RESPONSE ORGANISATION

England & Wales · Charity number 1101071

Details

Other names	OXFORDSHIRE GROUP HOMES, RESPONSE
Status	Registered
Legal form	Charitable company
Company number	04781936
Registered	2003-12-08
Register	View on the Charity Commission register

Contact

Address	Response Organisation A G Palmer House Morrell Crescent Littlemore Oxford OX4 4SU
Phone	01865397940
Email	info@response.org.uk
Website	www.response.org.uk

Activities

Objects: To provide support, accommodation, and related facilities (including registered care homes) to individuals who have mental health needs, including service users and former service users of NHS and other facilities focussing on mental health and other persons in the community with mental health needs and who may have other physical or financial needs (The supported individuals)To advance the education of the public in all matters relating to hospitals, hospital management and mental health and to promote research and the dissemination of the useful results of such research; and to further such other charitable purposes for the benefit of the Supported individuals as the Trustees see fit from time to time.

Activities: The principal activities are the provision of accommodation, care and support in community based settings in the Thames Valley for people with enduring mental health needs. The charity provides services in the following general categories: Supported tenancies, Adult care homes, Domiciliary Care services and Children and Young People's services.

Downloaded from opencharities.uk/ew/1101071

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Disability, The Prevention Or Relief Of Poverty, Accommodation/housing
- **Who:** Children/young People, Elderly/old People, People With Disabilities

Geography

- Bedford
- Buckinghamshire
- Central Bedfordshire
- Oxfordshire
- Reading
- West Berkshire
- Wiltshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£16,990,000	£17,078,000	£6,897,000	239
2024-03-31	£17,293,000	£17,509,000	£6,985,000	278
2023-03-31	£17,627,757	£18,296,742	£7,934,104	301
2022-03-31	£17,498,713	£17,246,379	£8,603,089	293
2021-03-31	£14,005,150	£13,888,768	£8,350,755	268

Downloaded from opencharities.uk/ew/1101071

Trustees

Name	Role	Appointed
Bindi Palmer		2024-03-07
Christopher Cornforth		2024-03-02
Dr Matt Muijen		2023-06-15
Kezia Rushworth		2023-11-09
Lucy Jane Weston		2025-07-10
Nicola Inge		2022-11-03
Sherry White		2025-05-22
Vanessa Vogwill		2025-05-22

Downloaded from opencharities.uk/ew/1101071

RESPONSE ORGANISATION

England & Wales - Charity number 1101071

Accounts

Response

Together we can achieve change

Photo: Antony – Resident at Iris Hayter House

RESPONSE ORGANISATION

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

Charity registration Number 1101071
Company registration number 4781936 (England and Wales)

A welcome from the Chief Executive

It is with great pleasure that I present our Annual Report and Accounts to 31 March 2025.

As a charity that has been working within the mental health sector for over 60 years, we are proud of the knowledge and experience that we have built up in supporting individuals living with a range of mental health challenges. Over that period, we have seen how mental health has grown in importance within the long-term strategy of central government, within the NHS and society as a whole.

More recently we have seen increased awareness in the media of the impact of mental health on individuals and communities. As well as improving understanding, it has also helped to reduce the stigma that has historically been associated with mental health.

Funding remains an issue. The pressure on the NHS to achieve efficiencies and economies remains high. As with physical health, mental health also needs to be a combination of preventative, early intervention, and treatment, and this is often more difficult to define within our sector. As the largest independent mental health charity in Oxfordshire, we are working closely with Oxford Health NHS Foundation and charities in our sector through Oxfordshire's Mental Health Partnership to help design the shape of mental health services across the county for the next five to ten years.

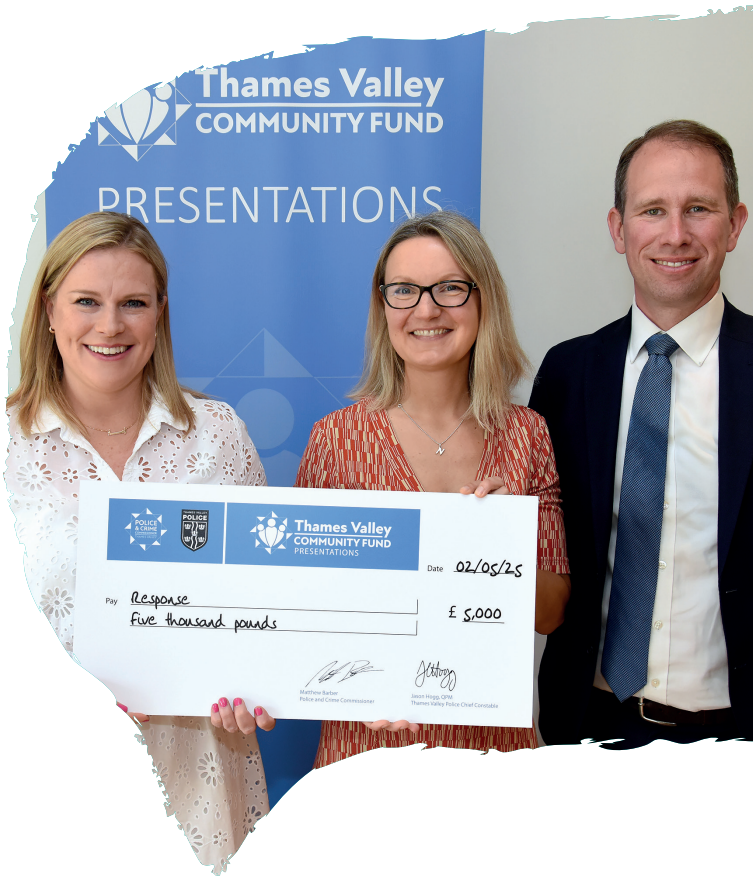
Preventative and early intervention is a key part of mitigating the long-term impact of mental health on society as well as NHS budgets, and we continue to develop our services for young people in the community and in schools. We are trialling a new young person's hub in Thatcham and, if successful, we are looking to roll this out in other locations.

Here at Response, we recognise not everyone will complete the journey from hospital discharge through to independent living. However everyone should have the opportunity to be the best version of themselves that they can be. A number of our residents have reached that point but still require constant support and care to ensure that they have the quality of life they deserve.

Last year I talked about our cost pressures. There continues to be discussion around the impact of National Insurance and Living Wage increases on the Care and Support Sectors, along with many other sectors. We have continued to identify internal efficiencies, while maintaining our service quality. We have also taken the opportunity to modestly invest in dedicated fundraising capability, aiming to support our current operations and also to fundraise for those challenges around property investment and improvement over the coming years.

Today, our services encompass a broad spectrum of support, including working with individuals experiencing homelessness, who often face complex mental health challenges. We provide supported housing, outreach programmes, and early-intervention services for young people, helping to address mental health issues before they escalate. Through our partnerships with organisations like Oxford Health NHS Foundation Trust, Oxfordshire County Council, District councils and Oxfordshire Youth, we also deliver vital services for children, adolescents, and young adults, ensuring comprehensive support at every stage of life.

Looking ahead the mental health landscape will continue to evolve as national strategy impacts regional and local activity. Many of our contracts



are subject to renewal over the next 18 – 24 months, and there are positive discussions around how these services may change to meet the needs of those we and others support. At Response we place those individuals at the heart of everything we do, and we look forward to playing a key role in the evolution of mental health services across the county.

I would like to recognise the contribution of our dedicated team of support workers across all of our services. They know that every contact counts, and the cumulative impact they have on the quality of each individual is immense. I would also like to thank all our partners and their individual teams for their continued support, including Oxford Health NHS Foundation Trust, Oxfordshire County Council, Oxford City Council, and Oxfordshire Youth, who provide support for our Young Person's Supported Accommodation (YPSA) programme.

This year we are bidding farewell to Bob Sutcliffe as Chair of Trustees, and welcoming Lucy Weston as our new Chair.

Bob came on board in 2018 and has worked closely with the executive team as we have doubled the level of activity across the Charity. Bob also provided guidance in helping steer the Charity through Covid and other challenges. I would like to express my thanks to him for his committed service. Lucy joins us with great experience across the mental health and supported housing sectors and I, and my colleagues, look forward to working with her.

Finally, I want to express my heartfelt thanks to everyone who helps Response deliver on its charitable mission. To our Board of Trustees, who generously give their time to offer guidance and independent thinking; to our supporters, who raise funds and volunteer for us; and to our staff, both in frontline services and central support teams, for their hard work and commitment to continual improvement. I also want to thank those who use our services, along with their relatives, friends, and carers, who teach us new perspectives every day.

Nicola Leavesley

Nicola Leavesley
Chief Executive

Lucy Weston was appointed Chair of Trustees at Response on 10 July 2025.

Lucy is a Chartered Accountant with many years' senior management experience working in the housing, health, and international development sectors.

She is currently a Non-Executive Director of Oxford Health NHS Foundation Trust and is Chair of Red Kite Community Housing, a tenant led housing association based in Buckinghamshire.

Contents

Legal and administrative information	**5**
Trustees' report	**6**
Our Vision and values	**7**
Our Story	**8**
Case Studies	**10**
Our strategy	**14**
Care and Support	15
Safe, stable homes	17
System leadership	18
Stability and Sustainability	20
Our Programmes	**22**
Adult Services Programmes	23
Children, Young People and Families Programmes	25
Young People's Supported Accommodation ("YPSA") programme	26
Wellbeing Youth Workers	27
Supported Housing Team	28
Financial review	**29**
Risk management and internal control	**31**
Structure, governance and management	**33**
Key Management Personnel Remuneration	**35**
Statement of trustees' responsibilities	**36**
Independent auditor's report	**37**
Statement of financial activities	**40**
Balance sheet	**41**
Statement of cash flows	**42**
Notes to the financial statements	**43**

Legal and administrative information

Trustees

L Weston (Chair)
C Cornforth
N Inge
Dr M Muijen
B Palmer
K Rushworth
V Vogwill
S White

Secretary

Tim Berg

Executive Officers

Nicola Leavesley – Chief Executive Officer

Tim Berg, FCA – Director of Finance / Company Secretary

Anne Clarke – Director of Adult Services and Safeguarding

Andrew Perry – Director of Estates

Jamie Douglas – Associate Director of Children, Young People and Families

Gemma Jewell – Associate Director of People and Business Support

Emma Murphy – Associate Director of Fundraising, Marketing and Communications

Charity Number

1101071

Company Number

4781936

Registered Office

A G Palmer
Morrell Crescent
Littlemore
Oxford
OX4 4SU

Auditor

Gravita Audit Oxford LLP
First Floor, Park Central
40-41 Park End Street
Oxford
OX1 1JD

Solicitors

Freeths
Spires House
5700 Oxford Business Park South
Oxford
OX4 2RW

Trustees' report

(including directors' report) – year ended 31 March 2025

The Trustees present their report and the audited financial statements of the Charity for the year ended 31st March 2025.

The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

Reference and Administrative Details

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

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Purposes and Aims

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

- benefit the public by supporting the statutory services to provide services for people with enduring mental health and well-being needs, across a range of complexities; and
- provide appropriate mental health care and support services that are readily accessible to those who need them so that they can maintain optimum levels of independence; and
- through its day to day activities, enhance the education of the public in matters relating to hospital management and mental health.

Ensuring our work delivers our aims and public benefit

We review our aims, objectives and activities each year. The review looks at what we achieved and the outcomes of our work in the previous twelve months, at the success of each key activity and the benefits they have brought to those groups of people we are set up to help.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they set.

OUR VISION

To provide mental health support and housing that helps people live fulfilling lives in their communities

We aim to be a leading provider of early intervention, personalised care, and support for people with serious mental illness and those at risk of homelessness

OUR MISSION

Transforming lives through mental health support and housing

OUR VALUES

Caring

The human connections we build with each other help us to provide compassionate and individualised support.

Safe

Fostering an environment where everyone feels secure and able to be themselves

Creative

Encouraging and celebrating innovative solutions, acknowledging experimentation is part of the creative process

Aspirational

Inspiring everyone to believe in themselves and achieve their personal goals.

WHY RESPONSE?

We have over **60 years of experience** of providing trusted mental health support and accommodation

Our **Expert Team,** skilled in early intervention, youth work, benefits advice, mental health conditions, substance use, hoarding and self neglect

Our **Strong Partnerships,** working closely with the NHS, local councils, schools and VCSE

We are an **Accredited Provider,** recognised for delivering high-quality services

We have a track record of **Proven Impact,** providing housing for 500 individuals and supporting many more young people in the community.

We provide a unique continuum of support across the life course:

- Early intervention with young people through outreach and youth work approaches that prevent mental health crises before they occur.
- Housing and holistic support for people at risk of or experiencing homelessness, helping individuals achieve stability, wellbeing, and independence.
- Specialist community mental health rehabilitation for people living with severe mental illness including complex psychosis focused on recovery and reintegration.

Our Story

We've been innovators for over 60 years, existing to support some of the most vulnerable members of our society to lead better, more fulfilling lives.

We initially started as a small group of spirited volunteers who wanted to change how care in Oxford was delivered to the community. Fast forward all those years, and we've grown into the organisation you see today.

1960

Staff at Littlemore Hospital began supporting people to live independently in the community, leading to the creation of Oxford Group Homes.

1966

By 1966, the organisation housed 103 former hospital residents across 16 rented homes and one owned property in Oxford.

1980

Now known as Oxfordshire Group Homes, residential homes like Iris Hayter House and St. Gabriels were opened.

1997

AG Palmer House became the organisation's central office, opened by the Lord-Lieutenant of Oxfordshire.

2003

The organisation rebranded as Response to reflect its growth and evolving services.

2010

Response formed a long-term partnership with Oxfordshire Mind to strengthen mental health support.

2014

Response became a member of the Oxfordshire Mental Health Partnership, delivering integrated mental health support alongside five other organisations.

2018

We extended our services into Berkshire with Carramar House, a new 24-hour mental health supported housing project in Thatcham.

2019

The Children and Young People Team started working with Oxford Health and other charity partners. Accommodation services for adults grew to support 230 people with mental illness.

2020

Launched the Mental Wealth Academy and opened Harwood House in Buckinghamshire. Began delivering the Young People's Accommodation (YPSA) service in partnership with Oxfordshire Youth.

2021

Created 544 rooms for people to call home (excluding children and young people's services).

2022

Expanded services to include Settled Oxfordshire, CAMHS Social Prescribers, and additional Mental Health Support Teams (MHSTs).

2023

Launched Reframe to support care leavers in Berkshire West. The Mental Wealth Academy and Home Care services were closed due to funding cuts.

2024

Received an inclusive employer award for the work we have achieved on neurodiversity.

2025

Thatcham Hub due to open. Launched the Experts by Experience Advisory Board.

Charlotte's Story

Life Before Response

Meet Charlotte. Charlotte, aged 51, has faced the challenges of Depression and Anxiety for many years. These mental health conditions made it difficult for her to manage daily life and build meaningful connections. Prior to joining Response, Charlotte often struggled to leave her home independently, and her confidence in social situations was low.

Finding Support with Response

Charlotte became part of the Response community three years ago. Through weekly keywork sessions, she has received the consistent support needed to manage her mental health and develop independence. Her keyworker has helped her identify strategies to cope with her anxiety and navigate life with greater confidence.

Charlotte's Progress

Over time, Charlotte has experienced significant positive changes. With Response's encouragement and guidance, she has gained social skills and the confidence to go out independently. This newfound independence has been life-changing for her, allowing her to participate in activities she once found daunting.

Reflecting on her experience with Response, Charlotte shares:

"RESPONSE IS A CARING ENVIRONMENT."

Looking to the Future

Charlotte's journey with Response has been about more than just support, it's been about growth and empowerment. While her time with us is ongoing, she continues to make strides toward a future where she can live confidently and independently.

Impact and Hope

Charlotte's story is a testament to the power of personalised support in fostering resilience and independence. At Response, we're honoured to have been part of her journey and look forward to seeing her continue to thrive.

Michael's Story

Life before Response

Michael, now in his 80s, has lived with Schizophrenia and Depression for many years, managing his health with medication. He's a private and independent man. Response has supported him since before 2001. These days, his key worker checks in weekly, offering conversation and occasional practical help around his room.

Before Response, Michael faced serious risks. Neighbours were taking his money, food, and clothes. His team stepped in and enrolled him in a Money Management programme to keep him safe.

