young people strongly agree or agree that their Aspire youth club helps them feel less lonely
- 100% of parents strongly agree or agree that attending our youth clubs improve their child's mental well-being

Romsey Mill linked up with many statutory agencies and community organisations that were able to offer help to some families and young people we supported across our Programmes. These included Midwifery and Health Visiting Services, Child and Family Centres, Social Care, Housing Support, Perinatal Mental Health Team, Independent Domestic Violence Advisors, Family Nurse Partnership, MIND, the Besom in Cambridge, Citizens Advice, Cambridge Central Aid Society, Female Welfare Fund, and Foodbanks.

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Due to the Covid Lockdowns, the work of our charity shop was negatively impacted for significant periods of time. As Lockdowns were lifted, and as permitted within the Covid restrictions, Romsey Mill's Charity Shop continued to provide affordable clothing and household goods to local people and made donations to those in need. Through Lockdown our Charity Shop Community Development Lead also supported several vulnerable people (who under more normal circumstances are volunteers at our shop) helping to reduce their isolation, manage mental health difficulties, and improve wellbeing.

Local churches and Trusts partnered with Romsey Mill by supporting our work financially and through providing food parcels, Christmas hampers and other gifts that were distributed by Romsey Mill to families and young people in economic need.

Other charitable purposes beneficial to the Community:

The provision of community facilities to local people, groups, charities, and service providers, at Romsey Mill Centre and Ross Street Community Centre were hugely affected through the pandemic. Having completed our first full year managing operations at Ross Street Community Centre just prior to the first Lockdown, we had a growing group that regularly used our community facilities. Closing our centres to the general public for a considerable period of time during the year was necessary but also hugely disheartening. No groups were permitted to use the buildings from April to July 2020, or from January to March 2021 due to the national Lockdowns.

There were 4 (previous year: 21) distinct community groups using the facilities at Romsey Mill Centre (evenings and weekends). Of these 3 are regular hirers and 1 was for a one-off training event. At Ross Street, there were 11 distinct community groups (previous year: 49) that made use of the Centre, 7 of these are regular hirers, 4 were for one-off hires. All of the groups in both buildings took place between August and December 2020. In addition, the local Probation Service relocated some of their staff to Ross Street Community Centre between August 2020 and March 2021, as due to Covid they were unable to use their usual work space facilities.

In November 2019, Romsey Mill submitted a successful tender Cambridge City Council to take on the management of a new Community Centre, working with Petersfield Area Community Trust (PACT). According to initial discussions with the City Council about the building works schedule it was estimated that the building would be ready for us to take on from September 2021. Due to delays brought on because of the Covid Lockdown and supply-chain issues for the building contractors, the likely opening date has been revised a couple of times. The likely building hand-over date is now May 2022. Romsey Mill continued to work with Cambridge City Council and PACT during the year, to agree specification on building fit-out and to progress community engagement.

Through the year we worked with three local Cambridge City wards (Petersfield, Romsey and Coleridge) to provide emergency community response to the Covid crisis.

- In Petersfield we were the organisation coordinating local support. The response was based on mutual aid, with strong neighbourhood networks set up for local people to support others living in the same street. Romsey Mill was the central point of contact. We also provided support for individuals who needed to raise any safeguarding concerns, with Romsey Mill's Operations and Resources Manager being the named Safeguarding lead for Petersfield ward.
- Romsey Mill attended committee meetings for Romsey Mutual Aid, which was the lead organisation in Romsey ward. Our Operations and Resources Manager was the named Safeguarding lead for Romsey Mutual Aid.
- We held grant monies for Coleridge ward and worked closely with the City Council Community Development Officer for the area, to ensure financial accountability for grants and to order supplies required for their volunteers to run the community fridge.

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The hospitality, advice and support available through our *Romsey Mill Charity Shop* is well established and very beneficial to local people. After the first almost-full year of trading, *Cara Coffee* in South Cambridgeshire had also become a much-valued community enterprise, bringing direct and indirect social benefit. Both ventures had to close during the times of Lockdown, and thereafter we were required to run limited operations during the extended period of restrictions and social distancing. During the times when we were permitted to open, we provided welcome, friendship and service to local communities, including people experiencing isolation and loneliness. Both initiatives also created volunteering and work experience opportunities, though these were also limited due to Covid.

Performance against other specific objectives set for 2020/2021:

During the reporting year, Romsey Mill continued work with Cambourne Youth Partnership to engage Cambourne Town Council in progressing building plans and funding for a new Youth Building in Cambourne. The demands brought on by Covid meant that Cambourne Town Council were not able to advance this project very much during the year. An indication was given by the Town Council that progress would speed up in 2021.

Plans to broaden partnership relationships in Peterborough, to help embed Romsey Mill's presence and active youth development work in the city, were constricted due to Covid. We did develop new links with Sports Connections Foundation, a charity using sport to help and inspire children. Romsey Mill also strengthened working relationships with the Parish Council in Hampton.

Work to complete the configuration and implementation of new Donorfy CRM system and to launch a new Romsey Mill website wasn't progressed as swiftly as we had hoped. This work will continue in 2021 with the aim of having the new system and website set up and integrated for our end of year appeal.

Romsey Mill secured funding from the Youth Endowment Fund to develop Romsey Mill's understanding and articulation of our Theory of Change, with a focus on the Youth Development Team. In early 2020 we contracted NPC, a think tank and consultancy for the charity sector, to work with us on this, but the project start was delayed until October 2020. Once underway, work continued through the Autumn of 2020 and the Spring of 2021 and was completed a short time after the end of this report year, in April of 2021. The outputs from this project were: a full Theory of Change tool for our Youth Development Team, a set of measurement recommendations, some usable measurement tools, and a next-steps outline plan. The learning and outputs from this project were being applied as the project progressed and has already led to improvements in youth work practice, outcomes measurement, and funding applications.

The Romsey Mill team believes that when relationships are valued and put at the heart of what we do, people are happier and healthier, and services are more effective and efficient. Research and development regarding relational thinking and practice continued during the year. Information and resources, from a range of research and development organisations leading in this area, were gathered together and the papers and tools most relevant to Romsey Mill were identified. Work commenced to utilise these resources within our Theory of Change project and in other areas. This work will continue in 2021 and beyond.

Performance of material fundraising activities against the fundraising objectives set:

With the exception of the Romsey Mill's Fundraising and Communications Manager, other members of Romsey Mill's fundraising team were furloughed during the first months of Lockdown. Later, as the flexible furlough scheme came into operation, some members of the team began to return to their work with Romsey Mill. However, two members of our fundraising team (Part-time Partnerships & Events Fundraiser and Full-time Community & Individuals Fundraiser) left their roles, in the second quarter of the year, to take up full-time employment outside of Romsey Mill. These were both positive moves for the individuals.

