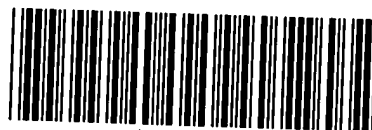


ROMSEY MILL TRUST

CONSOLIDATED REPORT AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022

WEDNESDAY



ABJD2N7H

A19

21/12/2022

#288

COMPANIES HOUSE

ROMSEY MILL TRUST

CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022

CONTENTS:	PAGE:
Board of Management Report	1 - 18
Auditor's Report	19 - 21
Consolidated Statement of Financial Activities	22
Consolidated Balance Sheet	23
Charity Balance Sheet	24
Consolidated Statement of Cash Flows	25
Notes to the Financial Statements	26 - 35

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.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2022

- *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.

**BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2022****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

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2022

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 (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).

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2022

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.

**BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2022****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.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2022

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 to organise a day of activities following a similar approach to the Deeper residential; 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

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2022

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.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2022

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.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2022

- 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.

BOARD OF MANAGEMENT REPORT FOR THE YEAR ENDED 31ST MARCH 2022

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%).

**BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2022**

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

**BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2022**

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 Remuneration 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.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2022

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.

**BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2022**

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


.....
A Single (Chair)

Date: 9TH NOVEMBER 2022

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 is sufficient 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 its 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 detect a material misstatement when it exists. Misstatements can arise from fraud or error and are 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.

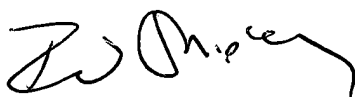
Relevant identified laws and regulations were communicated within the engagement team so they remained alert throughout the audit for indications of fraud or non-compliance.

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.



.....
Ian Shipley FCCA, Senior Statutory Auditor

for and on behalf of Prentis & Co LLP, Chartered Accountants and Statutory Auditors

19th December 2022

115c Milton Road
Cambridge
CB4 1XE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2022

	Note	Restricted Funds			Total 2022	Restricted Funds			Total 2021
		Unrestricted Funds £	Romsey Mill Centre Funds £	Other Restricted Funds £		Unrestricted Funds £	Romsey Mill Centre Funds £	Other Restricted Funds £	
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 £	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
		<u>1,054,700</u>	<u>970,926</u>
LIABILITIES			
Creditors: falling due within one year	10	<u>155,956</u>	<u>89,716</u>
NET CURRENT ASSETS		<u>898,744</u>	<u>881,210</u>
NET ASSETS		<u>1,855,195</u>	<u>1,792,874</u>
THE FUNDS OF THE CHARITY			
Unrestricted funds:			
General funds		853,345	672,457
Designated funds	13	<u>20,000</u>	<u>110,000</u>
		873,345	782,457
Restricted funds:			
Other restricted funds	11	100,469	129,036
Romsey Mill Centre funds	12	<u>881,381</u>	<u>881,381</u>
		981,850	1,010,417
TOTAL CHARITY FUNDS		<u>1,855,195</u>	<u>1,792,874</u>

Approved by the Board of Management on 9th NOVEMBER 2022

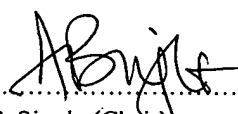

A Single (Chair)

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
		<u>1,053,381</u>	<u>971,526</u>
LIABILITIES			
Creditors: falling due within one year	10	<u>154,635</u>	<u>89,116</u>
NET CURRENT ASSETS		<u>898,746</u>	<u>882,410</u>
NET ASSETS		<u>1,854,057</u>	<u>1,794,074</u>
THE FUNDS OF THE CHARITY			
Unrestricted funds:			
General funds		852,207	673,657
Designated funds	13	<u>20,000</u>	<u>110,000</u>
		872,207	783,657
Restricted funds:			
Other restricted funds	11	100,469	129,036
Romsey Mill Centre funds	12	<u>881,381</u>	<u>881,381</u>
		981,850	1,010,417
TOTAL CHARITY FUNDS		<u>1,854,057</u>	<u>1,794,074</u>

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		<u>(63,096)</u>	<u>(9,902)</u>
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		<u>829,848</u>	<u>441,646</u>
Cash and cash equivalents at the end of the reporting period		<u>907,464</u>	<u>829,848</u>

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 are those functions that assist the work of the charity but do not directly undertake charitable activities. Support 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
	<u>905,249</u>	<u>789,482</u>

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	<u>5,018</u>	<u>4,404</u>

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**

Cost	Motor Vehicles £	Land & Buildings £	Fixtures & Fittings £	Total £
As at 1st April 2021	-	935,879	206,390	1,142,269
Additions	23,634	-	39,773	63,407
As at 31st March 2022	<u>23,634</u>	<u>935,879</u>	<u>246,163</u>	<u>1,205,676</u>
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	<u>3,545</u>	<u>54,498</u>	<u>191,182</u>	<u>249,225</u>
Net Book Value				
As at 31st March 2022 - GROUP	<u>20,089</u>	<u>881,381</u>	<u>54,981</u>	<u>956,451</u>
As at 31st March 2022 - CHARITY	<u>20,089</u>	<u>881,381</u>	<u>53,841</u>	<u>955,311</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022

TANGIBLE FIXED ASSETS (GROUP AND CHARITY)

PRIOR YEAR

Cost

As at 1st April 2020

Additions

As at 31st March 2021

Depreciation

As at 1st April 2020

Charge for the period

As at 31st March 2021

Net Book Value

As at 31st March 2021

Land & Buildings	Fixtures & Fittings	Total
£	£	£
935,879	194,276	1,130,155
-	12,114	12,114
935,879	206,390	1,142,269
54,498	163,579	218,077
-	12,528	12,528
54,498	176,107	230,605
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
	£	£	£	£	£
<u>Youth Development and Alternative Education</u>					
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
<u>Youth Development and Alternative Education</u>					
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
<u>Other restricted funds</u>					
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
<u>Young Parents Programme</u>					
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	-	-
<u>Aspire</u>					
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 £
<u>Youth Development and Alternative Education</u>					
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
<u>Youth Development and Alternative Education</u>					
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
<u>Other Restricted Funds</u>					
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
<u>Young Parents Programme</u>					
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
<u>Aspire</u>					
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
YEARCONTINUED**

	At 1st April 2020 £	Income £	Expenditure £	Transfer £	At 31st March 2021 £
<u>Preschools</u>					
Furlough	-	14,415	14,415	-	-
Core cost salaries	-	4,997	4,997	-	-
	-	19,412	19,412	-	-
<u>Other Fundraising Activities</u>					
Furlough	-	14,351	14,351	-	-
Core cost salaries	-	2,954	2,954	-	-
	-	17,305	17,305	-	-
<u>Other Trading Activities</u>					
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

**ANALYSIS OF NET ASSETS BETWEEN FUNDS - GROUP
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.