His journey hasn't been easy, but since finding stability with Response, he hasn't returned to hospital. He's lived with dignity, security, and calm something he didn't have before.

Finding Support with Response

Over time, Michael began talking to us about the future. He's never been afraid to speak honestly. When the idea of moving on first came up, he was cautious. So we introduced it slowly, over several months, weaving the idea into key work sessions. There was no pressure just space to think and talk.

Eventually, it was Michael who said he was ready. It was his decision, made in his own time.

We began the process through our North Patch service a 9–5 service in Banbury and Bicester for people with low support needs and complex mental health needs. We support people with benefits, housing, and practical skills, while helping them stay well in the community.

Moving Forward

With help from his key worker, Michael applied to the housing register and worked with Cherwell District Council to complete the paperwork.

He was offered a flat in Extra Care Housing. At first, he refused to go and see it. So we tried a different approach: "Can we give it a chance together? You don't have to say yes to anything. It's all in your hands."

Michael agreed. After viewing the flat, he said:

"I WOULD TAKE IT GLADLY."

Jane's Story

Life before Response

Jane has bipolar disorder and PTSD. These conditions have shaped much of her adult life. In her 20s, she struggled with unstable jobs and, in 2020, reached crisis point. After a suicide attempt, she was hospitalised. But she recovered, found work, and began building a life with her partner.

By May 2023, things had changed. Jane's mental health declined again. Both she and her partner lost their jobs and were evicted from their home. They ended up in a Travelodge in Wheatley, with nowhere else to go.

Jane felt deeply let down by mental health services. But when she met her Response key worker, something shifted. She said:

"WITH YOUR HELP, I KNOW I CAN SHINE AGAIN."

Finding Support with Response

In July 2023, Jane was offered a place at Settled Oxfordshire, a turning point in her journey. With the pressure of homelessness lifted, she began focusing on her recovery.

At Settled Oxfordshire, Jane learned to recognise and manage her triggers. The flexible pet policy meant she could adopt Blaze, a cat who became a calming, therapeutic presence in her life.

Jane had also been struggling to access therapy through the NHS. In response, her key worker applied for a grant from Greater Change to fund private sessions. This allowed Jane to choose her own therapist and feel more in control of her recovery.

Her physical health improved too. After registering with a GP, she received Slimming World vouchers and, with her key worker's encouragement, lost 3.5 stone. She said:

"RESPONSE REALLY GOT ME A LIFE. THE SUPPORT AND THE GRANT HAVE CHANGED EVERYTHING. I'M SO GRATEFUL."

Moving Forward

Now Jane is looking ahead. She's started going to the gym, explored a local discount scheme, and is working on her confidence. Her goal is to become a florist. She's looking into floristry courses and hopes one day to open her own shop.

Jane's story shows the power of timely, personal support, and what's possible when someone is given the chance to recover in their own way.

Claire's Story

Life before Response

Claire was admitted to an inpatient unit in December 2024 after several suicide attempts. She was struggling with emotional dysregulation, low self-worth, lack of enjoyment in life, and suicidal thoughts. She felt hopeless and disconnected from her future.

At first, Claire was withdrawn and hesitant to speak to staff. She avoided conversations, didn't express any interests, and had no clear sense of direction. She described feeling stuck and unsure how to move forward.

Her goals were simple but powerful: to feel safe outside hospital, to enjoy life again, and to build self-esteem.

Finding Support with Response

Claire began working with a Youth Worker at Response. They started small, using an Interest Checklist to help Claire explore what she might enjoy. Slowly, she began taking part in group sessions and one-to-one work. As trust grew, so did Claire's confidence.

She took on leadership roles in self-care groups and joined Community Skills sessions regularly. She built a strong bond with Walt, the therapy dog, which lifted her mood and gave her something to look forward to. A visit to the Dogs for Good training centre helped Claire discover a real interest in animal care and dog handling.

Over time, she began to open up more and talk about her future. She also started Dialectical Behaviour Therapy (DBT) to support her emotional wellbeing.

Claire said:

"EVERYTHING WE DO IS SO MUCH FUN... IT HAS HELPED BUILD MY SELF-CONFIDENCE AND INTERACTIONS WITH OTHER PEOPLE."

Moving Forward

Now, Claire talks about her future with hope. She's found activities she enjoys, feels more in control of her emotions, and is reconnecting with education and goals. She's exploring university options and is interested in animal sciences as a future path.

Claire has built strong relationships with staff and peers and is taking better care of herself, balancing schoolwork with wellbeing.

An occupational therapist summed it up "Claire's Response Youth Worker has done amazing work you can really see the positive impact having a youth worker has had in Claire's case."

Claire's story shows how personalised support and patience can help someone move from crisis to confidence, and begin to imagine a life beyond hospital.

Our strategy is built around four core strategic pillars:

Care and Support

Everyone matters

System leadership

Influence through collaboration

Safe, stable homes

Foundations for Recovery

Stability and sustainability

Strong foundations

Our activities are designed to deliver services within each of the pillars, and the following sets out our achievements to date, and our ambition for the next five years.

Care and Support – Everyone matters

Our overall goal is for people with complex mental health conditions, wellbeing concerns or those who have challenging life experiences to live well in the community, with access to the right support at the time they need it.

Everyone has a right to a place called home, to access appropriate care and support, employment and education, and to feel accepted and part of a community or school. Sometimes people need more intensive help to achieve these goals at different points in their lives, sometimes the world we live in needs help to adjust to how people prefer to be supported for them to thrive. This is where Response come in.

Our overall ethos is everyone can reach their goals regardless of life experiences, and we are here to champion them to do this. We care, and we do not give up – however hard it may feel at times. We are skilled in helping people develop hope and belief in themselves, equipping them with the skills required to manage their mental illness, build self-esteem and confidence, in either an accommodation-based support setting or in schools and the community.

In the last year we have:

- Introduced Dialog +, a measurement tool that provides a basis for tracking an individual's subjective quality of life and also treatment satisfaction. The approach supports each routine resident / support worker interaction being therapeutically effective;
- Moved on over 50 adults to over services either to lower support or more appropriate supported housing
- Improved the position of 85% of our adult residents in terms of their individual progression towards more independent living and self support;
- Expanded the use of Carer Forums and Experts by Experience (EbE) panels to improve and expand our activity within our Support programmes, ensuring that our residents, along with their own support network, can co-create and then co-manage activities, workshops, and care within the services;
- Reviewed the carer forum with family members to create a supportive space based on their feedback and widened membership to any carer who has a loved on receiving mental health services;
- Supported 2,380 young people in the community with their mental health needs, helping them to build brighter futures;
- Provided training and support to commercial organisations in creating and encouraging a neuro diverse, friendly workforce, and the benefits that can bring;
- Provided supported accommodation totalling 552 rooms of which 183 were for young people and 359 rooms for adults across Oxfordshire, Buckinghamshire and Berkshire;
- Worked with the Oxford City Council to house and support the growing number of people who need independent living skills support and are risk of homelessness.

In the next year we are planning to:

- Enhance expertise through recognised accreditation in hoarding, self-neglect, substance use, neurodiversity, benefits advice and housing management.
- Deliver a domiciliary care service embedded in existing services
- Define a service for people with long term treatment resistant Serious Mental Illness (SMI) who require long term stable, supported living.
- Launch the new Thatcham community youth hub
- Expand the youth support for those in education
- Specialist mental health supported accommodation services for: substance use, women, autism.
- Develop services with the NHS to contribute to reduction of out of area placements.
- Increase the homeless and support provision in Oxfordshire by expanding homeless services
- To ensure all properties have access to Wi-Fi, and deliver digital courses through partners to equip people with knowledge and expertise of the digital world.

In the Longer term our priorities for the next five years are:

- Enhance our rehabilitation offer for people with SMI, including those with psychosis, substance use, neurodiversity, physical health needs, and treatment-resistant conditions.
- Tackle digital exclusion by partnering to provide devices, skills training, and digital access for the people we support.
- Prevent homelessness by expanding support for young people, care leavers, and vulnerable adults — helping them build the skills to live independently and well.
- Launch a personal care service, registered with the CQC, to provide integrated care and support for those who need it most.
- Embed co-produced goal setting and Patient Reported Outcome Measures (PROMs) across all services.
- Strengthen specialist expertise in trauma, hoarding, self-neglect, and neurodiversity to better support people with complex needs.
- Deliver early intervention for 11–25 year olds through trauma-informed, non-clinical models in schools and communities.
- Enhance risk management to ensure those furthest from their goals are supported with safe, evidence-based approaches.

Safe, stable homes – Foundations for Recovery

Our Estates strategy focuses on ensuring that we deliver good-quality, appropriate housing that provides each resident with a safe home, enables recovery, and promotes wellbeing.

The Last year has seen a continued focus on improving the quality of our property portfolio and its suitability for our residents.

In particular we have:

- In 2025 we switched from conducting Fire Risk Assessments FRA's biannually to annually reflecting industry best practice.
- Introduced Safety Culture, an app-based tool that enables our FRA's to be more clearly documented and hold supporting photographic evidence of the required actions. In addition, our support team are now using this tool to regularly review rooms in terms of cleanliness, maintenance and appearance, and log any requirements into our central maintenance management system.
- Completed our re-evaluation of all properties across a range of factors including in relation to location, lease terms, local crime, upcoming EPC requirements, Decent Homes standard assessment enabling us to have a fully informed approach to handbacks and property allocation across our various contracts;
- Upskilled our support workforce, who have the day to day interaction with residents and our environments, around aspects of housing management and health and safety, thus increasing the flow of reliable up to date information regarding the status of our accommodation.

In the next year we are planning to:

- Finalise our carbon reduction plan in relation to our main properties
- Retrofit older Response owned properties to the recommended quality level.
- Implement structures to enable us to work alongside Registered Providers to improve the financial position of Councils.
- Hand back properties which are not providing an annual surplus and/or fail our internal annual accommodation assessment.
- Implement the ActivH module planned maintenance by December 2025.
- Reduce Voids sustainably as a percentage of the portfolio.
- To have developed a plan to get all Response owned properties to an EPC "C" Rating by 2028 or a plan to divest and use the funds to improve the properties we own.

In the Longer term our priorities for the next five years are:

- Form strategic partnerships with Registered Providers to deliver quality, cost-effective supported housing.
- Continue to demonstrate compliance with CQC guidance, whereby regulated activities require separation of care and accommodation.
- Modernise Response's housing stock through retrofit and refurbishment to meet Decent Homes Standard, and to pass the 'mum' test.
- Invest in EPC upgrades and energy efficiency to reach EPC C rating across all properties.
- Increase availability of self-contained and staffed supported housing to better meet the needs of people who use our services.

System leadership – Influence through Collaboration

Delivering effective mental health support and care in the community requires leveraging strong and trusting partnerships with individuals, their loved ones, health services, social care, schools, the voluntary sector and everyone else who makes up a community. The aim is for everyone to have the same goal for that person, working together in the same direction to obtain the best possible outcomes.

We will continue to be a system leader across Berkshire, Oxfordshire and Buckinghamshire; influencing and developing strong relationships with partners across local councils, NHS Trusts, primary care, education, housing authorities and corporate organisations to champion for people to access services at the earliest point possible to give people the opportunity to thrive in life.

People who use our services are at the centre of designing and improving how we work. Listening to the voice of individuals and their loved ones on their experiences is integral to building sustainable, effective services - based on what matters most to them. This ranges from jointly produced support plans to whole service redesign.

We are committed to not only improving the lives of people using our services, we are also committed to helping the world re-learn how to support and work with people with mental health conditions and wellbeing problems.

In the last year we have:

- Expanded our Experts by Experience panels, enabling the development of new activities within our services, and increasing the amount of coproduction, as well as identifying a bank of EbE's who are now trained to be on interview panels;
- Worked closely in partnership with Oxford Health on the development and refinement of the Outcomes Based Contract, focussing on our adult residents with severe mental health challenges;
- Established a new partnership with the Rapid ReHousing team at Oxford City Council providing accommodation and support for individuals previously housed in hotels;
- Partnered with Oxford University Department of Psychiatry to trial and roll out a new approach to support autistic and neurodivergent young people in a strength-based way.
- Continued with our successful partnership with Oxfordshire County Council and Oxfordshire Youth on the redesign of the Young Persons Supported Accommodation programme, currently focussed on 16 – 25 year olds;
- Built our portfolio of partners to support our work with residents across specific areas of expertise such as drug and alcohol use, safeguarding, domestic violence and complex needs
- Developed a robust internal Safeguarding Panel process to immediately ensure support and actions are in place for residents and staff and safeguarding is appropriately escalated to senior managers in relevant departments.
- Continued to play a leading role in the Oxfordshire Mental Health Partnership, alongside Oxfordshire Mind, Restore, Connection Support, Elmore and Oxford Health Foundation Trust, on the development of mental health services cross Oxfordshire
- Partnered with local businesses across a range of activities including fundraising, event participation, provision of discounted or free product, and in terms of advocacy.

Over the next year we plan to:

- Embed lived experience in service design, governance, and commissioning, establishing a Lived Experience Advisory Board.
- Co-chair the VCSE alliance mental health group across Berkshire, Oxfordshire and Buckinghamshire (BOB), and to use this platform to influence change and advocate for people.
- Continue as the CAMHs representative on the Integrated Care Partnership across BOB.
- Develop long term partnerships with local businesses
- Co-develop a career pathway with partners for workforce in the health and social care sector.
- Improve our understanding of the overall financial impact Response services have provided to BOB.
- Introduction of Artificial Intelligence into core processes to improve efficiency and accuracy.

In the Longer Term our priorities are:

- Build trust with diverse communities to address stigma and reduce racial disparities in mental health care.
- Continue to Strengthen safeguarding practices across all services to ensure safety and wellbeing.
- Represent the sector at system-level forums across Oxfordshire, Buckinghamshire, and Berkshire.
- Influence ICB-level planning to reduce out-of-area placements and improve local care pathways.
- Build cross-sector partnerships with schools, corporate partners, and workforce bodies to strengthen whole-community support.
- Secure financial sustainability through partnerships with Trusts, Foundations, and Corporates that unlock new investment and income.

Stability and Sustainability – Strong foundations

To achieve our ambitions, we must have strong and stable foundations. We have worked hard over the years to ensure we have good governance and financial resilience, a positive culture made up of skilled and happy colleagues who are constantly curious, and an open and inclusive environment. We are committed to build on this further over the next five years.

Across all of our activities, we look to undertake our work to the highest possible standards – and to be recognised for this. To enhance our position as a leading provider of Supported Housing we need to demonstrate that we meet, and indeed exceed, the standards expected of us.

Our support work is funded through commissioners, providing a "minimum" contracted level of support. At Response we want to provide so much more in terms of support activities, increased engagement, and specialist services, all designed to enhance the potential of the individuals we support, and increase their opportunity for recovery. At the same time we want to develop and retain our dedicated workforce who are valued, fulfilled and make a real difference to people's lives.

In the Last Year we have:

- Opened up conversations with key commissioners around financial risk sharing, mitigating the impact of voids and arrears on the performance of the Charity;
- Reduced our staff turnover in Adult Support Services (our main front line team) from 38% to 28%
- Won the Inclusive Employer award with Genius Within for our work on Neurodiversity.
- Increased our employee high wellbeing scores by 55%
- Introduced our first Values and Behaviour Competency Framework to set expectations and enable people to develop and grow.
- Improved our forward cash management systems to provide effective daily management;
- Invested in our fundraising capability, both in terms of the team and systems.
- Held our first Response Resilience Day, bringing colleagues together to share experiences, and to develop well-being mechanisms for managing the daily stresses associated with our work;
- Expanded our "Day in the Life" programme, whereby individuals visit other services within the organisation to see how different teams manage their services, and to exchange ideas with the aim of raising overall standards consistently.

Over the Next Year we plan to:

- Based on our current experience, set a realistic fundraising strategy for the next five years;
- Enhance our framework for the gathering, analysing and reporting of all information, including Contact, Support and Impact information as part of our day-to-day operations, making use of technology where suitable
- Set out a meaningful and purposeful anti-racism and anti-discrimination statement and workplan outlining our approach to ensure racism has no place at Response, either on a structural or an individual level
- Revamp our employee wellbeing programme, covering mental health resources, flexible work options, physical wellness initiatives, and resilience building.
- Review all of our activities, Support, Outreach and Housing and have agreed on the future regulatory framework for each activity / service.
- In relation to all of our contracts, ensure commissioners understand the financial risk that each party is bearing and where possible agree a basis on which financial risk can be shared or mitigated.