Many of our Social Enterprise and Community Fundraising activities were adversely affected by the pandemic restrictions. *Bridge the Gap*, one of our main fundraising events, organised in partnership with a Hospice Charity, did take place. But in view of the closure of University of Cambridge Colleges to the public and restrictions on mass participation events, this event was adapted to become a small group self-guided walk. The revised fundraising target we achieved was half the level of income that is normally raised from the event.

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Because of the Lockdown restrictions, Romsey Mill's planned 40th Anniversary events, originally scheduled for March 2020, then provisionally rescheduled for October, were cancelled. Plans for other in-person events (Golf Day, Gala Dinner) were also stopped, but we were able to trial some new online fundraising activities.

Donations from supporters – individuals, churches, and local companies - held up very well through the year, and following a targeted appeal to parents and families of young people in our Aspire programme, there has been an increase in the total number of people making regular monthly donations. New donors also came through relationships made by Cara Coffee.

Notwithstanding the loss of capacity in our fundraising staff team, Romsey Mill was able to raise support through the year from a range of sources. Indeed, the year-end financial position was remarkably different from what we had been contemplating at the start of the year. Factors contributing to this included:

- Government's furlough /job retention scheme and rate relief grant funding for buildings that were closed.
- Greater success than anticipated with applications for 'Emergency Covid Funding' from Trust Funds and TNL.
- Higher than anticipated income generated from the Romsey Mill Charity Shop and Cara Coffee, when operations were permitted.
- Reductions in staffing costs where Romsey Mill team members moved on to positive new opportunities.
- Lower costs because of fewer activities taking place (venue hire, travel costs, materials, etc).

Revised income and expenditure budgets set in May of 2020 forecast a large deficit of £116k at the year-end. However, as a result of the exceptionally hard work of the core staff team, the surprisingly significant financial intervention coming from Government, the amazingly generous support from a range of Trusts Funders and individual donors, and unanticipated cost savings during the year, the financial position for Romsey Mill end of the 2020-21 was very positive. Our reserves were added to, moving the amount of unrestricted funds held from a minimal level up to a level that gives greater stability for Romsey Mill work over the next two years.

Financial Review

Sources of Income and Expenditure in 2020/21:

A large group of people, organisations, charities, businesses, and grant-making foundations form a diverse relational network connected with Romsey Mill and contributing to the furtherance of our vision and mission. Support comes through the sharing of time, skills, experience, and other resources, the funding of specific activities, and the financial donations in support of our cause.

Overall income for the year was £1,385,807 (2019-20: £1,259,979). Romsey Mill receives and generates income in a variety of ways and from a range of sources:

- Trusts and foundations that make grants for charitable purposes contributed £482,372 (2019-20: £468,918); this represented 35% of Romsey Mill's income.
- Our social enterprise and community fundraising activities generate 22% of income totalling £302,208 (2019-20: £394,866).
- Statutory grants and contract payments for work across *Pre-School, Young Parents, Aspire, and Youth Development* add up to 43% of income at £594,677 (2019-20: £327,697).
- Earned income of £6,550 (2019-20: £68,498) for charitable services, largely relating to our Alternative Education provision and some of our Pre-School work.

During the year Romsey Mill received the following amounts directly related to Covid funding, which are included in the above figures: Government Furlough Funding £188,219; National Lottery £90,914; Julia and Hans Rausing Trust £67,613; CAF Resilience £33,147; ECCET £15,000; CCF Recovery Fund £20,000; Local Council Grants £10,450; and Business Rate Relief Grants £103,650.

Full expenditure for the year was £1,002,548 (2019-20: £1,262,680). 79% of this expenditure directly related to our charitable work with young people, children, and families; the remaining 21% of expenditure covered costs associated with unrestricted fundraising and governance. Direct employment costs continued to be the main item of expenditure and remained fairly constant as a percentage of overall spend at 79% (2019-20: 74%). This points to the relational emphasis of our work, as staff team members engaged with young people, children and families who experience a complex range of challenges yet also embodying great aptitude and potential. Additionally, staff members supported a significant number of volunteers who multiplied our capacity and contributed effectively to our charitable activities. The expenditure budget Romsey Mill set in March 2020, ahead of the start of the 2020/21 financial year and prior to the pandemic, was revised in May 2020 in light of Covid challenges. Even so, as the year unfolded our forecasts changed with each quarter. As certain staff team members moved from Romsey Mill to new roles with other organisations, and with significantly lower non-staff expenditure during the months of the first national lockdown, overall expenditure at the year-end was 20% lower than the previous year.

Our forecasts for 2021-2022 show that expenditure will increase by around 17% on the previous year as the level of our activities have grown with the lifting of social distancing measures. Given that Covid continues to create significant uncertainty for some of Romsey Mill's unrestricted income generating activities (particularly public fundraising events), we will be monitoring our progress in making applications to Trusts and Foundations and generating earned income through our social enterprises. We are thankful for income received from individuals, churches, and community donations, which has remained constant during the first 6 months of the year. We are currently forecasting a deficit at the year-end and plan to use around £95k of reserves, which have been designated within a Covid Contingency Fund.

As we look forward to 2022-2023, Romsey Mill faces a level of uncertainty regarding potential sources of income and the likelihood of increased costs due to inflation. Romsey Mill has secured several multi-year grants which gives us better stability than we might otherwise experience. Given our existing reserves and the forecast year-end position for 2021-22, Romsey Mill are currently assured that we will have sufficient funds to continue through next year, making provision to spend some additional reserves as needed, without needing to plan for any reduction in activity and service.

Value for Money:

Romsey Mill's approach to Value for Money is designed to ensure that:

- What we do is relevant and leads to benefits for young people (spend wisely).
- How we work is efficient and effective, so we don't waste time or money (spend less).
- We get a good return from what we spend and make wise choices (spend well).

We achieved this during the year by monitoring and reviewing the outcomes and benefits of our work with young people and families, by retendering certain utilities and service contracts to get better value for money, by carrying out regular reviews of other costs, and by bringing in additional funding to improve services.

Reserves Policy:

Romsey Mill recognise that setting and monitoring a Reserves Policy is an important part of maintaining our charity's financial resilience. This is because establishing a reserves policy requires an understanding of both the financial risks faced by Romsey Mill and of the funds that the trustees can draw on in case of need and opportunity.

In order to provide for less predictable circumstances and changes, particularly associated with the impact of Covid, which may result in reduced income or additional expenditure, Romsey Mill's trustees designate a level of funds as reserves.

Having a clearly defined Reserves Policy with a realistic level of designated funds enables Romsey Mill to:

- absorb setbacks and take advantage of change and opportunity
- demonstrate that we are effectively managing our resources and have thought through how we might secure our viability beyond the immediate future and provide reliable services over the longer term

Based on current and forecast level of expenditure, a prudent assessment of the financial impact of risk events on reserves is estimated at £400k-£500k. Adding to this an amount of working capital reserves and opportunity reserves (£50K total), a target reserve level of £500k +/- £100k is assessed as striking an appropriate balance between the need to spend income when it is received and maintaining operational integrity. This level of reserves is consistent with Romsey Mill's business model and financial impact of key risks. It is important to retain some flexibility in the range from median, due to variation in actual outrun versus plan and potential for uneven cash-flow on working capital. Additionally, given the significant uncertainties linked to the ongoing Covid pandemic, for at least the next 12 months Romsey Mill's Trustees consider it sensible to aim to keep reserves closer to the top end of the flexible range.

A modest amount of Romsey Mill's unrestricted funds has been designated for particular uses during 2021-22. This will be reviewed by the Trustees at the end of the financial year and revised if the Trustees determine that Romsey Mill should not or does not need to continue with the use for which they were designated.

Financial procedures:

Quarterly management accounts are produced and presented to the Finance Committee, along with any other relevant financial reports as required, who then report on to the Full Board of Trustees.

In the day-to-day of Romsey Mill's financial activity, all income and expenditure transactions are recorded in Romsey Mill's online SAGE accounts system, with bank reconciliations being completed twice monthly.

Two signatories are required for all cheques or payments through online banking and if the amount is above £2,000 one signatory must be the CEO or a Trustee.

Trustees oversee an annual salary review process and approve any changes. They also authorise the creation of any new posts. Any major capital projects or other undertaking that will have a significant short- or long-term financial impact also require Board of Trustee approval.

Strategic aims and plans for April 2021 to March 2022

Romsey Mill has an existing strategic plan that sets out our strategic aims. Trustees determined that the time period this plan covers should be extended by two years through to March 2023, to help with the management of Covid related challenges. During the next two-year period, new business plan objectives have been set.

Current strategic aims extended to March 2023:

- *What we aim to achieve with young people, children, and families:*

  1. We will continue developing the heart of our work in Cambridge and surround area, focussing on depth of relationships and sustainable presence over time.

  2. We will create new opportunities for Romsey Mill's work to be proven beyond Cambridgeshire.

- *How we will work and develop as an organisation to support these aims:*

  3. We will strengthen awareness and communication of who Romsey Mill is and what we do.

  4. We will enhance understanding of how we make the biggest difference and better demonstrate the impact of our work.

5. We will improve our methods of generating effective business models for growing programme work.

6. We will consider how to convey Romsey Mill's Christian Ethos most effectively and extend collaborative opportunities with local churches and other groups.

7. We will advance our fundraising work and grow the wider community contribution to our activities.

Between April 2021-March 2023 our objectives are to:

- Reconfigure our Young Parents Programme staff team and delivery model for new Cambridgeshire County Council Contract, taking into account Comic Relief funding for the Children Survive and Thrive: Rise and Shine project.
- Undertake focussed work to secure new sources of funding, including from Trust Funders and local community, for our Aspire programme and our Youth Development Teams' work with vulnerable young people in Peterborough.
- Complete contract agreement with Cambridge City Council to run new Mill Road Community Centre (in collaboration with PACT); establish a management group and produce budget and business plan; complete fit-out; appoint staff; open centre.
- Continue work in partnership with CYP and Cambourne Town Council to finalise funding arrangements enabling commencement of building work for new youth facility.
- Complete a business plan for Youth Work training and secure additional and more sustainable funding for the ongoing delivery and development of accredited youth work training and mentoring opportunities by Romsey Mill, for volunteers and career youth workers in Cambridgeshire, Peterborough and beyond.
- Refresh identity/brand map/logo taking into account the relational DNA of Romsey Mill's work.
- Apply learning from the Youth Development Team's Theory of Change capacity building project with NPC and develop a Theory of Change with Aspire and Young Parents Programmes.
- Identify / develop the set of measurement tools we are using to measure outputs, outcomes, and impact.
- Review current operational and administrative capability and function, then develop and implement an improvement and capacity building plan.
- Undertake thinking and planning to grow leadership capacity and ensure capability development (particularly regarding Coordinator and LMT roles) and to strengthen our retention and succession planning.
- Complete research and then implement 'Relational thinking and practice' within Romsey Mill, focusing on how our attitudes, behaviours and actions can help to grow stronger relationships and looking at how we might measure this alongside other monitoring and measurement work, linking with our Theory of Change work.
- Carry out a review and assessment of Romsey Mill's current approaches to diversity, inclusion, equalities and participation related to Romsey Mill's governance, employment practice and programme activities, leading to the development and implementation of an improvement plan.
- Implementation of Donorfy CRM and new Romsey Mill website, followed by sustained effective utilisation with review and development after 6 months of going 'live', and annually thereafter.

Romsey Mill recognises that we must remain financially robust in order to cope with continuing Covid challenges and other uncertainties and to fully engage with our participants and communities. Our current level of unrestricted reserves and those we forecast at the year-end give us assurance that we will have sufficient funds to remain stable and solvent over the coming year.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021

Governance, Structure and Management
Governing Document:

Romsey Mill Trust is constituted as a charitable company, limited by guarantee, registered with the Charity Commission (charity number 1069905) and Companies House in England and Wales (company number 3556721) on 1st May 1998. Romsey Mill Trust is governed by its Memorandum and Articles of Association, first published in May 1998 and revised in April 2013.

Organisational structure:

The Directors / Trustees (hereafter referred to as *Trustees*) of Romsey Mill Trust (usually known as Romsey Mill), form the Board of Management. The Trustees have collective control of the charity and are responsible for ensuring Romsey Mill continues to fulfil its charitable objects. Romsey Mill's Trustees give their time freely and do not receive remuneration or other financial benefits.

To facilitate the effective running of the charity, the Trustees have established committees with delegated responsibility for specific areas of work. The committees acting during the 2020-2021 year were: Finance; Programme; Fundraising & Communications; and Operations & Resources.

The day-to-day operations of Romsey Mill are delegated to the Chief Executive Officer (CEO) and a Leadership & Management Team (LMT). Appointments to these roles within the LMT are made by the Trustees. During the 2020-2021 year there were no changes to personnel within the Leadership & Management Team which comprised CEO, Programme Manager, Operations & Resources Manager, and Fundraising & Communications Manager.

Recruitment and appointment of Trustees:

Romsey Mill's Board of Trustees has a minimum of three and a maximum of twelve members. Existing Trustees, led by the Chair of Trustees, review on a regular basis how the Board of Trustees can be strengthened through new appointments and seek individuals who are able to provide additional and complementary skills and experience to existing Board Members. Trustees think it is vital that the leadership of Romsey Mill is shared with people who have lived experience of the issues faced by the communities we are helping to support. To carry out all duties efficiently and effectively, the Board of Trustees requires breadth and depth of skills, relevant knowledge and experience, a reasonable balance of age and gender, and the ability to actively promote the vision, values, and activities of Romsey Mill.