In the Longer term over the next five years we plan to:

- Diversify income streams through partnerships with trusts, foundations, corporate supporters, and public fundraising.
- Secure fair and sustainable contracts that ensure long-term financial viability and reflect the true cost of delivering quality services.
- Implement an integrated impact and performance framework to measure what matters and demonstrate our value.
- Co-produce and deliver an anti-racism and anti-discrimination strategy, building on the work already underway.
- Foster a supportive, healthy workplace that prioritises the physical, mental, and emotional wellbeing of all colleagues — so everyone has a good day at work.
- Deliver workforce development plans that anticipate future system needs and support career progression, leadership, and retention.

Our Programmes

Response is part of the Oxfordshire Mental Health Partnership, with the overall goal to improve outcomes for people who use our services. We are better together by providing a holistic offer of support and this is evidenced through year on year improvements against shared outcome priorities related to improved mental health outcomes, community engagement, stable housing and physical health.

We are the largest provider for the Young People's Supported Accommodation (YPSA) service in Oxfordshire, and are proud of the work we do to support young people to live safely and to thrive in their own homes. We work in partnership to deliver the service. We provide supported housing for 62 individuals aged 16-17 and unaccompanied young people in partnership with Oxfordshire County Council; and we provide supported housing for 109 individuals aged 18-24 including care leavers across Oxfordshire in partnership with Oxfordshire Youth.

We offer tailored mental health and wellbeing services to young people and their families in Oxfordshire, working in partnership with our statutory and voluntary sector partners.

Our social prescriber youth worker model is provided across schools, homes, and as part of clinical teams in Oxfordshire, and within inpatient wards in Berkshire.

We use a non-clinical approach informed by youth work and social prescribing model which allows us to respond to children and young people's needs through engaging and impactful practice, using Solution Focused and SEND informed approaches. We also embed this approach into CAMHS systems and schools to engage and connect young people with community-based services local to them, build confidence and grow their personal networks.

The Four pillars of our strategy, together with our values, flow through all of our activities. Those activities fall into two broad areas:

Adult Services

Providing mental health support to Adults across Oxfordshire, Berkshire and Buckinghamshire. This support is in the form of Supported Housing, combined with a range of support services based on individual need.

Children's, Young People and Families

Providing a range of community based outreach services into schools, communities, and hospitals.

Adult Services, as well as the Young Person's Supported Accommodation (YPSA) programme for 16 – 25 year olds, are supported by our Supported Housing Team.

Adult Services Programmes

Response offers mental health support and housing to adults with serious mental illness across Oxfordshire, Berkshire and Buckinghamshire. We provide a variety of supported accommodation ranging from accommodation with visiting support to on-site 24/7 services.

We are a specialist accommodation and support provider for people with complex mental health presentations. Our colleagues are trained to help individuals with dual presentations of psychosis often co-occurring with autism, personality disorders, drug and alcohol use and physical health needs.

We also ensure people access the right care packages if they have domiciliary care needs. In our intensive 24 hour services we provide medication support and meals to individuals who cannot do this themselves. Medication and nutrition support are also provided in our 24 hour services. Individuals are encouraged to self medicate with the use of assistive technology where appropriate.

We believe that for our services to be effective, they must be based on sound values and principles. We also believe that it is vital to understand the people who use our services as individuals, to address their needs adequately. Our Recovery Model draws from a range of therapeutic approaches to empower colleagues and the individuals we support to work on their own recovery goals through personalised services.

This model is based on three simple premises:

1. It is possible to recover from a mental health condition.
2. It is essential to support individuals to meet their own goals and move them to greater independence.
3. The most effective recovery is directed by the individual.

Within our Adult Services Support programme, Response provides the following range of support, depending on the needs of the resident:

24 hour supported accommodation

Designed for individuals suffering from Serious Mental Illness, the goal is to provide a safe and supportive environment for residents to live independently, while benefiting from the necessary care and support.

Community housing, with visiting support

Residents are responsible for managing their own daily activities and needs, with support workers visiting regularly to assess well-being and provide recovery-focused support.

This achieves a balance between independence and self-sufficiency, and safety and well-being.

Specialist recovery provision for women

Provides Housing and Support for women to reduce health inequalities and improve life chances, while building a sense of community.

Community housing with support from 9-5

Accommodation is staffed on a daily basis, during which residents receive the necessary care and support, however residents are expected to be more independent and manage their own needs at evenings and weekends.

Care Quality Commission registered care home

Response manages its own CQC registered care home for adults diagnosed with serious mental illness and complex health needs.

Intensive 24-hour support

This service is designed for individuals with severe mental health issues and complex needs and seeks to provide a safe and highly supportive environment for residents to live independently, whilst also receiving the necessary round the clock care and support.

Homeless supported housing

Providing affordable, supported accommodation for individuals exiting homelessness.

Supported ReHousing

Providing supported housing in partnership with Oxford City Council for individuals previously housed in hotels and other temporary accommodation.

As well as the above services, Response has successfully developed the unique role of Move on Coordinator. These individuals work with patients who are being discharged from acute wards, and work to ensure all the patient's essential needs are met when they return to the community. Our Move on Coordinators help individuals avoid homelessness and connect them to the right community support services on discharge. Response has found that the work carried out by these staff members has massively reduced homelessness following discharge by over 95 percent, whilst also reducing re-admission rates.

Across Adult Services, Response works with a range of residents, and their feedback, and the feedback of those around them, is an important part of the story. During the last year:

- **94% of carers, family and friends felt supported in their roles**
- **85% of carers felt that their loved one was supported**
- **86% of our residents were satisfied with their support**

We were also able to move on 51 residents out of our services, saw a decline in incidents, and rolled out Dialog+ across our services as well as introduced electronic medication records across our main campus services.

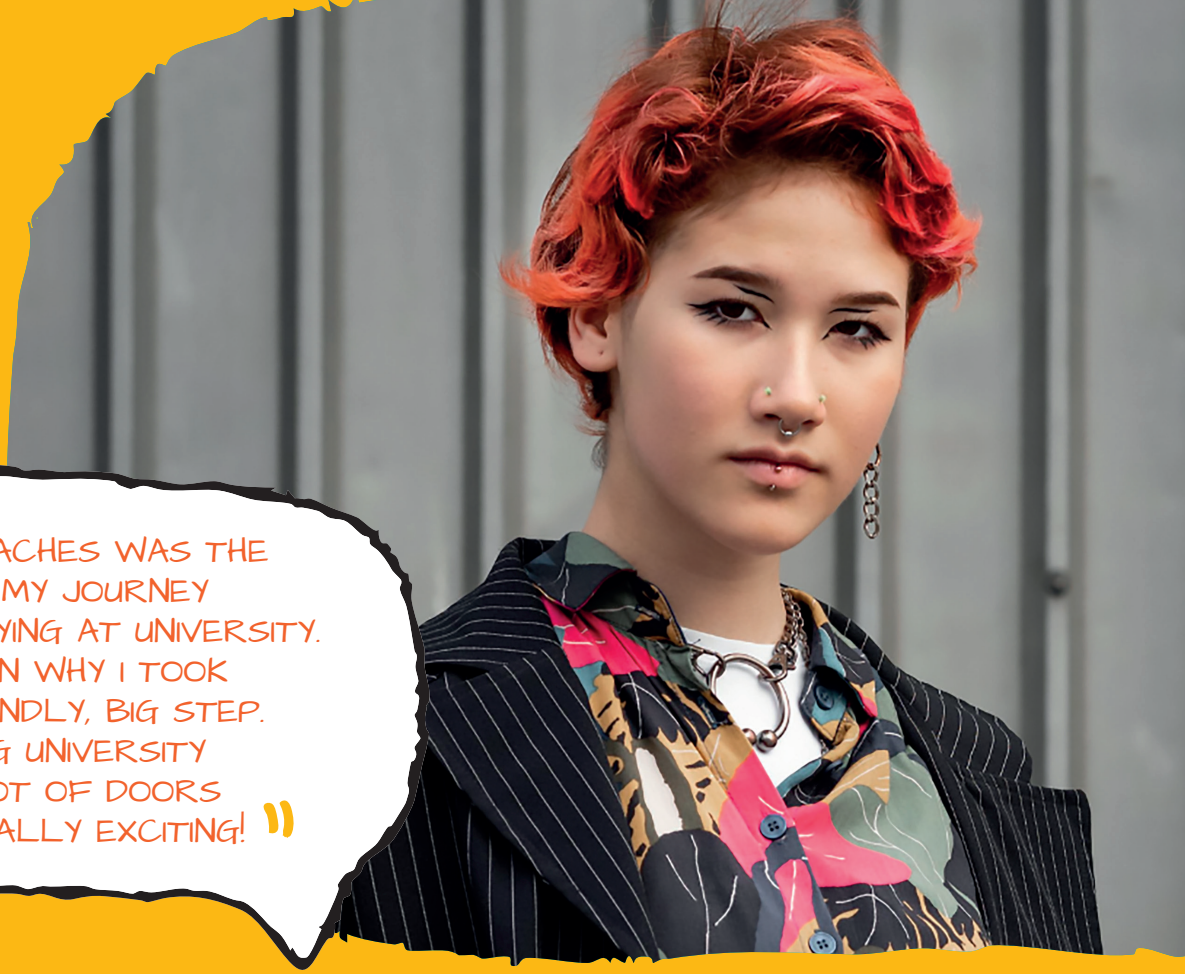
"ANXIETY AND LOW MOOD ARE DIFFICULTIES THAT WE SEE A LOT IN THE YOUNG PEOPLE WE WORK WITH, AND THE OUTREACH APPROACH ALLOWS US TO SUPPORT THEM TOWARDS A 'LIFE-WORTH LIVING."

Children, Young People and Families Programmes

Our services are tailored to meet the unique needs of each young person and family we work with. We take an approach which is tailored to each individual in the support we offer, focusing on their strengths and working collaboratively with families/loved ones and community agencies to support them with their journey.

Our team understands that seeking help for mental health and wellbeing challenges can be daunting, especially for children, young people and their families. That's why we work to create an inclusive, safe and welcoming environment where young people and their families/loved ones can feel comfortable and supported.

We believe that early intervention and prevention are key to improving outcomes for young people and families struggling with mental health and wellbeing challenges. We work closely with schools, Child and Adolescent Mental Health Services (CAMHS), GPs, and other professionals to ensure that young people and families/loved ones receive the support they need, how and when they need it.



"ONE OF THE COACHES WAS THE CATALYST FOR MY JOURNEY TOWARDS STUDYING AT UNIVERSITY. HE'S THE REASON WHY I TOOK SUCH A PROFOUNDLY, BIG STEP. I THINK STARTING UNIVERSITY WILL OPEN A LOT OF DOORS FOR ME, IT'S REALLY EXCITING!"

Young People's Supported Accommodation ("YPSA") programme

This is commissioned by Oxfordshire County Council, in partnership with the district councils. The YPSA programme is a service that supports young people aged 16 to 24 who are at risk of homelessness, are care leavers or unaccompanied young people that require accommodation and support to develop independent living skills. Response is commissioned to provide some of the accommodation and support, delivered in partnership with Oxford City Council (16-17 year olds) and Oxfordshire Youth.

The key impacts of this programme are:

1. Enabling young people to build the skills to live independently.
2. Through working with other agencies, ensuring there is a holistic support for young people
3. Helping young people to engage or re-engage with activity that supports education, employment or training.

In addition to the YPSA work at Response, our children, young people and families' service, provides the following range of support:

Outreach Service

Response oversees the outreach contract with third sector partners, on behalf of Oxford Health. There are embedded workers employed by Response, and other voluntary sector organisations, including RAW and BYHP, working in the CAMHS outreach clinical team.

These CAMHS third sector outreach workers complement the work of the clinical team through providing further support to young people aged 11-18 years through non- clinical flexible approaches to connect young people with community-based services local to them, build confidence and grow their personal networks.

Wellbeing Youth Workers

Our contract with Oxford Health CAMHS for the provision of Mental Health Support Workers within schools came to an end in March 2025. These workers enhanced the whole school approach to mental health and wellbeing, through targeting secondary schools with drop-ins, assemblies, group work and 1 to 1 support for young people with mild to moderate mental health and wellbeing needs, as well as low level consultation to staff. Young people with more complex needs and staff are still supported by the Educational Mental Health Practitioners.

In March 2025 the contract was supporting 32 schools in Oxfordshire, being over 95% of the Secondary Schools in the area. Of more than 2500 children and young people who engaged with the service, 86% improved their ability to manage their own mental health and 99% said they would recommend our approach.

We are now offering this expertise and experience directly to schools who want to pay for their own dedicated worker. We believe this plays a key role in early stage intervention and prevention and has the potential to significantly reduce the burden on the Health system in the future.

Reframe

Reframe is a service that supports 16-25-year-olds affected by life-changing events who often fall through the gaps between Child & Adolescent to Adult Mental Health Services. The overriding aims of the Reframe service are to reduce health inequalities, increase resilience and improve life chances for young adults.

Reframe operated in Berkshire West until March 24 (covering the local areas of Wokingham, Reading and West Berkshire) supporting young people in care or those leaving the care system as well as being open to all 18 to 25 year olds in this area. We are currently developing a new partnership model for Reframe and will work to seek funding to bring the project back to Oxfordshire.

Specialist Youth Workers in Tier 4 CAMHS Services

This service supports young people with the most acute mental health needs in hospitals through social prescribing youth workers that complement the work of the clinical team through connecting with young people, identifying what matters most to them and supporting access to community services upon hospital discharge.

Getting Help Social Prescribers

Social prescribers build relationships with young people to identify areas of interest and connect young people to local community offers to grow their personal network through things they enjoy or want to experience. This complements the clinical support in place through the CAMHS Getting Help/ Getting More Help teams. This service ended in March 2024 to make way for a new pilot social prescribing service for 24-25 in the CAMHS Single Point of Access team.

Key achievements from the year

- Trialling a new approach to bring social prescribing into the CAMHS Single Point of Access Supportive Steps team;
- Working with Oxfordshire University Department of Psychiatry to trial a new training programme for practitioners working with autistic and neurodivergent young people;
- Developing a strong partnership with Oxford University Gardens, Libraries and Museums (GLAM) project and being nominate for a Vice-Chancellor's community award;
- Securing funding for the Thatcham Wellbeing Hub project.
- Resident's departure from Response into the most appropriate accommodation for them

Over 500

people living in our supported accommodation

Supported Housing Team

Housing remains an integral part of our support offering. The environment in which a resident lives is a key part of their support, and the Housing team are currently focussed on ensuring that our portfolio meets those support needs.

Our Supported Housing Team comprises the management of both residents and of properties.

Resident Management includes the entire process from the initial occupation agreement, through to eventual move-on. As well as the agreements, our team is responsible for rent collection, either from the individuals or from councils and others on their behalf, and for ensuring that residents, and their support network, have a clear understanding of how they need to manage their finances.

Property management includes new leases, handbacks, maintenance, health and safety, and regular landlord liaison. As part of this team Response employs its own team of Repairs and Maintenance Operatives, as well as utilising contractors where there are particular specialist tasks to be undertaken.

Financial review

The Statement of Financial Activities, set out on page 40, reflects all income receivable in the year.

The net expenditure for the year was £88,000 (2024: net expenditure £235,000). The charity continues to manage costs closely, recognising that there are the twin continual pressures of increasing wages and related costs, and contract pricing pressure within the health and council sectors.

Pence in the £

The Charity maintains a number of central functions whose sole purpose is to support the Charity's activities, including in areas such as Finance, Human Resources, and IT support. In the current year these support costs represented 12.6p in every £1 of Income (2024: 13.5p, 2023: 17.2p).

Reserves Policy

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

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

Response aims to hold a minimum of one month's expenditure as free reserves as defined above, and to increase free reserves held to a minimum of six weeks' expenditure over the next three years. Each year the Trustees consider Response Organisation's exposure to the risk of any significant loss of income or unforeseen cost. The nature of our contracts means that any major contractual change would require at least six months' notice which would enable us to put in place additional funding if it should be needed.