As set out in Romsey Mill's Articles of Association, new members of the Board of Trustees are appointed by existing Trustees. Existing Trustees, with support from Romsey Mill's CEO, pay careful attention to the Charity Commission and the National Council for Voluntary Organisations' guidance on recruiting, appointing and equipping Trustees. Prospective Trustees may be suggested by existing Trustees, staff, supporters, and users, or may come forward following wider advertising. Romsey Mill's Trustees will also look to identify potential new Trustees from among our programme participants (service users) where possible. This process allows due consideration of the person's eligibility, personal competence, specialist knowledge and skills.

Trustees serve for a period of no longer than five years from the date of their appointment. On the expiration of their term, they are eligible for reappointment by majority decision of the remaining Trustees.

Induction and training of Trustees:

Following appointment, induction of new Trustees is the responsibility of the Chair of Trustees supported by the Chief Executive Officer. The induction process for new Trustees is intended to familiarise them with the work of Romsey Mill, the context in which the charity operates, and the responsibilities of board members. New Trustees work through a 'Trustee Induction Pack' with the Chair of Trustees and CEO and also receive other general publications from the Charity Commission and the NCVO. New Trustees will typically be asked to become active on one of the committees and to assist with particular activities and projects. Board members can attend relevant and appropriate external training events and conferences.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021

General Management:

Romsey Mill's Trustees normally convene a full board meeting every three months. These meetings can happen in person or virtually through video conferencing. They approve the strategic and business plans, annual budgets, and year-end accounts. Trustees receive management accounts and quarterly financial projections, enabling them to monitor income and expenditure against budgets and cash flow. Capital projects that are not included within existing adopted budgets need to be approved by the Trustees as do the creation of any new staff posts or operational expenses which constitute a significant financial commitment (more than £10k p.a.).

All the committees, with delegated responsibility for specific areas of work, are chaired by a Trustee. Romsey Mill employees in relevant roles participate in these meetings on a regular basis. Other people with relevant skills and experience, including our programme participants (service users), can also be invited to join committees for occasional meetings or more regularly. These committees are focussed on operational management matters, usually meet four times a year, and provide written or oral reports back to Full Board Meetings. The committees review and update existing organisational policies linked to their areas of work. New policies, prepared by members of the Leadership and Management Team, are also approved by the relevant committee before being adopted by the Full Board of Trustees as required. The Operations & Resources Committee review staff salary scales on an annual basis, with new salary levels being considered by a Remuneration Group (made up of Operations & Resources and Finance Committee members) and approved by the Board of Trustees.

At the invitation of the Trustees, the CEO and other members of Romsey Mill's Leadership & Management Team normally attend all Full Board Meetings. There is a standing 'restricted business' item on the agenda so that Trustees can discuss matters without employees present when required. Other members of Romsey Mill's staff team attend Trustee meetings by invitation on an occasional basis. All Leadership and Management Team attend and actively support specific committees (referred to previously) relevant to their job roles.

Risk Management:

Romsey Mill's Leadership & Management team undertake an annual organisational risk assessment, on behalf of Trustees, identifying the major risks by area, considering the level and likelihood of exposure, and proposing the steps necessary to manage these. From this assessment the Board of Trustees update the Risk Register which is then kept under review via Trustee committees. This helps towards ensuring that we are paying due attention to the stability of our operations and to our duty of care for staff, volunteers, and programme participants. This process also helps to ensure that effective systems and procedures are maintained to manage the risks identified. Appropriate Disclosure and Barring Service (DBS) checks are made for all staff members and volunteers who work directly with children, young people, and vulnerable adults across our programmes. Financial systems and processes are approved by Trustees and scrutinised both by Trustees and our auditors. Romsey Mill's IT systems are secure, and data is regularly backed-up remotely. Suitable public liability, professional indemnity and buildings & content insurance cover are in place for all Romsey Mill's services and activities.

STATEMENT OF BOARD OF MANAGEMENT RESPONSIBILITIES

The Board of Management are required by company law to prepare financial statements each financial year which give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that year. In preparing those financial statements the Board of Management are required to:

(a) Select suitable accounting policies and then apply them consistently;
(b) Make judgements and estimates that are reasonable and prudent;
(c) Prepare the financial statements on a going concern basis unless it is inappropriate to assume that the Charity will continue in operation;
(d) State whether the policies adopted are in accordance with the Companies Act 2006 and with applicable accounting standards and statements of recommended practice, subject to any material departures disclosed and explained in the financial statements;
(e) Observe the methods and principals of the Charities SORP.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021

The Board of Management are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006.

The Board of Management 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.

The Board of Management confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities.

STATEMENT OF DISCLOSURE OF INFORMATION TO AUDITORS
In the case of each of the persons who are on the Board of Management at the time when the Board of Management report is approved;

(a) So far as the Board of Management are aware, there is no relevant audit information (information needed by the Charity's auditors in connection with preparing their report) of which the Charity's auditors are unaware, and
(b) Each member of the Board of Management has taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Amounts are presented within items in the statement of financial activities and balance sheet in accordance with generally accepted accounting principles or practice, the Board of Management Members having had regard to the substance of the reported transaction or arrangement.

The Auditors, Prentis & Co LLP, will be proposed for re-appointment in accordance with Section 485 of the Companies Act 2016

APPROVAL
On behalf of the Board of Trustees/Directors

..... Date: 15.12.21.
A Single (Chair)

INDEPENDENT AUDITORS REPORT TO THE BOARD OF MANAGEMENT OF ROMSEY MILL TRUST AND GROUP

FOR THE YEAR ENDED 31ST MARCH 2021

Opinion

We have audited the group financial statements of Romsey Mill Trust for the year ended 31st March 2021, which comprise Statement of Financial Activities, Group and Charity Balance Sheets, Cash Flow Statements and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standards 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 Group and Charity's affairs as at 31st 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;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis of 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 Group and Charity in accordance with 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 issufficient and appropriate to provide a basis for our opinion.

Conclusions Relating to Going Concern

In auditing the group finanical 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 group and 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 responsibilites of the trustees with respectto going concern are described in the relevant sections of this report.

Other Information

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

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

We have nothing to report in this regard.

INDEPENDENT AUDITORS REPORT TO THE BOARD OF MANAGEMENT OF ROMSEY MILL TRUST AND GROUP

FOR THE YEAR ENDED 31ST MARCH 2021

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the Group and Charity and it environment obtained in the course of the audit, we have not identified material misstatements in the Annual Report.

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

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

Responsibilities of the Trustees
As explained more fully in the trustees' responsibilities statement set out on page 16 the trustees 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 they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Group and Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Group or Charity or to cease operations, or have no realistic alternative but to do so.

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

Identifying and assessing potential risks related to irregularities
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:

- We have considered the nature of the industry and sector, control environment and business performance, including the design of the Charity's remuneration policies
- We have enquired with management in regards to their own assessment of the risks of irregularities, including fraud
- We have obtained relevant documentation and representations in order to form an opinion on potential irregularities, including fraud

INDEPENDENT AUDITORS REPORT TO THE BOARD OF MANAGEMENT OF ROMSEY MILL TRUST AND GROUP

FOR THE YEAR ENDED 31ST MARCH 2021

- Our audit work is limited to samples inherently used under International Auditing Standards, therefore not all transactions are reviewed so the detection of irregularities, including fraud is limited to this
- Any matter we identified having obtained and reviewed the Charity's documentation of their policies and procedures relating to:
    - o Identifying, evaluating and complying with laws and regulations and whether they are aware of any non-compliance
    - o Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud
    - o The internal controls established to mitigate risks of fraud or non-compliance with laws and regulations

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud is in relation to the overstatement of revenue. In common with all audits under ISAs (UK). We are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory environment and frameworks in which the Charity operates, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act, Charity SORP and local tax legislation.

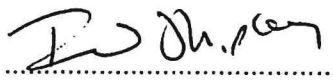
In addition, we considered provisions of other laws and regulations which do not have a direct effect on the financial statements, but compliance which may be fundamental for the Charity to operate.

Relevant identified laws and regulations were communicated within the engagement team so they remained alert throughout the audit for indications of fraud or non-compliance.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's report.

Use of our Report

This report is made solely to the Group and Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Group and Charity's members those matters, we are required to state to them in a 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 Group and Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



Ian Shipley FCCA, Senior Statutory Auditor
for and on behalf of Prentis & Co LLP, Chartered Accountants and Statutory Auditors

15 December 2021

115c Milton Road
Cambridge
CB4 1XE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2021

	Note	Unrestricted Funds £	Restricted Funds Romsey Mill Centre Funds £	Restricted Funds Other Restricted Funds £	Total 2021 £	Unrestricted Funds £	Restricted Funds Romsey Mill Centre Funds £	Restricted Funds Other Restricted Funds £	Total 2020 £
Income									
Donations and legacies	2a	203,187	-	17,305	220,492	115,408	-	8,219	123,627
Other trading activities	2b	151,676	-	63,331	215,007	190,026	-	-	190,026
Investment income		2,212	-	-	2,212	1,405	-	-	1,405
Charitable activities:									
Youth Development and Alternative Education	11	49,575	-	412,852	462,427	61,982	-	586,087	648,069
Aspire		73,336	-	82,815	156,151	47,669	-	9,242	56,911
Young Parents Programme		71,616	-	74,880	146,496	88,886	-	22,368	111,254
Pre-Schools		83,848	-	19,412	103,260	93,306	-	-	93,306
Community activities		5,686	-	-	5,686	34,026	-	-	34,026
Family work		-	-	-	-	1,355	-	-	1,355
Other income		-	-	74,076	74,076	-	-	-	-
TOTAL INCOME		641,136	-	744,671	1,385,807	634,063	-	625,916	1,259,979
Expenditure									
Expenditure on raising funds:									
Cost of generating voluntary income		52,775	-	17,305	70,080	102,968	-	-	102,968
Cost of activities for generating funds		73,509	-	63,331	136,840	162,308	-	-	162,308
Charitable activities:	3								
Youth Development and Alternative Education		555	-	457,583	458,138	64,495	-	537,410	601,905
Aspire		21,832	-	82,165	103,997	104,121	-	12,211	116,332
Young Parents Programme		28,263	-	54,880	83,143	97,463	-	22,368	119,831
Pre-Schools		85,575	-	19,412	104,987	120,837	-	500	121,337
Community activities		-	-	-	-	13,964	-	-	13,964
Family work		-	-	-	-	24,035	-	-	24,035
Other expenditure		-	-	45,363	45,363				
TOTAL EXPENDITURE		262,509	-	740,039	1,002,548	690,191	-	572,489	1,262,680
Net income/(expenditure)	6	378,627	-	4,632	383,259	(56,128)	-	53,427	(2,701)
Reconciliation of funds									
Total funds brought forward		403,830	881,381	124,404	1,409,615	459,958	881,381	70,977	1,412,316
Total funds carried forward		782,457	881,381	129,036	1,792,874	403,830	881,381	124,404	1,409,615

CONSOLIDATED BALANCE SHEET
AS AT 31ST MARCH 2021

	Note	2021 £	2021 £	2020 £	2020 £
FIXED ASSETS					
Tangible fixed assets	8		911,664		912,078
CURRENT ASSETS					
Debtors and prepayments	9	141,078		159,151	
Deposit accounts		163,000		248,000	
Cash at bank and in hand		666,848		193,646	
		970,926		600,797	
LIABILITIES					
Creditors: falling due within one year	10	89,716		103,260	
NET CURRENT ASSETS			881,210		497,537
NET ASSETS			1,792,874		1,409,615
THE FUNDS OF THE CHARITY					
Unrestricted funds:					
General funds		672,457		385,830	
Designated funds	13	110,000		18,000	
			782,457		403,830
Restricted funds:					
Other restricted funds	11	129,036		124,404	
Romsey Mill Centre funds	12	881,381		881,381	
			1,010,417		1,005,785
TOTAL CHARITY FUNDS			1,792,874		1,409,615

Approved by the Board of Management on 15 December 2021

A Single (Chair)

CHARITY BALANCE SHEET
AS AT 31ST MARCH 2021

	Note	2021 £	2021 £	2020 £	2020 £
FIXED ASSETS					
Tangible fixed assets	8		911,664		912,078
CURRENT ASSETS					
Debtors and prepayments	9	141,678		168,563	
Deposit accounts		163,000		248,000	
Cash at bank and in hand		666,848		193,646	
		971,526		610,209	
LIABILITIES					
Creditors: falling due within one year	10	89,116		103,260	
NET CURRENT ASSETS			882,410		506,949
NET ASSETS			1,794,074		1,419,027
THE FUNDS OF THE CHARITY					
Unrestricted funds:					
General funds		673,657		395,242	
Designated funds	13	110,000		18,000	
			783,657		413,242
Restricted funds:					
Other restricted funds	11	129,036		124,404	
Romsey Mill Centre funds	12	881,381		881,381	
			1,010,417		1,005,785
TOTAL CHARITY FUNDS			1,794,074		1,419,027

Approved by the Board of Management on 15 December 2021

.....
A Single (Chair)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31ST MARCH 2021

	Note	2021 £	2020 £
Net cash provided by/(used in) operating activities	16	398,104	71,524
Cash flows from investing activities:			
Interest received		2,212	1,405
Purchase of tangible fixed assets		(12,114)	(3,747)
Net cash used in investing activities		(9,902)	(2,342)
Change in cash and cash equivalents in the reporting period		388,202	69,182
Cash and cash equivalents at the beginning of the reporting period		441,646	372,464
Cash and cash equivalents at the end of the reporting period		829,848	441,646

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

1. ACCOUNTING POLICIES

Basis of preparation and assessment of going concern

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these financial statements. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) issued October 2019 (effective January 2019) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

The Trust constitutes a public benefit entity as defined by FRS 102.