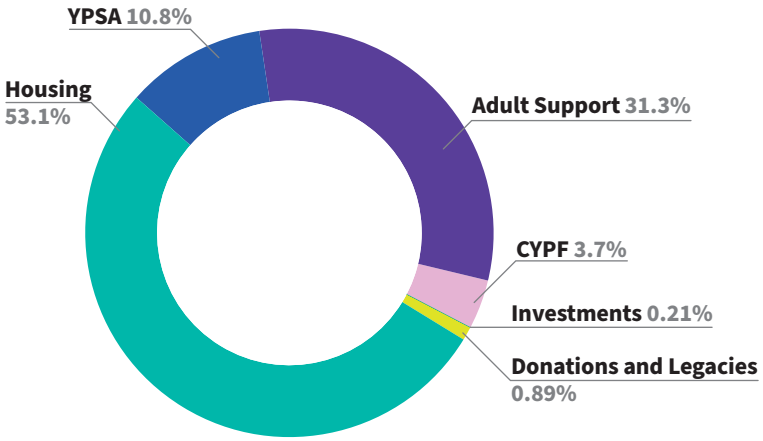
In considering what constitutes "free reserves", the Trustees take the balance standing to the credit of unrestricted funds, deduct from that the cost of owned properties (less any associated loans) that are not linked to restricted funds, to arrive at a figure of free reserves. The reserves trend for the last five years for the Charity itself, can be summarised as follows:

All in £000s	2025	2024	2023	2022	2021
Unrestricted funds	6,370	6,453	6,818	7,411	7,354
Property Assets (excluding restricted)	7,266	7,337	7,894	8,130	8,170
Mortgages and loans	(1,367)	(1,500)	(1,628)	(1,752)	(1,876)
	5,899	5,837	6,266	6,378	6,294
"Free Reserves"	471	616	552	1,033	1,060
Represents X weeks of charitable expenditure	1.43	1.92	1.68	3.29	4.14

At 31 March 2025 Response did not meet the free reserves requirement. The Trustees and the Executive Team continue to review and negotiate key contracts to assess their viability and ensure that sufficient margin and cash is being generated going forward to enable the Charity to have sufficient reserves. They also recognise the challenges involved, in the context of the Charity's activities, in restoring reserves to the target levels in the medium term.

The Charity historically has invested in property used to accommodate many of the Charity's beneficiaries.

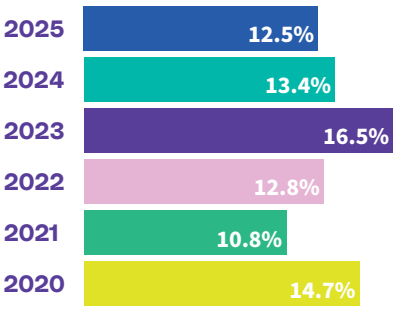
Source of funds



This is mix of income for the current financial year.

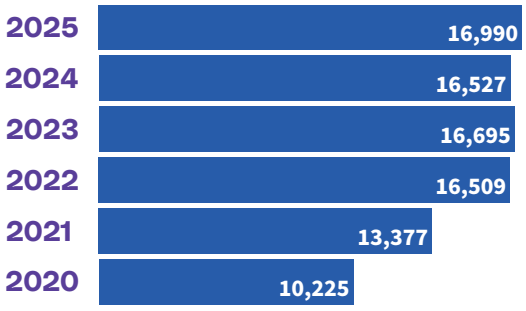
Central Support costs

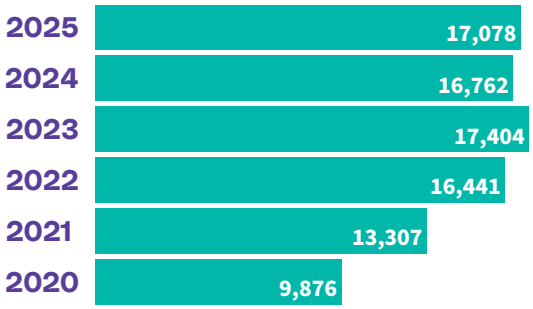
as % of total spent



Programme support costs are now settled again around 12 - 13%. 2022 saw an increase in central costs to reflect introduction of YPSA and an ever increasing regulatory environment.

Income over time and Expenditure



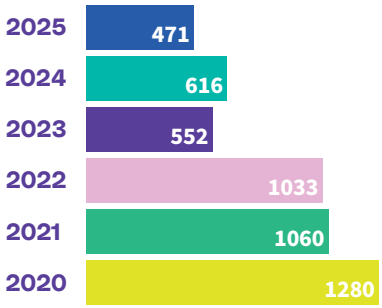


Changing trends in income. Introduction of YPSA during 2021 drove a new strand of support services, and also an increase in housing. Also note that for the purposes of working capital, property sales happened in 2022 and 2023.

Expenditure patterns are in line with income patterns, although cost increases exceed increases in revenues.

Free Reserves

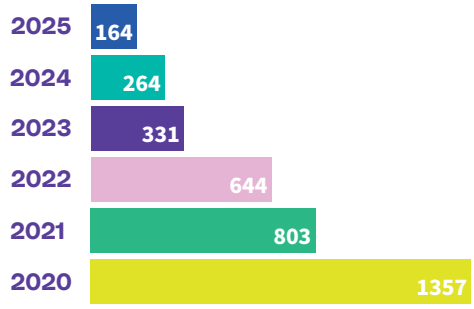
£000s (table in Annual Report)



The decline in free reserves reflects the difficulty in passing on increased costs.

Net Current Assets

Net current assets per balance sheet



Again reflective of cost inflation exceeding revenue increases.

Risk management and internal control

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

Risk	Actions taken to date to address the risk
Recruitment and retention of top talent - we recognise that if we fail to have the competitive salary and benefits package together with right culture we may be unable to deliver services. Challenging recruitment sector especially for frontline adult services.	We remained an Oxford Living Wage employer for the fourth year running and have developed pay bands and a job evaluation framework, making Response more competitive with salaries. A new Continuous Feedback Framework has been embedded which enables objective setting and career aspiration conversations along with a review of workload and key worker ratio reductions in Adult Services.
Housing compliance standards – we recognise that if these are not met this could lead to loss of contracts, fines and legal/regulatory action, incidents, negative impact on recovery of clients, and impact on staff wellbeing.	We have completed our full benchmarking of our properties against the Decent Home Standard as well as our own assessment criteria, and use this information to actively manage the activities of our property management team.
Financial sustainability – we recognise that a diverse range of income streams and substantial capital reserves are required, and will ensure sustainability; the current growth phase will consolidate the position for Response Organisation	Our Support contracts continue to be under financial pressure with revenue increases falling behind increases in Living Wage and Inflation. The focus remains on cost management, good housing management to minimise voids, and in managing arrears. The investment made during the year in fundraising capacity is starting to raise our external profile and also to generate funds.
Delivery of the YPSA contract – we recognise the challenge of delivering this contract in the context of a range of financial, reputational and resource pressures.	We are actively engaged with the Commissioners on how this contract will be reshaped from Autumn 2025, and the financial risks associated with this contract are now well understood by both the Commissioners and ourselves.
Health and safety – We recognise that weak Health and safety systems, processes, policies and staff aware may lead to an increase in major incidents, accidents, and work-related illnesses	Following our full Health and Safety review in 2024, we have recruited to strengthen our Health and Safety team, and introduced App based tools to enable support staff to provide regular reports on the status of all of our properties.
IT Security. We recognise that cyber attacks, hacking, fraud and system failure may lead to operational failure if we have inadequate IT infrastructure	We continue to achieve "Standards Met" in our Data Security and Protection Toolkit assessment. In addition we have focussed on our Cyber Essentials accreditation. Mobile phones and computers have been moved on to a mobile device management system and Conditional Access has been introduced, along with increased use of Triple Factor authentication.
Changes in legislation and planning attitudes, particularly following the recent election, may have a significant impact on the rented property sector and our ability to manage and source suitable accommodation for those clients who use our services	We are monitoring these areas closely, and have noted impact of strategies around urban locations and the desire to reduce multiple occupancy accommodation in favour of families, and also the potential new legislation around landlord and tenant rights. We continue to work closely with Commissioners and Council planning departments to reach solutions that support our respective clients.

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

They include:

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

Employees

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

Engagement with employees

Response values our colleagues and seeks to reflect our values of being caring, safe, creative and aspirational in our organisational culture. We seek to ensure that people feel informed about what is happening within Response and that their views are considered when decisions are made. The wellbeing of our colleagues is a priority for Response and was demonstrated through our first Organisational Resilience Retreat. The day included a motivational speaker, chair yoga, breath workshops and team building activities. The day provided our colleagues with tips and techniques to help them improve resilience and connect with individuals across the organisation who they may never have met prior to the event.

The bi-annual wellbeing survey results also remained above target, with a 55% increase in high wellbeing compared to last year.

Great feedback included:

"Response is the best company that I have worked for when it comes to wellbeing, they really do put their employees at the heart of what they do. It makes me proud to work for them."

"I think Response takes wellbeing seriously and there's been real progress in some areas. Things like flexible working, wellbeing days, and regular check-ins with managers do make a difference."

"I can see that wellbeing is prioritised at Response at all levels of the organisation. My manager cares about my wellbeing and I can see the effort the organisation is making to keep it on the agenda."

Response received the 'Inclusive Employers' Award at the Genius Within Awards Ceremony for the work achieved on Neuro-inclusivity over the last 12 months. The Neurodiversity Group continues to provide advice and support for Neurodivergent colleagues through their Champions Scheme. They have also initiated changes to processes including sending interview questions out in advance to candidates, introduced a 'Work With Me' Passport to capture individual preferences to support their wellbeing and neurodivergent condition.

Insights Discovery, a psychometric tool built to help people understand themselves, understand others, and make the most of the relationships that affect them in the workplace has been rolled out across Response. This approach has enabled teams to improve their bond, provide a better understanding of each other's communication preferences and enabled improved cross team communication.

Response were able to continue with the accreditation as an Oxford Living Wage employer for a fourth year in a row, ensuring we can provide a competitive rate of pay across Oxfordshire that is sustainable for individuals to live and work in the county.

Disabled employees

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

As of 31st March 2025 5.7% (2024 6.5%) of members of staff had self-declared a disability.

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

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

Pensions

Response Organisation continues to operate a defined contribution pension scheme with Aviva. For those employees who are not members of the Aviva scheme, in August 2014 Response Organisation introduced automatic enrolment into a defined contribution workplace pension scheme with The People's Pension.

The pensions offered and provided to employees meets The Pensions Regulator's requirements.

Funds held on behalf of third parties

At 31st March 2025 Response Organisation held funds totalling 108k (2024: £251k) on behalf of residents. The transactions and assets associated with residents' funds are accounted for separately and are not included within the financial statements of Response Organisation. Residents' funds are held in separate bank accounts and specific controls are in place to safeguard these funds.

Structure, governance and management

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

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

C Cornforth	
N Inge	
Dr M Muijen	
B Palmer	
K Rushworth	
V Vogwill	Appointed 22 May 2025
L Weston	Appointed 10 July 2025
S White	Appointed 22 May 2025
J Dancer	Resigned 6 January 2025
L Callahan	Resigned 29 September 2024
E Nicholson	Resigned 2 May 2024
D Orisewezie	Resigned 10 September 2024
F Solla	Resigned 14 March 2025
R Sutcliffe	Resigned 10 July 2025
J Yates	Resigned 2 December 2024

The Board would like to thank all of the Trustees who stood down during the period for their contribution to the Charity during their time in office, and the enthusiasm and commitment they demonstrated to the purpose and values of the organisation.

In January 2021 the Board reviewed its Standing Orders, Scheme of Delegation and Reservation of Powers. The Standing Orders take account of the Articles of Association, legislative, code and regulatory requirements and good practice advice. The Board are currently reviewing these documents to ensure that they remain appropriate to the needs of the Charity.

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

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

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

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

- Articles of Association
- Scheme of Delegation and Powers of Reservation
- Financial Regulations
- Business plan and strategies
- Policies and procedures
- Terms of reference for the Board and Committees

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

The Trustees actively encourage the participation of users and carers in the working of the charity.

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

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

Committees

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

- Audit, Risk & People
- Finance & Property
- Quality & Performance

The Audit, Risk and People Committee meets at least four times a year and oversees and provides assurance to the Board in discharging its responsibility for Response's audit, risk and HR activities.

This comprises financial reporting assurance; external audit; internal audit control and compliance, including corporate performance comprising the specification of the Key Performance Indicators (KPIs) adopted by the Board, Finance, and Performance Committees; IT Security and General Data Protection; business continuity; financial stress testing; health and safety, people and the risk management framework.

Particular areas of focus in 2024/25 were ensuring effective Board governance of risk, information governance, the management of Serious Incidents, and the implementation of a formal Trustee appraisal process.

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

The Finance and Property Committee meets at least six times a year and oversees and provides assurance to the Board in discharging its responsibility for financial oversight and property asset management, including acquisitions and disposals.

This includes business planning and approval of the draft annual budget for recommendation to the Board and monitoring performance against it, and compliance with loan covenants and financial regulations.

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

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

Key Management Personnel Remuneration

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

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

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

Auditor

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

Disclosure of information to auditor

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

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

L Weston
Chair of Board of Trustees

Date: 27th November 2025

Statement of trustees' responsibilities

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

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

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent auditor's report To the members of response organisation

Opinion

We have audited the financial statements of Response Organisation ('the charitable company') for the year ended 31 March 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of the its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities, and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our knowledge and experience;

- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Company.

We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where applicable; and identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

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

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

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

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

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

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

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

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

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

Use of our report

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

Katherine Wilkes FCA (Senior Statutory Auditor)
for and on behalf of Gravita Audit Oxford LLP

Statutory Auditor

Date: 1st December 2025

First Floor, Park Central
40 - 41 Park End Street
Oxford, OX1 1JD

Statement of financial activities

(Including income and expenditure account) – for the year ended 31 March 2025

		Unrestricted Funds 2025 £'000	Restricted Funds 2025 £'000	Total 2025 £'000	Unrestricted Funds 2024 £'000	Restricted Funds 2024 £'000	Total 2024 £'000
Income and endowments from:							
Donations and legacies	**3**	96	55	151	203	-	203
Charitable activities							
Housing	**4**	10,861	-	10,861	9,958	-	9,958
Adult services	**4**	5,314	-	5,314	5,252	-	5,252
Children services	**4**	627	-	627	1,014	-	1,014
Central services income	**4**	-	-	-	55	-	55
Investments	**5**	37	-	37	45	-	45
Total income		**16,935**	**55**	**16,990**	**16,527**	**-**	**16,527**
Expenditure on:							
Raising funds	**6**	76	7	83	18	-	18
Charitable activities							
Housing	**7**	10,353	22	10,375	9,466	46	9,512
Adult services	**7**	5,813	-	5,813	6,250	-	6,250
Children's services	**7**	735	-	735	900	-	900
Total charitable expenditure		**16,901**	**22**	**16,923**	**16,616**	**46**	**16,662**
Loan interest		72	-	72	82	-	82
Total expenditure		**17,049**	**29**	**17,078**	**16,716**	**46**	**16,762**
Transfers between funds		28	(28)	-	-	-	-
Net income for the year / Net movement in funds		(86)	(2)	(88)	(189)	(46)	(235)
Fund balances as at 1 April 2024		6,453	532	6,985	6,642	578	7,220
Fund balances as at 31 March 2025		**6,367**	**530**	**6,897**	**6,453**	**532**	**6,985**

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

Balance sheet

As at 31 March 2025

	Notes	2025 £'000	2024 £'000
Fixed assets			
Tangible assets	**12**	8,185	8,289
Current assets			
Debtors	**13**	1,976	1,634
Cash at bank and in hand		667	1,546
		2,643	3,180
Creditors: amounts falling due within one year	**14**	(2,479)	(2,916)
Net current assets		164	264
Total assets less current liabilities		8,349	8,553
Creditors: amounts falling due after more than one year	**15**	(1,147)	(1,263)
Provisions for liabilities	**17**	(305)	(305)
Net assets		6,897	6,985
Income funds			
Restricted funds	**18**	530	532
Unrestricted funds		6,367	6,453
		6,897	6,985

The financial statements were approved by the Trustees on 27th November 2025.