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

Group Financial Statements

These financial statements consolidate the results of the Charity and Cara Coffee Limited

Functional and Presentation Currency

These consolidated financial statements are presented in pounds sterling which is the Charity's and subsidiary's functional currency. All amounts have been rounded to the nearest pound, unless otherwise indicated.

Income Recognition

Income is recognised when the charity has entitlement to the funds, any conditions attached to the income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' or 'revenue' grants, is recognised when the charity has entitlement to the funds, any conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Expenditure Recognition

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 obligation can be measured reliably.

Expenditure incurred on fundraising and publicity to generate unrestricted income to support direct charitable activities is included in costs of generating funds. That incurred to generate restricted income is included in support costs (see note 4 below).

Allocation of Support Costs

Support costs ae those functions that assist the work of the charity but do not directly undertake charitable activities. Supports costs include back office costs, finance, personnel, payroll and governance costs which support the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The basis on which support costs have been allocated are set out in note 4.

Depreciation

Depreciation is not provided on the freehold building as any provision (annual or cumulative) would not be material due to its expected remaining useful economic life and because its expected residual value is not materially less than its carrying value. The Trust has a policy of regular structural inspection, repair and maintenance and the building is therefore unlikely to deteriorate or suffer from obsolescence. Floor coverings within the building are depreciated over 10 years on a straight line basis.

Depreciation on all other assets is provided at the following rates in order to write off each asset over its estimated useful life down to its residual value:

- Fixtures and fittings - 20% straight line
- Motor vehicles - 20% straight line
- Computer equipment - over 3 or 5 years dependant on the asset use

Pension Costs

Romsey Mill contributes, on certain conditions, into employees' own pension schemes. Contributions payable are charged to the statement of financial activities in the period to which they relate.

Fund Accounting

Unrestricted funds are available to spend on activities which further any of the purposes of the charity. Designated funds are unrestricted funds which the trustees have decided at their discretion to set aside to use for a specific purposes. Restricted funds are for use solely as specified by the donor for particular areas of the charity's work.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

2. INCOME

		Unrestricted Funds	Restricted Funds	Total Funds 2021	Unrestricted Funds	Restricted Funds	Total Funds 2020
		£	£	£	£	£	£
a)	**Donations and legacies**						
	Donations from businesses	5,650	-	5,650	10,293	8,219	18,512
	Donations from individuals	99,672	-	99,672	61,745	-	61,745
	Tax reclaimed (gift aid)	12,808	-	12,808	7,287	-	7,287
	Donations from Churches and Chapels	10,104	-	10,104	6,876	-	6,876
	Donations from Community Groups	1,830	-	1,830	2,404	-	2,404
	Grants from Trusts	48,664	17,305	65,969	23,270	-	23,270
	Other income	24,459	-	24,459	3,533	-	3,533
		203,187	17,305	220,492	115,408	8,219	123,627
b)	**Other trading activities**						
	Room hire	5,686	-	5,686	29,059	-	29,059
	Charity shop	19,139	-	19,139	62,924	-	62,924
	Events	8,911	-	8,911	41,028	-	41,028
	Cara Coffee Shop	14,290	-	14,290	57,015	-	57,015
	Business support grants	103,650	-	103,650	-	-	-
	Furlough and other Covid-19 funds	-	63,331	63,331	-	-	-
		151,676	63,331	215,007	190,026	-	190,026

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

3. EXPENDITURE ON CHARITABLE ACTIVITIES

Activity	Activities undertaken directly £	Support costs (note 4) £	Total 2021 £	Activities undertaken directly £	Support costs (note 4) £	Total 2020 £
Youth Development and Alternative Education	344,571	113,567	458,138	472,885	129,020	601,905
Aspire	79,988	24,009	103,997	89,637	26,695	116,332
Young Parents Programme	60,354	22,789	83,143	79,866	39,965	119,831
Pre-Schools	82,600	22,387	104,987	93,279	28,058	121,337
Community activities	-	-	-	6,982	6,982	13,964
Family work	-	-	-	16,205	7,830	24,035
	567,513	182,752	750,265	758,854	238,550	997,404

4. SUPPORT COSTS

	Administration £	Management £	Raising Restricted Funds £	Education & Awareness £	Total 2021 £	Administration £	Management £	Raising Restricted Funds £	Education & Awareness £	Total 2020 £
Youth Development and Alternative Education	23,116	33,708	53,906	2,837	113,567	65,708	18,678	44,386	5,248	134,020
Aspire	14,297	3,365	5,966	381	24,009	8,114	3,674	8,923	984	21,695
Young Parents Programme	16,405	2,365	3,778	241	22,789	11,353	13,473	14,174	965	39,965
Pre-Schools	16,473	5,914	-	-	22,387	21,500	3,674	957	1,927	28,058
Community activities	-	-	-	-	-	4,685	2,297	-	-	6,982
Family work	-	-	-	-	-	3,885	1,225	2,431	289	7,830
	70,291	45,352	63,650	3,459	182,752	115,245	43,021	70,871	9,413	238,550

The Trust allocates its support costs as shown in the note above.

Administration is inclusive of general administration, office premises, finance and IT costs.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

5. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	709,408	842,067
Social security costs	49,855	61,167
Pension costs	30,219	35,907
	789,482	939,141

There are 19 (2020: 18) full time and 32 (2020: 34) part time members of staff who are all involved in direct charitable activities. This equates to 29 full time equivalent staff at 31st March 2021. No employee received £60,000 or more in the year. The charity's trustees received no remuneration during the year.

The charity considers its key management to be its leadership and management team comprising the CEO and 3 senior managers. The aggregate remuneration of this team is £196,229. (2020: £196,230)

6. NET EXPENDITURE FOR THE YEAR

	Total 2021	Total 2020
This is stated after charging:	£	£
Auditors' remuneration	4,404	3,960

7. TAXATION

As a registered charity, Romsey Mill Trust is generally exempt from Income Tax and Capital Gains Tax, but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

8. TANGIBLE FIXED ASSETS (GROUP AND CHARITY)

CURRENT YEAR

Cost	Land & Buildings	Fixtures & Fittings	Total
	£	£	£
As at 1st April 2020	935,879	194,276	1,130,155
Additions	-	12,114	12,114
As at 31st March 2021	935,879	206,390	1,142,269
Depreciation			
As at 1st April 2020	54,498	163,579	218,077
Charge for the period	-	12,528	12,528
As at 31st March 2021	54,498	176,107	230,605
Net Book Value			
As at 31st March 2021	881,381	30,283	911,664

PRIOR YEAR

Cost	Land & Buildings	Fixtures & Fittings	Total
	£	£	£
As at 1st April 2019	935,879	190,529	1,126,408
Additions	-	3,747	3,747
As at 31st March 2020	935,879	194,276	1,130,155
Depreciation			
As at 1st April 2019	54,498	150,628	205,126
Charge for the period	-	12,951	12,951
As at 31st March 2020	54,498	163,579	218,077
Net Book Value			
As at 31st March 2020	881,381	30,697	912,078

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

9. DEBTORS

	Group 2021	Charity 2021	Group 2020	Charity 2020
	£	£	£	£
Debtors	66,166	66,166	44,257	44,257
Prepayments and accrued income	74,912	74,912	114,893	114,893
Inter group balance	-	600	-	9,413
	141,078	141,678	159,151	168,563

10. CREDITORS: FALLING DUE WITHIN ONE YEAR

	Group 2021	Charity 2021	Group 2020	Charity 2020
	£	£	£	£
Trade creditors	4,890	4,890	5,251	5,251
Other taxes and social security costs	12,282	12,282	15,414	15,414
Other creditors, accruals and deferred income	72,544	71,944	82,595	81,021
Inter group balance	-	-	-	1,574
	89,716	89,116	103,260	103,260

11 OTHER RESTRICTED FUNDS - CURRENT YEAR

Youth Development and Alternative Education	At 1st April 2020	Income	Expenditure	Transfer	At 31st March 2021
	£	£	£	£	£
Youth Music 2018 - 2020	37,388	14,956	46,444	-	5,900
Youth Investment Fund	19,793	5,742	25,535	-	-
NYA	17,000	2,800	19,800	-	-
Wates Family Educational Trust	5,089	-	5,089	-	-
Rotary Club	3,000	-	3,000	-	-
Cambridgeshire County Reaching Further Award	3,750	-	3,750	-	-
Rathbones	3,750	5,000	5,000	-	3,750
Church Schools of Cambridge	2,653	3,500	6,153	-	-
GEM	3,000	-	3,000	-	-
Souter Charitable Trust	3,750	2,000	300	-	5,450
Howard Foundation	1,000	4,000	1,000	-	4,000
Cambourne Youth Partnership	-	24,000	14,500	-	9,500
Beacon Trust	-	20,983	20,983	-	-
Cambridge City Area Committee North	-	4,800	4,800	-	-
Cambridge City Community Development	-	5,000	5,000	-	-
Cambridge City Area Committee East	-	5,000	5,000	-	-
Cambridge City Area Committee South	-	3,000	3,000	-	-
Innovate and Cultivate Fund	-	7,009	7,009	-	-
ARM	-	20,000	20,000	-	-
St Barnabas	-	2,470	-	-	2,470
Birketts	-	2,000	2,000	-	-
TNL	-	33,739	33,739	-	-
Living Sport	-	1,344	1,344	-	-
Terrell Fund	-	500	500	-	-
CAF Resilience Fund	-	33,146	33,146	-	-
CCF Recovery Fund	-	20,000	20,000	-	-
Peterborough Council for Hampton	-	660	660	-	-
Children in Need	-	40,772	18,900	-	21,872
BPHA Trumpington	-	5,000	2,500	-	2,500
Furlough	-	88,848	88,848	-	-
Core costs salaries	-	56,583	56,583	-	-
	100,173	412,852	457,583	-	55,442

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

OTHER RESTRICTED FUNDS - CURRENT YEAR .....CONTINUED	At 1st April 2020 £	Income £	Expenditure £	Transfer £	At 31st March 2021 £
Core Costs					
Co-op minibus	15,066	-	-	-	15,066
Co-op kitchen refurbishment	8,065	-	8,065	-	-
Betty Lawes Foundation	-	10,000	-	-	10,000
YEF	-	44,076	37,298	-	6,778
Cambridgeshire Business Golf Society	-	20,000	-	-	20,000
	23,131	74,076	45,363	-	51,844
Young Parents Programme					
Comic Relief	-	23,993	3,993	-	20,000
Cambridge City Council Community Development	-	6,500	6,500	-	-
Care to Learn	-	7,946	7,946	-	-
Furlough	-	7,700	7,700	-	-
The National Lottery	-	17,232	17,232	-	-
Core costs salaries	-	11,509	11,509	-	-
	-	74,880	54,880	-	20,000
Aspire					
The National Lottery	-	17,278	17,278	-	-
PYE Foundation	600	3,500	2,350	-	1,750
Frank Litchfield	500	-	500	-	-
Eastern Counties Education Trust	-	15,000	15,000	-	-
Furlough	-	9,289	9,289	-	-
Comic Relief	-	18,990	18,990	-	-
Rausing Trust	-	5,747	5,747	-	-
Core cost salaries	-	13,011	13,011	-	-
	1,100	82,815	82,165	-	1,750
Preschool					
Furlough	-	14,415	14,415	-	-
Core cost salaries	-	4,997	4,997	-	-
	-	19,412	19,412	-	1,750
Other Fundraising Activities					
Furlough	-	14,351	14,351	-	-
Core cost salaries	-	2,954	2,954	-	-
		17,305	17,305	-	-
Other Trading Activities					
Furlough	-	30,443	30,443	-	-
Core cost salaries	-	32,888	32,888	-	-
	-	63,331	63,331	-	-
	124,404	744,671	740,039	-	129,036

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

OTHER RESTRICTED FUNDS - PRIOR YEAR	At 1st April 2019	Income	Expenditure	Transfer	At 31st March 2020
Youth Development and Alternative Education	£	£	£	£	£
St Barnabas	-	2,609	2,609	-	-
Wates Family Educational Trst	-	6,785	1,696	-	5,089
Rotary Club	-	3,000	-	-	3,000
Children in Need	-	34,052	34,052	-	-
Cambridgeshire County Reaching Further Award	-	3,750	-	-	3,750
Rathbones	-	5,000	1,250	-	3,750
Co-Op Sports Hall	400	-	400	-	-
Church Schools of Cambridge	-	13,703	11,050	-	2,653
GEM	-	3,000	-	-	3,000
Kingsgate Church	-	596	596	-	-
YEF	-	20,825	3,825	-	17,000
Sawston Young People's Fund	400	-	400	-	-
Small/individual restricted donations	1,066	-	1,066	-	-
Shelford and Stapleford Youth Initiative	-	16,692	16,692	-	-
Howard Foundation	-	1,000	-	-	1,000
Cambourne Youth Partnership	-	24,000	24,000		-
Youth Music 2018 - 2020	-	72,014	34,626	-	37,388
Youth Investment Fund	25,240	259,552	264,999	-	19,793
#iwill CCF Youth Social Action	1,500	-	1,500	-	-
Trumpington Parochial	-	300	300	-	-
Beacon Trust	-	23,942	23,942	-	-
John Huntingdons' Charity	4,125	5,340	9,465	-	-
Sawston Parish Council	-	3,000	3,000	-	-
Cambridge City Area Committee North	-	4,000	4,000	-	-
Cambridge City Community Development	-	3,500	3,500	-	-
Cambridge City Area Committee East	-	4,858	4,858	-	-
Cambridge City Area Committee South	-	2,750	2,750	-	-
Innovate and Cultivate Fund	-	28,033	28,033	-	-
Rock Baptist	-	1,000	1,000	-	-
ARM	-	20,730	20,730	-	-
CSK Peterborough	-	17,056	17,056	-	-
Monica Rabagliati Charitable Trust	3,000	-	3,000	-	-
Souter Charitable Trust	2,250	5,000	3,500	-	3,750
Eden Baptist Society	1,875	-	1,875	-	-
	39,856	586,087	525,770	-	100,173
Core Costs					
Broadcom Europe Ltd	1,640	-	1,640	-	-
Core cost donations	10,000	-	10,000	-	-
Co-op minibus	14,912	154	-	-	15,066
Co-op kitchen refurbishment	-	8,065	-	-	8,065
	26,552	8,219	11,640	-	23,131
Young Parents Programme					
Evelyn Trust	-	4,000	4,000	-	-
Care to Learn	-	11,868	11,868	-	-
Cambridge City Council Community Development	-	6,500	6,500	-	-
	-	22,368	22,368	-	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