L Weston
Chair

Company registration number 4781936

Statement of cash flows

For the year ended 31 March 2025

	Notes	2025 £'000	2025 £'000	2024 £'000	2024 £'000
Cash flows from operating activities					
Cash absorbed by operations	**22**		(564)		(1,444)
Investing activities					
Purchase of tangible fixed assets		(219)		(358)	
Proceeds on disposal of tangible fixed assets		-		506	
Investment income received		37		45	
Net cash (absorbed by) generated from investing activities			(182)		193
Financing activities					
Repayment of bank loans		(133)		(128)	
Net cash used in financing activities			(133)		(128)
Net increase in cash and cash equivalents			(879)		(1,379)
Cash and cash equivalents at beginning of year			1,546		2,925
Cash and cash equivalents at end of year			667		1,546

Notes to the financial statements

For the year ended 31 March 2025

1 Accounting policies

Charity information

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

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity.

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

1.2 Going concern

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

1.3 Charitable funds

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

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

1.4 Income

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

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

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

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

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

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

1.6 Tangible fixed assets

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

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

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

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

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

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

1.09 Financial instruments

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

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

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

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

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

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

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

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

1.10 Provisions

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

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

1.11 Employee benefits

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

1.12 Retirement benefits

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

1.13 Leases

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

1.14 Loans and Borrowings

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

2 Critical accounting estimates and judgements

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

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

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

3. Donations and legacies

	Unrestricted funds	Restricted Funds	Total	Unrestricted funds	Restricted Funds	Total
	2025	2025	2025	2024	2024	2024
	£000	£000	£000	£000	£000	£000
Donations and Gifts	96	55	151	203	–	203

As at the year end, the Charity had been notified of a potential legacy of a property but receipt was not probable. Therefore no amount has been accrued in respect of this legacy which is estimated to be £200,000.

4. Charitable activities

	Housing	Adult Services	Children's Services	Central services	Total
	2025	2025	2025	2025	2025
	£000	£000	£000	£000	£000
Income from charitable activities	10,861	5,314	627	–	16,802
Analysis by fund					
Unrestricted funds	10,861	5,314	627	–	16,802
Restricted funds	–	–	–	–	–

For the year ended 31 March 2024	Housing	Adult Services	Children's Services	Central services	Total
	2024	2024	2024	2024	2024
	£000	£000	£000	£000	£000
Income from charitable activities	9,958	5,252	1,014	55	16,279
Analysis by fund					
Unrestricted funds	9,958	5,252	1,014	55	16,279
Restricted funds	–	–	–	–	–

5. Investment Income

	2025	2024
	£'000	£'000
Interest receivable	37	45

6. Raising Funds

	Unrestricted funds	Restricted Funds	Total	Unrestricted funds	Restricted Funds	Total
	2025	2025	2025	2024	2024	2024
	£'000	£'000	£'000	£'000	£'000	£'000
Raising funds						
General fundraising costs	76	7	83	18	–	18

7. Charitable activities

	Housing	Adult Services	Children's Services	Total	Total
	2025	2025	2025	2025	2024
	£'000	£'000	£'000	£'000	£'000
Staff costs	1,396	3,913	475	5,784	5,997
Other direct costs	8,179	674	145	8,998	8,425
	9,575	4,587	620	14,782	14,422
Share of support & governance costs (see note 8)	800	1,226	115	2,141	2,240
	10,375	5,813	735	16,923	16,662
Analysis by fund					
Unrestricted funds	10,353	5,813	735	16,901	16,616
Restricted funds	22	–	–	22	46
	10,375	5,813	735	16,923	16,662

8. Support costs

	Support costs	Governance costs	2025	Support costs	Governance costs	2024
	£000	£000	£000	£000	£000	£000
Staff costs	1,146	–	1,146	1,173	–	1,173
Depreciation	111	–	111	84	–	84
Facilities Costs	112	–	112	171	–	171
General Office Costs	717	–	717	743	–	743
Audit fees	–	21	21	–	24	24
Accountancy	–	–	–	–	29	29
Office costs	–	34	34	–	16	16
	2,086	55	2,141	2,171	69	2,240
Analysed between Charitable activities	2,086	55	2,141	2,171	69	2,240

Governance costs includes payments to the auditors of £20,700 (2024: £23,550) for audit and related fees

9. Net movement in funds

	2025	2024
	£'000	£'000
Net movement in funds is stated after charging/(crediting):		
Fees payable to the company's auditor for the audit of the company's financial statements	21	24
Depreciation of owned tangible fixed assets	322	332
Loss/(profit) on disposal of tangible fixed assets	–	17
Operating lease charges – rent	3,143	2,969
Operating lease charges – other	147	71

10. Employees

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

	2025 Number	2024 Number
Housing	29	32
Adult Services	172	179
Children's Services	12	16
Support Services	26	29
Total	239	256

	2025 £'000	2024 £'000
Wages and salaries	6,329	6,242
Social security costs	605	574
Other pension costs	198	208
	7,132	7,024

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

	2025 £'000	2024 £'000
£60,001 - £70,000	2	1
£70,001 - £80,000	–	1
£80,001 - £90,000	1	–
£110,000 - £120,000	1	1

Pension contributions

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

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

In addition, one member of staff is a member of the NHS pension scheme.

11. Trustees

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

J Yates, who served as a trustee of the Charity for part of the year, is Chief Executive of Reading Borough Council. Reading Borough Council (alongside other councils and NHS authorities across Oxfordshire, Berkshire and Buckinghamshire) commissions services from the Charity at rates negotiated with the relevant commissioning teams.

12. Tangible fixed assets

	Freehold property and land	Leasehold property & improvements	Office fixtures & fittings	Equipment & furniture	Vehicles	Total
	£000	£000	£000	£000	£000	£000
Cost						
At 1 April 2024	6,258	2,152	712	601	40	9,763
Additions	–	–	52	167	–	219
Disposals / assets written off	–	–	(153)	(143)	(34)	(330)
At 31 March 2025	6,258	2,152	611	625	6	9,652
Depreciation and impairment						
At 1 April 2024	–	587	563	284	40	1,474
Depreciation charged in the year	–	93	86	144	–	323
Eliminated in respect of disposals / assets written off	–	–	(153)	(143)	(34)	(330)
At 31 March 2025	–	680	496	285	6	1,467
Carrying amount						
At 31 March 2025	6,258	1,472	115	340	–	8,185
At 31 March 2024	6,258	1,565	149	317	–	8,289

13. Debtors

	2025	2024
	£'000	£'000
Rents and service charges receivable	1,179	849
Other Debtors	249	427
Prepayments and accrued income	548	358
	1,976	1,634

14. Creditors: Amounts falling due within one year

	2025	2024
	£'000	£'000
Bank Loans	120	137
Other borrowings	100	100
Other taxation and social security	145	125
Trade creditors	350	742
Other creditors	339	471
Accruals and deferred income	1,425	1,341
	2,479	2,916

Accruals and Deferred Income at 31 March 2025 included £962,000 (2024: £189,000) of deferred income. The deferred income at 31 March 2024 was released during the year ended 31 March 2025.

15. Creditors: amounts falling due after more than one year

	2025	2024
	£'000	£'000
Bank Loans	1,147	1,263

16. Loans and overdrafts

	2025	2024
	£'000	£'000
Bank loans	1,267	1,400
Other loans	100	100
	1,367	1,500
Payable within one year	220	237
Payable after one year	1,147	1,263

The long-term loans are secured against certain properties with a net book value of £4.1m (2024: £4.1m). These properties were valued at £5.6m in 2023. At 31 March 2025 the loans bore interest between 2.7% and 5.2% and are repayable over 20 years.

17. Provisions for liabilities

	2025	2024
	£'000	£'000
Dilapidations	305	305

18. Restricted funds

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

	Balance at 1 April 2023	Incoming resources	Resources expended	Balance at 1 April 2024	Incoming resources	Resources expended	Balance at 31 March 2025
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Thatcham (Priory) Project	252	–	(22)	230	–	(8)	222
Aylesbury (Mandeville) Project	280	–	(24)	256	–	(14)	242
Thatcham Young Person's Hub	–	–	–	–	35	(4)	31
Greener Homes	–	–	–	–	3	(1)	2
Kate Turnbull House	–	–	–	–	9	(2)	7
Scrutton Close Activity Facility	–	–	–	–	8	–	8
Settled Oxfordshire (Homeless)	46	–	–	46	–	(28)	18
Total	578	–	(46)	532	55	(57)	530

The purposes of the restricted funds are as follows:

Thatcham (Priory) Project fund
Funds raised for the conversion and refurbishment of the supported housing project in Thatcham known as Carramar

Aylesbury (Mandeville) Project fund
Funds raised for the conversion and refurbishment of the supported housing project in Aylesbury known as Harwood House

Thatcham Young person's Hub
Funds raised for the conversion of buildings next to Carramar into a community hub for young people in Thatcham and the surrounding area

Greener Homes
Funds raised specifically for the purposes of implementing energy saving initiatives across the property portfolio

Kate Turnbull House Renovation
Funds raised for the purposes of renovating Kate Turnbull House and expanding its activities

Scrutton House Activity Facility
Funds donated to support the creation of an activity building at Scrutton Close

Settled Oxfordshire (Homeless)
Funds raised to help finance properties within the Settled Oxfordshire programme

19. Analysis of net assets between funds

	Unrestricted Funds 2025	Restricted Funds 2025	Total 2025	Unrestricted Funds 2025	Restricted Funds 2024	Total 2024
	£'000	£'000	£'000	£'000	£'000	£'000
Fund balances at 31 March 2025 are represented by:						
Tangible assets	7,721	464	8,185	7,803	486	8,289
Net Current assets	98	66	164	218	46	264
Long term liabilities	(1,147)	–	(1,147)	(1,263)	–	(1,263)
Provisions	(305)	–	(305)	(305)	–	(305)
	6,367	530	6,897	6,453	532	6,985

20. Operating lease commitments

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

	2025	2024
	£'000	£'000
Within one year	2,664	1,855
Between two and five years	1,799	1,841
In over five years	2,387	2,552
	6,850	6,248

21. Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2025	2024
	£'000	£'000
Aggregate compensation (6.8 Full Time Equivalents, 2024: 5.4 FTE)	592	467

22. Cash generated from operations

	2025	2024
	£'000	£'000
Deficit for the year	(88)	(235)
Adjustments for:		
Investment income recognized in statement of financial activities	(37)	(45)
Loss on tangible fixed assets	–	17
Depreciation and impairment of tangible fixed assets	323	318
Movements in working capital:		
Increase in debtors	(342)	(793)
Decrease in creditors	(420)	(706)
Cash absorbed by operations	(564)	(1,444)

23. Analysis of changes in future net funds / (debts)

	At 1 April 2024	Cash Flows	At 31 March 2025
	£'000	£'000	£'000
Cash at bank and in hand	1,546	(879)	667
Loans falling due within one year	(237)	17	(220)
Loans falling due after more than one year	(1,263)	116	(1,147)
	46	(746)	(700)

Response

Together we can achieve change

Response Organisation

AG Palmer House,
Morrell Crescent,
Littlemore,
Oxford
OX4 4SU

Find us: **www.response.org.uk**

Email us: **engagement@response.org.uk**

Call us: **020 3540 8694**

Charity No. 1101071
Company No. 4781936 - Limited by guarantee
Registered in England

Registered with FUNDRAISING REGULATOR

RESPONSE ORGANISATION

England & Wales - Charity number 1101071

Accounts

Charity registration Number 1101071

Company registration number 4781936 (England and Wales)

Response

Together we can achieve change

Annual Report

And Consolidated Financial Statements

For the Year Ended 31 March 2024

Legal and Administrative Information

Response
Together we can achieve change

Trustees
R Sutcliffe (Chair)
C Cornforth
J Dancer
N Inge
Dr M Muijen
B Palmer
K Rushworth
F Solla

Secretary
Tim Berg

Charity Number
1101071

Company Number
4781936

Registered Office
A G Palmer
Morrell Crescent
Littlemore
Oxford
OX4 4SU

Auditor
Critchleys Audit LLP
First Floor, Park Central
40 - 41 Park End Street
Oxford, OX1 1JD

Solicitors
Freeths
Spires House
5700 Oxford Business Park South
Oxford
OX4 2RW

Contents

1 Welcome from the Chief Executive

3 Trustees' Report

28 Statement of Trustees' Responsibilities

29 Independent Auditor's Report

33 Consolidated Statement of Financial Activities

34 Charity Statement of Financial Activities

35 Balance Sheet

36 Consolidated Statement of Cash Flows

37 Notes to the Financial Statements

A Welcome from the Chief Executive

It is with great pleasure that I present Response's Annual Report and Accounts for 2023–2024.

The profile of mental health in the public consciousness continues to rise, along with an understanding of the profound impact it can have on individuals and those around them. At Response, we are proud to be at the heart of Oxfordshire's mental health partnership, working to ensure that every individual gets the support they need and deserve.

The sector continues to face significant funding challenges. Public funding for supporting individuals is driven by central government and remains under pressure. Increases in funding from our key commissioners have mirrored central funding increases but have failed to keep pace with inflation. The costs of delivering support—primarily staffing—are tied to the Living Wage. This imbalance is further compounded by our shared commitment with commissioners to improve services, including accommodation, despite revenues declining in real terms.

Response has a proud 60-year history of supporting adults across Oxfordshire, but our impact now reaches far beyond this. Today, our services encompass a broad spectrum of support, including working with individuals experiencing homelessness, who often face complex mental health challenges. We provide supported housing, outreach programmes, and early-intervention services for young people, helping to address mental health issues before they escalate. Through our partnerships with organisations like Oxford Health NHS Foundation Trust, Oxfordshire County Council, and Oxfordshire Youth, we also deliver vital services for children, adolescents, and young adults, ensuring comprehensive support at every stage of life.

Special recognition is due to our dedicated team of support workers, who provide crucial early intervention support for young people through school and community programmes. Working in partnership with Oxford Health NHS Foundation Trust as part of our Child and Adolescent Mental Health Service (CAMHS) and other youth initiatives, these programmes are a lifeline for young people across Oxfordshire, as well as parts of Berkshire and Buckinghamshire. We also collaborate closely with Oxfordshire County Council and Oxfordshire Youth on the Young Person's Supported Accommodation (YPSA) programme. This initiative provides supported housing for young people aged 16 to 25 within the county, offering them a vital stepping stone towards independence.

Response Organisation

Looking ahead to 2025, we anticipate new challenges as contracts come up for renewal in a shifting political landscape. To help bridge the gaps in funding we are now facing on many of our contracts and to keep our much-needed services running, we are investing in fundraising initiatives. At Response, we are ready to face these challenges head-on. If you are interested in ways you can donate to Response, please do get in touch.

I am particularly proud of our ability to move on residents from our services into the community. 2024 has seen a significant increase in the number of individuals that have moved on, including a number of our longest service residents – some who have been with us for over 20 years.

Finally, I want to express my heartfelt thanks to everyone who helps Response deliver on its charitable mission. To our Board of Trustees, who generously give their time to offer guidance and independent thinking; to our supporters, who raise funds and volunteer for us; and to our staff, both in frontline services and central support teams, for their hard work and commitment to continual improvement. I also want to thank those who use our services, along with their relatives, friends, and carers, who teach us new perspectives every day.

Nicola Leavesly

Nicola Leavesly
Chief Executive

Trustees' Report (Including Directors' Report) - Year ended 31 March 2024

The Trustees present their report and the audited financial statements of the Charity and its subsidiary for the year ended 31st March 2024. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

For the first nine months of the financial year, Response Organisation controlled RAW Workshop ("RAW"), a charitable company registered in England and Wales (registered charity number: 1014416). RAW became independent from Response Organisation in January 2024. These consolidated accounts therefore include the results of RAW for only the period that it was part of the Group.

Reference and Administrative Details

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

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

Objectives and activities

Purposes and Aims

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

- benefit the public by supporting the statutory services to provide services for people with enduring mental health and well-being needs, across a range of complexities; and

- provide appropriate mental health care and support services that are readily accessible to those who need them so that they can maintain optimum levels of independence; and

- through its day to day activities, enhance the education of the public in matters relating to hospital management and mental health.

Trustees' Report (Including Directors' Report) - Year ended 31 March 2024
continued

Ensuring our work delivers our aims

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

The focus of our work

- We believe that everyone has the right to safe, decent and well-maintained accommodation, care and support and that these are vital components of mental wellness

- We recognise that in order to continually improve the services we offer, we need to listen to, and be guided by, the people who use or come into contact with our services

- We believe that in order to provide high quality services, we need to invest in our staff team and help them develop their skills.