OTHER RESTRICTED FUNDS - PRIOR YEAR .....CONTINUED	At 1st April 2019	Income	Expenditure	Transfer	At 31st March 2020
	£	£	£	£	£
Aspire					
Frank Litchfield	-	500	-	-	500
Innovate	-	4,952	4,952	-	-
Mathworks	-	2,500	2,500	-	-
The Pye Foundation	1,500	1,290	2,190	-	600
Tampon Tax Community Grant Programme	2,569	-	2,569		-
	4,069	9,242	12,211	-	1,100
Pre-Schools					
Small/individual restricted donations	500	-	500	-	500
	70,977	625,916	572,489	-	124,404

The restricted funds being carried forward at the end of the year generally represent grants received in advance for work to be carried out in the following year.

For information regarding the various activities outlined above, see page 1 of the accounts under 'Projects, Programmes and Services'.

12. ROMSEY MILL CENTRE FUND - CURRENT YEAR	At 1st April 2020	Income	Expenditure	Transfers	At 31st March 2021
	£	£	£	£	£
Romsey Mill Centre	881,381	-	-	-	881,381

ROMSEY MILL CENTRE FUND - PRIOR YEAR	At 1st April 2019	Income	Expenditure	Transfers	At 31st March 2020
	£	£	£	£	£
Romsey Mill Centre	881,381	-	-	-	881,381

The purpose of the Fund is to represent the net book value of the building in Note 8.

13. DESIGNATED FUNDS - CURRENT YEAR	At 1st April 2020	Income	Expenditure	Transfers	At 31st March 2021
	£	£	£	£	£
Vehicle Repairs Reserve	1,000	-	-	4,000	5,000
Building Maintenance Reserve	2,000	-	2,000	5,000	5,000
Staff Contingency Fund	15,000	-	-	(15,000)	-
Covid-19 Contingency Fund	-	-	-	100,000	100,000
	18,000	-	2,000	(94,000)	110,000

The above transfers are reflected within unrestricted funds in the Statement of Financial Activities.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

DESIGNATED FUNDS - PRIOR YEAR

	At 1st April 2019	Income	Expenditure	Transfers	At 31st March 2020
	£	£	£	£	£
Vehicle Repairs Reserve	1,000	-	-	-	1,000
Building Maintenance Reserve	2,000	-	-	-	2,000
Mills & Reeve Progressions Hardship Fund	1,088	-	1,088	-	-
Staff Contingency Fund	15,000	-	-	-	15,000
	19,088	-	-	-	18,000

Building Maintenance Reserve
This reserve is to ensure Romsey Mill Trust has funds to meet the costs of unanticipated major repairs to the building.

Staff Contingency Fund
This fund has been created to cover unplanned staff eventualities such as maternity/paternity leave, sickness, resignation etc.

Vehicle Repairs Reserve
This reserve is to ensure Romsey Mill Trust has funds to meet the costs of unanticipated major repairs to the minibus.

Covid-19 Contingency Fund
This fund has been created to cover any foreseeable losses due to the expected reduction in Government Grants and other Covid-19 related support.

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS - GROUP

CURRENT YEAR

	Unrestricted funds		Restricted funds		
	General funds	Designated funds	Romsey Mill Centre	Other Restricted funds	2021 Total
	£	£	£	£	£
Fixed assets	12,879	-	881,381	17,404	911,664
Net current assets	659,578	110,000	-	111,632	881,210
	672,457	110,000	881,381	129,036	1,792,874

ANALYSIS OF NET ASSETS BETWEEN FUNDS - GROUP
PRIOR YEAR

	Unrestricted funds		Restricted funds		
	General funds	Designated funds	Romsey Mill Centre	Other Restricted funds	2020 Total
	£	£	£	£	£
Fixed assets	4,592	-	881,381	26,105	912,078
Net current assets	381,238	18,000	-	98,299	497,537
	385,830	18,000	881,381	124,404	1,409,615

15. RELATED PARTY TRANSACTIONS

Throughout the year the charity was controlled jointly by the Board of Management.

No member of the board or any person connected to them received any fees or expenses from the charity during the year (2020: £nil).

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

A trustee (N Taylor) is also a trustee of Cambourne Youth Partnership, a charity which during the year was engaged in a contract with Romsey Mill Trust for the provision of a part time Youth Development Worker. This contract is operated on an arms length basis. A trustee, (S Taylor), who was also a trustee of The Church Schools of Cambridge a charity which make grants to Romsey Mill Trust.

Aggregate donations of £7,165 were received from Trustees during the year (2020: £2,120).

The charity formed a subsidiary company, Cara Coffee Limited, on 23rd March 2019. Two trustees, J Hildersley and K Pearson are directors, together with the charity's CEO, N Perry.

16. RECONCILIATION OF EXPENDITURE TO NET CASH FLOWS FROM OPERATING ACTIVITIES

	2021	2020
	£	£
Net movement in funds	383,259	(2,701)
Adjustments for:		
Less investment income	(2,212)	(1,405)
Add depreciation	12,528	12,951
Increase/(decrease) in creditors	(13,544)	19,299
Decrease/(Increase) in debtors	18,073	43,380
Net cash provided by/(used in) operating activities	398,104	71,524

17. OPERATING LEASE COMMITMENTS (GROUP AND CHARITY)

	2021	2020
	£	£
The following operating lease payments are committed to be paid:		
Total future commitments	12,000	12,000

18. INVESTMENTS - CHARITY SUBSIDIARIES

Cara Coffee Limited
Country of Incorporation: England and Wales
Nature of Business: Trading

Class of shares:	% Holding	Year ended 31st March 2021	Year ended 31st March 2020
Ordinary	100	£	£
Aggregate capital and reserves		1	1
Profit/(loss) for the year		10,988	(10,988)
Donated to parent (Romsey Mill Trust)		(10,988)	-
		1	(10,987)

The Trust was gifted 100% of the issued share capital of Cara Coffee Limited (company number 11901327), a company incorporated in England and Wales on 23rd March 2019. The Trustees deem the market value of these shares to be £Nil. The subsidiary undertaking is included within the consolidated accounts.