Strategic Report

Response has two main missions:

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

Our Values:

Caring

The human connections we build with each other help us to provide compassionate and individualised support.

Safe

Fostering an environment where everyone feels secure and able to be themselves.

Creative

Encouraging and celebrating innovative solutions, acknowledging experimentations is part of the creative process.

Aspirational

Inspiring everyone to believe in themselves and achieve their personal goals.

Our Strategic Objectives:

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

1. ***Safe, decent and well-maintained accommodation***

We will provide appropriate housing that provides each resident with a safe, decent and well-maintained home, enables recovery, and promotes wellbeing.

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

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

2. Recovery based support to adults with mental health and complex needs.

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

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

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

- Recovery – To provide a recovery-focused service that puts the client's recovery at the centre of all decisions and living in the least restrictive environment and gaining as much independence and autonomy as possible.
- Recruitment and Retention – To provide high quality care we need to attract and keep staff who embrace our values and who are highly motivated. We will ensure that we respond to feedback to improve working conditions, through training, supervision and career opportunities, as well as through pay and other reward schemes.
- Customer involvement – We will improve how we involve our experts by experience to ensure we engage in areas that are important to them and that they have a central role in redesign and service improvement going forward.
- Customer satisfaction – We will improve the way we gather feedback to enable voices to be heard and to ensure our experts by experience are helping to continuously shape support services provided.
- Quality – We will adopt quality improvement methods. We will review internal audit methodology to ensure they have a quality improvement focus and provide us with the information needed to implement quality improvement cycles. We will achieve Care Quality Commission (CQC) Good rating - or higher, and ensure we achieve the same across all of our non CQC regulated services.
- Innovation – We will work with partners in the Oxfordshire Mental Health Partnership to review and redesign services where needed to improve our offer and to ready us for the next mental health contract which is likely to be in 2024/25. We will make the most of partnerships across the region to continue to deliver a wide range of services for people with serious mental illness.
- Digital Inclusion – Response recognises that our clients should be enabled to participate in the digital world and navigate the often-complex systems that offer access to benefits, utilities and support through connected devices. Response will endeavour to include offers and programmes of support that help reduce our client's exposure to digital poverty in an increasingly technologically connected environment.
- Physical health – We will continue to have a focus on improving physical health. Supporting clients to attend annual physical health checks. We will continue to offer support to clients to reduce or quit smoking. We will increase the interventions that we offer in the physical health clinics on the campus to enable ECGs to be taken on site.

3. Mental health and wellbeing support for children, young people and families.

We will be recognised as a leading third sector provider of high quality and evidenced-based mental health and wellbeing services for children, young people and families.

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

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

4. ***Be a great place to work.***

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

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

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

5. Financial stability and sustainable growth.

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

- Efficiency – Automating key processes by investing in technology to drive digital transformation.
- Smarter spending – Embedding a culture of cost awareness, efficiency and value to reinvest cost savings to increase our impact.
- Environmental impact – Integrate environmentally friendly initiatives across our services to reduce C02 emissions.

How are we going to achieve this?

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

Strategic Objective	Key Measure	Progress to date
Quality safe housing	100% meet the Decent Homes Standard 100% Health and Safety compliance achieved	During the year we completed a full inspection across the portfolio to ensure compliance with the Decent Homes Standard. On Health and Safety we have invested in accelerating our Fire Risk Assessment frequency of testing, strengthened measures around smoking and e-bike charging, and expanded the role of our support workers to enable them to raise health and safety / other concerns as they undertake their regular visits to clients. This has been supported by the investment in new housing management systems.
Recovery based support to adults with mental health and complex needs	55% of clients show improvement to recovery 22% of clients have moved onto appropriate housing provision	Targets set were: 20% move on from 24 hour, 27% on from transitional and 20% long term. Overall combined move on targets were exceeded across adult services FY24
Improved mental health and wellbeing support for children, young people and families	75% of children and young people we support, will show improvements in their mental health and wellbeing.	85% of young people show improvement in their mental health and well-being. We need to extend our feedback mechanisms to include gathering feedback from parents/ carers and developing services that also support their well-being too.
Be a great place to work	78% of individuals that have a high or moderate wellbeing score	Based on our bi-annual wellbeing survey, our staff have demonstrated a wellbeing percentage of 75%, which is just slightly below our target.
Financial stability and sustainable growth	100% contracts are financially viable in line with financial regulationsAchieve "green" in all areas of Oxon Safeguarding Board Safeguarding Audit Tool	This remains a challenge, with funds from commissioners continuing to fall behind increases in minimum wage and inflation, while continuing to expect service enhancements. Financial sustainability is a function, therefore, of continued cost control and an investment in fundraising capacity.

How our activities deliver public benefit

Our main activities, and who we try to help, are described in the following pages. All our charitable activities focus on improving the lives of people with mental health challenges and multiple needs.

Who used and benefited from our services

Response works across Oxfordshire, Berkshire and Buckinghamshire, providing a person-centred recovery focused model of care, delivering mental health support and supported housing to those that need it.

Our work tackles the inequalities often seen amongst people experiencing challenges with their mental health. Whether this relates to people experiencing poor physical health, low socio economic status, drug and alcohol use, childhood trauma, people who are neurodivergent or from minority communities, our vision is to support people to thrive and live their lives to the full within the community.

We provide a wide spectrum of services for people, ranging from prevention and early intervention for young people in schools through to 24-7 intensive mental health support and accommodation for people leaving hospital. We work across the region, providing services to those that need it, and are very experienced in working in partnership with NHS Trusts and local authorities to ensure people receive the right level of care and support, at the right time.

Response is part of the Oxfordshire Mental Health Partnership, alongside Oxfordshire Mind, Restore, Connection Support, Elmore and Oxford Health Foundation Trust, with the overall goal to improve outcomes for people who use our services. We are better together by providing a holistic offer of support and this is evidenced through year on year improvements against shared outcome priorities related to improved mental health outcomes, community engagement, stable housing and physical health.

We are the largest provider for the Young People's Supported Accommodation (YPSA) service in Oxfordshire, and are proud of the work we do to support young people to live safely and to thrive in their own homes. We work in partnership to deliver the service. We provide supported housing for eighty-five 16-17 year olds and unaccompanied young people in partnership with Oxfordshire County Council; and we provide supported housing for one hundred-nineteen 18-24 year olds including care leavers across Oxfordshire in partnership with Oxfordshire Youth.

We offer tailored mental health and wellbeing services to young people and their families in Oxfordshire, working in partnership with our statutory and voluntary sector partners. Our social prescriber youth worker model is provided across schools, homes, and as part of clinical teams in Oxfordshire, and within inpatient wards in Berkshire.

Our approach uses a youth worker social prescribing model which allows us to respond to children and young people's needs through engaging and impactful practice, using Cognitive Behavioural Therapy (CBT), Dialectical Behaviour Therapy (DBT) and Solution Focused approaches. We also integrate youth work and social prescribing to engage and connect young people with community-based services local to them, build confidence and grow their personal networks.

From 1st January to 31st October 2024, we supported 2,063 young people in the community with their mental health needs, helping them to build brighter futures. Across our 543 supported accommodation rooms, 181 were dedicated to young people and 362 rooms provided safe and stable housing for adults aged 18 and over. These numbers reflect the growing demand for our services and the vital role we play in offering life-changing support to those who need it most.

Our Programmes

Our Support Programmes fall into two main areas:

Adult Services

Providing mental health support to Adults across Oxfordshire, Berkshire and Buckinghamshire. This support is in the form of Supported Housing, combined with a range of support services based on individual need.

Children's, Young People and Families

Providing a range of community based outreach services into schools, communities, and hospitals.

The Adult Services Programme is supported by the Supported Housing Team, who manage the accommodation for those who use our support services. As well as supporting the Adult Services activity, the Housing Team also provide supported accommodation for the Young People's Supported Accommodation Programme (discussed within the Children's, Young People and Families Section) for 16 to 25 year olds.

Adult Services

Response offers mental health support and housing to adults with serious mental illness across Oxfordshire, Berkshire and Buckinghamshire. We provide a variety of supported accommodation ranging from accommodation with visiting support to on-site 24/7 services.

We are a specialist accommodation and support provider for people with complex mental health presentations. Our staff are trained to help individuals with dual presentations of psychosis often co-occurring with autism, personality disorders, drug and alcohol use and physical health needs.

We also ensure people access the right care packages if they have domiciliary care needs. In our intensive 24 hour services we provide medication support and meals to individuals who cannot do this themselves. Medication and nutrition support are also provided in our 24 hour services. Individuals are encouraged to self medicate with the use of assistive technology where appropriate.

We believe that for our services to be effective, they must be based on sound values and principles. We also believe that it is vital to understand our clients as individuals to address their needs adequately. Our Recovery Model draws from a range of therapeutic approaches to empower staff members and clients to work on their own recovery goals through individualised services. This model is based on three simple premises:

1. It is possible to recover from a mental health condition.
2. It is essential to support clients to meet their own goals and move them to greater independence.
3. The most effective recovery is directed by the client.

Within our Adult Services Support programme Response provides the following range of support, depending on the needs of the client:

24 hour supported living accommodation	Designed for individuals suffering from Serious Mental Illness, the goal is to provide a safe and supportive environment for residents to live independently, while benefitting from the necessary care and support.
Community housing, with visiting support,	Residents are responsible for managing their own daily activities and needs, with support workers visiting regularly to assess well-being and provide recovery-focused support. This achieves a balance between independence and self-sufficiency, and safety and well-being.
Specialist recovery provision for women	Provides Housing and Support for women to reduce health inequalities and improve life chances, while building a sense of community.
Community housing with support from 9-5	Accommodation is staffed on a daily basis, during which residents receive the necessary care and support, however residents are expected to be more independent and manage their own needs at evenings and weekends.
Care Quality Commission registered care home	Response manages its own CQC registered care home for adults diagnosed with serious mental illness and complex health needs.
Intensive 24-hour support	This service is designed for individuals with severe mental health issues and complex needs, and seeks to provide a safe and highly supportive environment for residents to live independently, whilst also receiving the necessary round the clock care and support.
Homeless supported housing	Providing affordable, supported accommodation for individuals exiting homelessness.

As well as the above services, Response has successfully developed the unique role of Move on Coordinator. These individuals work with patients who are being discharged from acute wards, and work to ensure all the patient's essential needs are met when they return to the community. Our Move on Coordinators help individuals avoid homelessness and connect them to the right community support services on discharge. Response has found that the work carried out by these staff members has massively reduced homelessness following discharge by over 95 percent, whilst also reducing re-admission rates.

Trustees' Report (Including Directors' Report) - Year ended 31 March 2024
continued

Key achievements from the year

- Introduction of Concierge Services across the Littlemore Campus
- Refurbishment of Morrell Crescent, including boilers and kitchens, a key element of our Adult support programme
- Introduction of Electronic Medicines Management to improve efficiency and to reduce the risk of error
- Development of enhanced safeguarding panel processes enabling faster reaction to incidents, and improved learnings
- Increased engagement of residents in the design and development of support programmes, particularly through the introduction of Carer Forums and also establishment of a panel of "Experts By Experience" These are individuals with personal experiences of our services, who engage in interviews and other processes
- Developed new role descriptions for support workers, while reducing reliance on ad-hoc Agency workers to provide cover
- Invested in developing our record keeping and note taking practices through Inform, and now through the rollout of Dialogue Plus across our services.

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

- To continue to support clients to meet their recovery goals and to be as independent as possible
- To adopt continuous quality improvement methodology across services
- To improve the standard of the properties through close management of property swap opportunities
- To continue to build the awareness of all of the contributory factors to a successful Support journey for a resident.
- To continue to work with partners and other key stakeholders to be part of redesign of the supported housing pathway across Oxfordshire.

Across Adult Services, Response works with a range of clients, and their feedback, and the feedback of those around them, is an important part of the story:

Happy. I wish Response was a forever home. I have been supported very well from all the staff I have met over the years in Response and all of them have supported me well.

I think they do a great job, and I couldn't do it. X can be difficult, and I appreciated money management being arranged as I feel she would blame me if I was managing her money. I don't feel that I am a carer for X

Staff are available for conversations, making me feel comfortable when going to public. I appreciate the companionship of staff helping me with shopping and going out for coffee.

Lucy's Story*

L has bipolar disorder and PTSD.

She has spent her 20s in a series of unstable jobs and in 2020 was hospitalised following a suicide attempt.
L bounced back from this eventually securing work and settling with her long-term partner.

In May 2023 she and her partner were evicted. Losing her job due to poor mental health had left both of them out of work and unable to pay rent in their private accommodation.

*Name and Image changed to protect privacy

"I can do so many things I couldn't do before."

"I am so grateful."

"I can shine again"

When we met her, L was living in a Travelodge in Wheatley. She felt let down by mental health services but warmed instantly to her keyworker saying: "With your help I know I can shine again"

In July 2023 she was offered a place at Settled Oxfordshire and things turned a corner. With the threat of eviction gone, staff supported her to identify her triggers and worked around these. Due to Settled Oxfordshire's flexible pet policy, she was able to get a support cat called Blaze who really helps her anxiety.

Struggling to get the psychological support she needed through the NHS, her key-worker applied for a grant from Greater Change for private therapy and L was able to choose her own therapist.

"Response really got me a life..."

Her physical health has also improved. After registering with a new GP, she was given vouchers for slimming world and lost 3.5 stone.

She is extremely positive about her experience and says: "Response really got me a life…….The whole thing, the flat, the support and the grant have changed my life. I am so grateful."

Continuing to build on her success, L is working with her key-worker on building up her confidence going to the gym and recently went to enquire about the local gym discount scheme.

She is now looking into courses in Floristry with a view to working towards a long time dream of running her own Floristry shop.

Children, Young People and Families Services

Our services are tailored to meet the unique needs of each young person and family we work with. We take an approach which is tailored to each individual in the support we offer, focusing on their strengths and working collaboratively with families/loved ones and community agencies to support them with their journey.

Our team understands that seeking help for mental health and wellbeing challenges can be daunting, especially for children, young people and their families. That's why we work to create an inclusive, safe and welcoming environment where young people and their families/loved ones can feel comfortable and supported.

We believe that early intervention and prevention are key to improving outcomes for young people and families struggling with mental health and wellbeing challenges. We work closely with schools, Child and Adolescent Mental Health Services (CAMHS), GPs, and other professionals to ensure that young people and families/loved ones receive the support they need, how and when they need it.

Young People's Supported Accommodation ("YPSA") programme

This is commissioned by Oxfordshire County Council, in partnership with the district councils. The YPSA is a service that supports young people aged 16 to 24 who are at risk of homelessness, are care leavers or unaccompanied young people that require accommodation and support to develop independent living skills. Response is commissioned to provide some of the accommodation and support, delivered in partnership with Oxford City Council (16-17 year olds) and Oxfordshire Youth.

The key impacts of this programme are:

1. Enabling young people to build the skills to live independently
2. Through working with other agencies, ensuring there is a holistic support for young people
3. Helping young people to engage or re-engage with activity that supports education, employment or training.

In addition to the YPSA work at Response, our children, young people and families' service, provides the following range of support:

Outreach Service

Response oversees the outreach contract with third sector partners, on behalf of Oxford Health. There are embedded workers employed by Response, and other voluntary sector organisations, including RAW, BYHP and TRAX, working in CAMHS outreach clinical team, as well as Oxfordshire Youth, providing a training programme to support staff in schools. These CAMHS third sector outreach workers complement the work of the clinical team through providing further support to young people aged 11-18 years through non- clinical flexible approaches to connect young people with community-based services local to them, build confidence and grow their personal networks.

Wellbeing Youth Workers (Mental Health Support Team)

The Mental Health Support Teams delivered by Oxford Health CAMHS now includes a Response Wellbeing Youth Worker in each locality team (now also in the west of the county) to complement the offer to schools. These workers enhance the whole school approach to mental health and wellbeing, through targeting secondary schools with drop-ins, assemblies, group work and 1 to 1 support for young people with mild to moderate mental health and wellbeing needs, as well as low level consultation to staff. Young people with more complex needs and staff are still supported by the Educational Mental Health Practitioners. In addition, we are now extending our expertise to offer Wellbeing Youth Workers to schools who want to pay for their own dedicated worker.

Reframe

Reframe is a service that supports 16-25-year-olds affected by life-changing events who often fall through the gaps between Child & Adolescent to Adult Mental Health Services. The overriding aims of the Reframe service are to reduce health inequalities, increase resilience and improve life chances for young adults.
Reframe operated in Berkshire West until March 24 (covering the local areas of Wokingham, Reading and West Berkshire) supporting young people in care or those leaving the care system as well as being open to all 18 to 25 year olds in this area. We are also taking private, paid for referrals for this service across the whole of the Thames Valley.

Specialist Youth Workers in Tier 4 CAMHS Services

This service supports young people with the most acute mental health needs in hospitals through social prescribing youth workers that complement the work of the clinical team through connecting with young people, identifying what matters most to them and supporting access to community services upon hospital discharge.

Getting Help Social Prescribers

Social prescribers build relationships with young people to identify areas of interest and connect young people to local community offers to grow their personal network through things they enjoy or want to experience. This complements the clinical support in place through the CAMHS Getting Help/ Getting More Help teams. This service ended in March 2024 to make way for a new pilot social prescribing service for 24-25 in the CAMHS Single Point of Access team.

Trustees' Report (Including Directors' Report) - Year ended 31 March 2024
continued

Key achievements from the year

As of September 2024, the expanded Mental Health Support Team (MHST) offer now has Response supporting 31 Secondary schools, 96% of the secondary schools in Oxfordshire covered under the MHST initiative. In our group work offer 86% of young people supported said they had improved wellbeing and CAMHS managers have noted the "creative and passionate" approach of our team. We have made this Youth Work offer available as a private service to schools giving them the opportunity to add additional workers to their school.

Our Social Prescribers in the CAMHS Getting Help and Getting More Help teams ran from August 2022 to March 2024 (extended after 1 year funding). 82.2% of 107 referrals received were from higher need Getting More Help cases. Across the project, 1,849 contacts (either direct work or indirect work on behalf of the young person) were made, connecting young people and families to a range of previously unknown offers within the community. As a result of their engagement, children and young people, 86% improved their ability to manage their own mental health and 67% showed an improvement in their mental wellbeing.

CAMHS Outreach has developed from the Community In-Reach model to be integrated within the CAMHS Outreach Service for Children and Adolescents team. In partnership with CAMHS, TRAX, Raw and BYHP we offer targeted and quickly responsive help for young people at high risk. In addition to the contract management role, Response employs 1 worker within the 2.6 person team which has supported 54 young people since January 2024; and 1 worker within the Neuro Developmental Conditions team who has supported 20 in the same time period.

Our work in Tier 4 project was commissioned from August 2022 and ran within two mental health hospitals across Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System- one in the Highfield Unit in Oxford and one in Phoenix in Wokingham. During this pilot project over 2023-24 we supported 54 young people with a range of high-level needs, with a significant amount being hospitalised for an eating disorder, alongside a high prevalence of self-harm. Our work focused on reconnecting them with the community with 59% successfully connected before discharge.

Between April 2023 and March 2024, Reframe worked closely with the CAMHS Children In Care team in Berkshire West to support young people either in or leaving the care system aged 16 to 18. We also worked with social care colleagues across the 3 areas (Reading, Wokingham and West Berkshire) to support young people aged 16-25 under their care; we further opened up to support any 18-25 year olds in the area. Across the contract we supported 26 young people. Reframe has also been developed into a private offer where young people and families can make a referral into the team and pay for support.

The Children, Young People and Families' service delivery plan for the next twelve months will be to:

- Secure funding for a community wellbeing youth work hub in Thatcham to meet community need and plug local gaps to increase access to timely mental health and wellbeing support for children, young people and families.
- Build upon the successes of the Tier 4 Specialist Youth Workers and CAMHS Social Prescribers to secure contract extensions for the current services, as well as new contracts with commissioners in other geographical areas.

- Continue to measure and report on the successes across each service, as well as collective impact, alongside strengthening and evolving services in light of feedback.
- Secure funding for Reframe to be re-established through grant and wider fundraising opportunities to support young people with low to moderate mental health and wellbeing challenges.
- Secure private work from schools for Wellbeing Youth Workers and generate referrals for Reframe as a private offer to help plug system gaps and respond to demand.
- Continue to look for other opportunities across the region that play to our expertise in Youth Work and Social Prescribing to ease the issues with the CAMHS waiting lists.
- Maintain excellent working relationships with our commissioners and wider partners and retain confidence in the quality service Response provides through accurate and comprehensive data reporting

Peter's Story* *Name and Image changed to protect privacy

Where we started:

P had been on a range of CAMHS waiting lists for a couple of years but has disengaged with clinicians and service provision. He was also not attending school on a long term basis after issues transitioning between primary and secondary school. His parents were increasingly concerned with this isolation from the outside world and stuck with how to support him.

What we did:

P was allocated to the Outreach team and put on the caseload of one of our Outreach workers alongside some specialist clinical support. P was on the waiting list for a potential autism diagnosis with the Neuro Developmental Conditions team and also on the Getting More Help waiting list for mental health support but team members in both teams could not get him to attend appointments. Our worker attended the home and worked alongside parents to help them understand how to support him and educate them on the potential autism. The worker explored with P his interests and aims for the future in education and beyond. This relationship building work led to increased engagement with other professionals in the Outreach team. Work was also done to prioritize an autism diagnosis and work with education professionals to secure a workable provision and plan for attending.

Where we are now:

P now has an education plan that suits his needs and interests. His parents have a much better understanding of how to support him and what being autistic means. P has said he feels more motivated for the future. He is now leaving the house and recently visited his sister at university in Cardiff. He said "I just feel happier and that has allowed me to do more."

Trustees' Report (Including Directors' Report) - Year ended 31 March 2024
continued

Housing and Property

Housing remains an integral part of our support offering. The environment in which a resident lives is a key part of their support, and the Housing team are currently focussed on ensuring that our portfolio meets those support needs.

The key challenges remain:

- High levels of Health and Safety compliance, including such areas as fire doors, alarms, and Portable Alliance Testing.
- Void management, understanding why voids arise, and managing the portfolio so as to allow for property upgrades, while minimising the financial impact of voids
- Ensuring repairs and maintenance resources are focussed on the key areas within our portfolio;
- Management and collection of income.

Key achievements from the year:

- The introduction of ActiveH, a new Housing and Repairs management system that now provides us with better information on income and arrears management, and enables us to better plan and schedule repairs;
- A full benchmarking of our property portfolio against the Decent Homes Standard, to help us maintain a high quality property offering
- The relocation of the Housing Team into A G Palmer House, alongside the rest of our central support team, as well as the opening of a small warehouse and repairs management office at Wheatley.
- Reorganisation of our Health and Safety offering, ensuring that we have a more rapid cycle of Safety checks across our portfolio, through a combination of experiences Health and Safety professionals and the upskilling of Support workers to be aware of potential issues.

Departments plan for the next year:

- Continued focus on developing the skills of our Support team to be aware of potential health and Safety or other property issues during their regular visits to those whom we support
- Work in partnership with colleagues in Adult Services to ensure that clients are able to sustain their accommodation
- Review all of our key contracts in relation to Housing services, including grounds maintenance and cleaning, to ensure appropriate levels of service as well as value for money.
- Based on decent Homes Standard review, Health and Safety feedback, and taking consideration of the current property planning issues within Oxfordshire, reconfigure the property portfolio to best meet the needs of the residents who we support with YPSA and Adult Services.

RAW Workshop

For the nine months to 31 December 2023 RAW Workshop Limited was a subsidiary of Response. Since January 2024 RAW, with the support of Response, has established itself as an independent charity. Response is no longer exerting any influence or control over the activities of RAW Workshop.

Trustees' Report (Including Directors' Report) - Year ended 31 March 2024
continued

Financial review

The Statement of Financial Activities, set out on page 33, reflects all income receivable in the year.

The Group net expenditure for the year was £216,000 (2023: net expenditure of £669,000). The charity net expenditure for the year was £235,000 (2023: net expenditure £710,000). During the year, Response Organisation has invested significant funds into the establishment of new services, including necessary start up costs, the expansion of operations and in strengthening the charity's infrastructure to reflect the governance and compliance requirements of expanded operations.

Pence in the £

The Charity maintains a number of central functions whose sole purpose is to support the Charity's activities, including in areas such as Finance, Human Resources, and IT support. In the current year this central expenditure represented 13.5p in every £1 of Revenue (2023: 17.2p, 2022: 12.8p).

Reserves Policy

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

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

Response aims to hold a minimum of one month's expenditure as free reserves as defined above, and to increase free reserves held to a minimum of six weeks' expenditure over the next three years. Each year the Trustees consider Response Organisation's exposure to the risk of any significant loss of income or unforeseen cost. The nature of our contracts means that any major contractual change would require at least six months' notice which would enable us to put in place additional funding if it should be needed.

In considering what constitutes "free reserves", the Trustees take the balance standing to the credit of unrestricted funds, deduct from that the cost of owned properties (less any associated loans) that are not linked to restricted funds, to arrive at a figure of free reserves. The reserves trend for the last five years for the Charity itself, can be summarised as follows:

All in £000s	**2024**	**2023**	**2022**	**2021**	**2020**
Unrestricted funds	6,453	6,818	7,411	7,354	7,003
Property Assets (excluding restricted)	7,337	7,894	8,130	8,170	8,003
Mortgages and loans	(1,500)	(1,628)	(1,752)	(1,876)	(1,998)
	5,837	6,266	6,378	6,294	6,005
"Free Reserves"	616	552	1,033	1,060	998
Represents X weeks of charitable expenditure	**1.92**	**1.68**	**3.29**	**4.14**	**5.26**

At 31 March 2024 Response did not meet the free reserves requirement. The Trustees and the Executive Team continue to review and negotiate key contracts to assess their viability and ensure that sufficient margin and cash is being generated going forward to enable the Charity to have sufficient reserves. They also recognise the challenges involved, in the context of the Charity's activities, in restoring reserves to the target levels in the medium term.

The Charity historically has invested in property used to accommodate many of the Charity's beneficiaries.

Risk management and internal control

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

Trustees' Report (Including Directors' Report) - Year ended 31 March 2024
continued

Risk Management and Internal Control (Continued)

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

Risk	Actions taken to date to address the risk
Recruitment and retention of top talent - we recognise that if we fail to have the competitive salary and benefits package together with right culture we may be unable to deliver services. Challenging recruitment sector especially for frontline adult services.	We remained an Oxford Living Wage employer for the third year running and have developed pay bands and a job evaluation framework, making Response more competitive with salaries. A new Continuous Feedback Framework has been embedded which enables objective setting and career aspiration conversations along with a review of workload and key worker ratio reductions in Adult Services.
Housing compliance standards – we recognise that if these aren't met this could lead to loss of contracts, fines and legal/regulatory action, incidents, negative impact on recovery of clients, and impact on staff wellbeing.	We have undertaken a full portfolio inspection (outside of our normal reviews) against the Decent Home Standard and also our own aspirations. A programme of works has now been developed across our portfolio The new Housing Management System is now in full operation and has significantly improved our monitoring and property management processes.
Financial sustainability – we recognise that a diverse range of income streams and substantial capital reserves are required, and will ensure sustainability; the current growth phase will consolidate the position for Response Organisation	Our Support contracts continue to be under financial pressure with revenue increases falling behind increases in Living Wage and Inflation. The focus remains on cost management, good housing management to minimise voids, and in managing arrears. Since the year end we have made additional investment in our fundraising capacity.
Delivery of the YPSA contract – we recognise the challenge of delivering this contract in the context of a range of financial, reputational and resource pressures.	The last year has seen significant improvement in the partnership working, particularly between ourselves, Oxford City Council and Oxfordshire Youth. There are proactive conversations ongoing as to how this programme will evolve following the current termination date of September 2025.
Health and safety – We recognise that weak Health and safety systems, processes, policies and staff aware may lead to an increase in major incidents, accidents, and work-related illnesses	We commissioned an independent assessment of our Health and Safety activity which has supported us in accelerating our programme of Fire Risk Assessments, and upskilled our Adult Support team to increase their awareness of Health and Safety issues.
IT Security. We recognise that cyber attacks, hacking, fraud and system failure may lead to operational failure if we have inadequate IT infrastructure	We continue to achieve "Standards Met" in our Data Security and Protection Toolkit assessment. In addition we have focussed on our Cyber Essentials accreditation. Mobile phones and computers have been moved on to a mobile device management system and Conditional Access has been introduced, along with increased use of Triple Factor authentication.
Changes in legislation and planning attitudes, particularly following the recent election, may have a significant impact on the rented property sector and our ability to manage and source suitable accommodation for those clients who use our services	We are monitoring these areas closely, and have noted impact of strategies around urban locations and the desire to reduce multiple occupancy accommodation in favour of families, and also the potential new legislation around landlord and tenant rights. We continue to work closely with Commissioners and Council planning departments to reach solutions that support our respective clients.

Trustees' Report (Including Directors' Report) - Year ended 31 March 2024
continued

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

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

Employees

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

Engagement with employees

Response values our colleagues and seeks to reflect our values of being caring, safe, creative and aspirational in our organisational culture. We seek to ensure that people feel informed about what is happening within Response and that their views are considered when decisions are made. The introduction of five new Employee Voice groups saw a significant shift in involvement from individuals across the organisation.

The Wellbeing & Connection group organised a successful Winter Party which had great attendance and Employee awards provided in line with our values, alongside encouragement for the Executive team to conduct 'a day in the life' with a support worker. Feedback was incredibly positive and has encouraged more cross organisational working. The bi-annual wellbeing survey results also remained above target, with great feedback including:

"This is the best my wellbeing has ever been in a job, as someone who suffers with depression and anxiety, this is the best its been, thanks to the flexibility of home working, and it being closer to home I have the time and energy now to build a routine that assists my wellbeing."

"I have never worked for a company who focus so much on staff wellbeing; it is refreshing and very appealing to work for such a company - thank you Response for your ongoing support."

Trustees' Report (Including Directors' Report) - Year ended 31 March 2024
continued

Response received the 'Inclusive Employers' Award at the Genius Within Awards Ceremony for the work achieved on Neuro-inclusivity over the last 12 months. The Neurodiversity Group, a sub-group of the EDI Group, Diversity Matters, trained over 20 people from across Response to become Neurodiversity Champions and provided them with skills to support colleagues and the organisation in becoming more inclusive. This saw over 85% of individuals feeling more confident to raise their Neurodivergent condition with their line manager, up from just 50% in January 2023.This approach has also attracted candidates to Response too, with a candidate stating during their interview recently:

"I like that Response supports Neurodiversity. This means everyone has a chance and this was what attracted me to applying for the role. I like what Response stands for. My daughter is Neurodiverse and having organisation's that don't discriminate and actively support those with Neurodiversity gives me great hope for her future."

The Behaviours & Values group have created Response's first Values & Behaviours Competency Framework, clearly setting out the behaviours expected if you work at Response. This framework underpins the people pillars including recruitment, onboarding, learning & development performance management and recognition. This framework compliments the newly embedded Continuous Feedback Framework for individuals to review work, objectives and wellbeing with their line manager on a monthly basis.

Following the Language & Terminology group surveying stakeholders of Response, and conducting research, a new, consistent approach to the language we use was agreed which is person-centred and promotes respect.

The Policies & Procedures group are responsible for ensuring our documents remain compliant with legislation, in date and easy to understand and follow. This employee-led group has been provided with autonomy to challenge and feedback on practices Response adopts.

Response were able to continue with the accreditation as an Oxford Living Wage employer for a third year, alongside introducing a job evaluation and pay band framework, raising awareness of the pay bands and progression possibilities. Comments from colleagues include "I think work done recently at Response around reviewing/increasing salaries has been hugely positive on staff wellbeing, financial and emotional, and has been really appreciated."

Trustees' Report (Including Directors' Report) - Year ended 31 March 2024
continued

Disabled employees

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

As of 31st March 2024, 6.5% of members of staff had self-declared a disability.
If the applicant is disabled, and short-listed for interview, they will be asked if they have any special requirements to enable them to undertake the interview. For example, wheelchair access, assistance with completing any test or lip-reading/sign-language. The panel will assess each applicant's responses in the interview individually using a standard scoring system. Everyone has equal opportunities to apply for job opportunities across Response, promotion or sideways moves, all job vacancies are advertised to all of Response weekly. Training opportunities are open to all employees.

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

Pensions

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

Funds held on behalf of third parties

At 31st March 2024 Response Organisation held funds totalling £251k (2023: £207k) on behalf of residents. The transactions and assets associated with residents' funds are accounted for separately and are not included within the financial statements of Response Organisation. Residents' funds are held in separate bank accounts and specific controls are in place to safeguard these funds.

Trustees' Report (Including Directors' Report) - Year ended 31 March 2024
continued

Structure, governance and management

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

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

C Cornforth	Appointed 2 March 2024
J Dancer	Appointed 3 February 2024
N Inge	Appointed 2 March 2024
Dr M Muijen	Appointed 15 June 2023
B Palmer	Appointed 7 March 2024
K Rushworth	Appointed 9 November 2023
F Solla	Appointed 2 March 2024
R Sutcliffe	

C Buchuck-Wilsenach	Resigned 28 October 2023
L Callahan	Appointed 15 June 2023, Resigned 29 September 2024
D Edwards	Resigned 20 October 2023
S Gill	Resigned 14 August 2023
R Leece	Resigned 20 July 2023
E Nicholson	Resigned 2 May 2024
D Orisewezie	Appointed 9 November 2023, Resigned 10 September 2024
Dr W Woodhouse	Resigned 10 May 2023
J Yates	Resigned 2 December 2024

The Board would like to thank all of the Trustees who stood down during the period for their contribution to the Charity during their time in office, and the enthusiasm and commitment they demonstrated to the purpose and values of the organisation.

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

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

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

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

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

- Memorandum & Articles of Association
- Scheme of Delegation and Powers of Reservation

- Financial Regulations
- Business plan and strategies
- Policies and procedures
- Terms of reference for the Board and Committees

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

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

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

Committees

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

- Audit, Risk & People
- Finance & Property
- Quality & Performance

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

Particular areas of focus in 2023/24 were ensuring effective Board governance of risk, information governance and the implementation of a formal Trustee appraisal process.

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

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

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

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

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

Key Management Personnel Remuneration

The Trustees consider the Trustees and Executive Officers as comprising the key management personnel of the charity: the Board is responsible for strategic planning and direction of the charity and it delegates to the Executive Officers the responsibility for managing and operating the charity on a day to day basis. All Trustees give of their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses are disclosed in note 13, and related party transactions are disclosed in note 28 to the accounts.

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

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

Auditor

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

Disclosure of information to auditor

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

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

R Sutcliffe
Chair of Board of Trustees **Date: 12th December 2024**

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF RESPONSE ORGANISATION

Opinion

We have audited the financial statements of Response Organisation ('the charitable company') and its subsidiary ('the group) for the year ended 31 March 2024 which comprise the consolidated statement of financial activities, the consolidated and charity balance sheets, the consolidated statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF RESPONSE ORGANISATION (continued)

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF RESPONSE ORGANISATION (continued)

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

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

We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where applicable; and identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

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

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

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

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

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

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

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

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF RESPONSE ORGANISATION (continued)

Use of our report

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

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

Statutory Auditor

First Floor, Park Central
40 - 41 Park End Street
Oxford, OX1 1JD

Date: 19th December 2024

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) - FOR THE YEAR ENDED 31 MARCH 2024

		Unrestricted Funds 2024 £'000	Restricted Funds 2024 £'000	Total 2024 £'000	Unrestricted Funds 2023 £'000	Restricted Funds 2023 £'000	Total 2023 £'000
Income and endowments from:							
Donations and legacies	**3**	203	476	679	19	593	612
Charitable activities							
Housing	**4**	9.958	-	9,958	9,236	41	9,277
Adult services	**4**	5,252	-	5,252	5,078	12	5,090
Children services	**4**	1,014	-	1,014	1,357	-	1,357
RAW Workshop	**4**	-	290	290	-	340	340
Central services income	**4**	55	-	55	60	-	60
Investments	**5**	45	-	45	15	-	15
Other income	**6**	-	-	-	891	-	891
Total income		**16,527**	**766**	**17,293**	**16,656**	**986**	**17,642**
Expenditure on:							
Raising funds	**7**	18	24	42	8	40	48
Charitable activities							
Housing	**8**	9,466	46	9,512	9,307	52	9,359
Adult services	**8**	6,250	-	6,250	6,488	15	6,503
Children's services	**8**	900	-	900	1,224	-	1,224
RAW workshop	**8**	-	723	723	-	852	852
Total charitable expenditure		**16,616**	**769**	**17,385**	**17,019**	**919**	**17,938**
Loan interest		82	-	82	97	-	97
Transformational roles		-	-	-	98	-	98
Provision for diminution in property value		-	-	-	130	-	130
Total expenditure		**16,716**	**793**	**17,509**	**17,352**	**959**	**18,311**
Transfers between funds		-	-	-	104	(104)	-
Net income for the year/ Net movement in funds		**(189)**	**(27)**	**(216)**	**(592)**	**(77)**	**(669)**
Fund balances as at 1 April 2022 as previously reported					7,562	1,041	8,603
Prior Year adjustment	**1.16**				(177)	-	(177)
Fund balances as at 1 April 2023 (restated)		6,793	964	7,757	7,385	1,041	8,426
Demerger of RAW Workshop		(151)	(405)	(556)	-	-	-
Fund balances as at 31 March 2024		**6,453**	**532**	**6,985**	**6,793**	**964**	**7,757**

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) - FOR THE YEAR ENDED 31 MARCH 2024

		Unrestricted Funds 2024 £'000	Restricted Funds 2024 £'000	Total 2024 £'000	Unrestricted Funds 2023 £'000	Restricted Funds 2023 £'000	Total 2023 £'000
Income and endowments from:							
Donations and legacies	**3**	203	-	203	19	-	19
Charitable activities							
Housing	**4**	9.958	-	9,958	9,236	41	9,277
Adult services	**4**	5,252	-	5,252	5,078	12	5,090
Children services	**4**	1,014	-	1,014	1,357	-	1,357
Central services income	**4**	55	-	55	60	-	60
Investments	**5**	45	-	45	15	-	15
Other income	**6**	-	-	-	891	-	891
Total income		**16,527**	**-**	**16,527**	**16,656**	**53**	**16,709**
Expenditure on:							
Raising funds	**7**	18	-	18	8	-	8
Charitable activities							
Housing	**8**	9,466	46	9,512	9,307	52	9,359
Adult services	**8**	6,250	-	6,250	6,488	15	6,503
Children's services	**8**	900	-	900	1,224	-	1,224
Total charitable expenditure		**16,616**	**46**	**16,662**	**17,019**	**67**	**17,086**
Loan interest		82	-	82	97	-	97
Transformational roles		-	-	-	98	-	98
Provision for diminution in property value		-	-	-	130	-	130
Total expenditure		**16,716**	**46**	**16,762**	**17,352**	**67**	**17,419**
Transfers between funds		-	-	-	104	(104)	-
Net income for the year/ Net movement in funds		(189)	(46)	(235)	(592)	(118)	(710)
Fund balances as at 1 April 2022 as previously reported					7,411	696	8,107
Prior Year adjustment	**1.16**				(177)	-	(177)
Fund balances as at 1 April 2023 (restated)		6,642	578	7,220	7,234	696	7,930
Fund balances as at 31 March 2024		**6,453**	**532**	**6,985**	**6,642**	**578**	**7,220**

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

BALANCE SHEET – AS AT 31 March 2024

	Notes	Company 2024 £'000	Group Restated (Note 26) 2023 £'000	Company Restated (Note 26) 2023 £'000
Fixed assets				
Tangible assets	**13**	8,289	8,828	8,772
Current assets				
Stocks	**14**	-	9	-
Debtors	**15**	1,634	995	841
Cash at bank and in hand		1,546	3,360	2,925
		3,180	4,364	3,766
Creditors: amounts falling due within one year	**16**	(2,916)	(3,729)	(3,612)
Net current assets		264	635	154
Total assets less current liabilities		8,553	9,463	8,926
Creditors: amounts falling due after more than one year	**17**	(1,263)	(1,401)	(1,401)
Provisions for liabilities	**19**	(305)	(305)	(305)
Net assets		6,985	7,757	7,220
Income funds				
Restricted funds	**20**	532	964	578
Unrestricted funds		6,453	6,793	6,642
		6,985	7,757	7,220

The financial statements were approved by the Trustees on 12th December 2024.

R Sutcliffe
Chairman

Company registration number 4781936

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

	Notes	2024 £'000	2024 £'000	2023 £'000	2023 £'000
Cash flows from operating activities					
Cash (absorbed by) / generated from operations	**24**		(1,271)		745
Investing activities					
Purchase of tangible fixed assets		(379)		(245)	
Proceeds on disposal of tangible fixed assets		512		1,313	
Investment income received		45		15	
Net cash generated from investing activities			178		1,083
Financing activities					
Cash transferred on demerger of RAW Workshop		(593)		-	
Repayment of bank loans		(128)		(125)	
Net cash used in financing activities			(721)		(125)
Net increase in cash and cash equivalents			(1,814)		1,703
Cash and cash equivalents at beginning of year			3,360		1,657
Cash and cash equivalents at end of year			1,546		3,360

1 Accounting policies

Charity information

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

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS 102”) and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The Group accounts include the results of the Charity and of RAW Workshop. In January 2024 Response Organisation transferred control of RAW Workshop to the Trustees of that Charity. The consolidated accounts include the results of RAW Workshop for the nine months to 31 December 2023 and, since it was no longer part of the Response Organisation Group as at 31 March 2024, no Group balance sheet is presented as it is identical to that of the Company, Response Organisation, itself.

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

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

1.2 Going concern

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

1.3 Charitable funds

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

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

1.4 Income

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

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

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

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

1. Accounting policies (Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

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

1.6 Tangible fixed assets

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

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

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

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

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

1.7 Impairment of fixed assets

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

1.8 Stocks

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

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

1.9 Cash and cash equivalents

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

1. Accounting policies (Continued)

1.10 Financial instruments

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

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

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

Basic financial assets

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

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.11 Provisions

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

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

1.12 Employee benefits

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

1.13 Retirement benefits

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

1 Accounting policies (Continued)

1.14 Leases

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

1.15 Loans and Borrowings

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

1.16 Prior Year Adjustment

The Statement of Financial Activities and the Balance Sheet for 2023 have been restated. Details of the restatement and of the reasons for this are set out in Note 26.

2 Critical accounting estimates and judgements

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

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

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

3 Donations and legacies

	Unrestricted funds	**Restricted funds**	**Total**	Unrestricted funds	Restricted funds	Total
	2024	**2024**	**2024**	2023	2023	2023
	£'000	**£'000**	**£'000**	£'000	£'000	£'000
Donations and gifts (Company)	203	-	203	19	-	19
Donations and gifts (Group)	203	476	679	19	593	612

4 Charitable activities

	Group and Company	Group and Company	Group and Company	Group Only	Group and Company	
	Housing	Adult services	Children services	RAW Workshop	Central services	Total
	2024 £000	2024 £000	2024 £000	2024 £000	2024 £000	2024 £000
Income from charitable activities	9,958	5,252	1,014	290	55	16,569
Analysis by fund						
Unrestricted funds	9,958	5,252	1,014	-	55	16,279
Restricted funds	-	-	-	290	-	290

For the year ended 31 March 2023

	Group and Company	Group and Company	Group and Company	Group Only		
	Housing	Adult services	Children services	RAW Workshop	Central services	Total
	2023 £'000	2023 £'000	2023 £'000	2023 £'000	2023 £'000	2023 £'000
Income from charitable activities	9,277	5,090	1,357	340	60	16,124
Analysis by fund						
Unrestricted funds	9,236	5,078	1,357	-	60	15,731
Restricted funds	41	12	-	340	-	393

5 Investment Income (Group & Company)

	2024 £'000	2023 £'000
Interest receivable	45	15

6 Other income Group and Company

	Unrestricted Funds 2024 £'000	Restricted Funds 2024 £'000	Total 2024 £'000	Unrestricted Funds 2023 £'000	Restricted Funds 2023 £'000	Total 2023 £'000
Net gain on disposal of tangible fixed assets	-	-	-	891	-	891

7. Raising Funds

	Unrestricted Funds 2024 £'000	Restricted Funds 2024 £'000	Total 2024 £'000	Unrestricted Funds 2023 £'000	Restricted Funds 2023 £'000	Total 2023 £'000
Raising funds						
General fundraising costs (Group & Company)	18	-	18	8	-	8
RAW Workshop (Group only)	-	24	24	-	40	40
	18	24	42	8	40	48

8. Charitable activities

Group

	Housing 2024 £'000	Adult Services 2024 £'000	Children's Services 2024 £'000	RAW Workshop 2024 £'000	Total 2024 £'000	Total 2023 £'000
Staff costs	992	4,392	613	326	6,323	6,530
Other direct costs	7,761	539	125	112	8,537	8,290
	8,753	4,931	738	438	14,860	14,820
Share of support & governance costs (see note 9)	759	1,319	162	285	2,525	3,118
	9,512	6,250	900	723	17,385	17,938
Analysis by fund						
Unrestricted funds	9,466	6,250	900	-	16,616	17,019
Restricted funds	46	-	-	723	769	919
	9,512	6,250	900	723	17,385	17,938

8. Charitable Activities

Company	Housing 2024 £'000	Adult Services 2024 £'000	Children's Services 2024 £'000	Total 2024 £'000	Total 2023 £'000
Staff costs	992	4,392	613	5,997	6,161
Other direct costs	7,761	539	125	8,425	8,055
	8,753	4,931	738	14,422	14,216
Share of support & Governance costs (see note 9)	759	1,319	162	2,240	2,870
	9,512	6,250	900	16,662	17,086
Analysis by fund					
Unrestricted funds	9,466	6,250	900	16,616	17,019
Restricted funds	46	-	-	46	67
	9,512	6,250	900	16,662	17,086

Governance costs includes payments to the auditors of £23,550 (2023- £14,080) for audit and related fees.

9. Supports costs

(Group)	Support Costs £'000	Governance Costs £'000	2024 £'000	Support Costs £'000	Governance Costs £'000	2023 £'000
Staff costs	1,267	-	1,267	1,597	-	1,597
Depreciation	97	-	97	99	-	99
Facilities costs	220	-	220	302	-	302
General office costs	872	-	872	1,076	-	1,076
Audit fees	-	24	24	-	18	18
Accountancy	-	29	29	-	20	20
Other costs	-	16	16	-	6	6
	2,456	69	2,525	3,074	44	3,118
Analysis between Charitable activities	2,456	69	2,525	3,074	44	3,118

9 Support costs (Company)

	Support costs £'000	Governance costs £'000	2024 £'000	Support costs £'000	Governance costs £'000	2023 £'000
Staff costs	1,173	-	1,173	1,486	-	1,486
Depreciation	84	-	84	86	-	86
Facilities Costs	171	-	171	276	-	276
General Office Costs	743	-	743	987	-	987
Audit fees	-	24	24	-	14	14
Accountancy	-	29	29	-	21	20
Office costs	-	16	16	-	-	-
	2,171	69	2,240	2,835	35	2,870
Analysed between						
Charitable activities	2,171	69	2,240	2,835	35	2,870

Governance costs includes payments to the auditors of £23,550 (2023: £13,080) for audit and related fees

10 Trustees

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

J Yates, a trustee of the Charity, is Chief Executive of Reading Borough Council. Reading Borough Council (alongside other councils and NHS authorities across Oxfordshire, Berkshire and Buckinghamshire) commissions services from the Charity at rates negotiated with the relevant commissioning teams.

11 Net movement in funds

	2024 £'000	2023 £'000
Net movement in funds is stated after charging/(crediting)		
Fees payable to the company's auditor for the audit of the company's financial statements	24	18
Depreciation of owned tangible fixed assets	332	348
Loss/(profit) on disposal of tangible fixed assets	12	(891)
Operating lease charges - rent	2,969	2,556
Operating lease charges - other	71	83

12 Employees

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

	2024 Number	2023 Number
Housing	32	26
Adult Services	179	195
Children's Services	16	22
Support Services	29	37
Raw workshop	22	21
Total	278	301

Group

Employment costs	**2024 £'000**	**2023 £'000**
Wages and salaries	6,616	7,249
Social security costs	608	624
Other pension costs	220	254
	7,444	8,127

Company

Employment costs	**2024 £000**	**2023 £000**
Wages and salaries	6,242	6,805
Social security costs	574	601
Other pension costs	208	241
	7,024	7,647

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

	2024 Number	2023 Number
£60,001 - £70,000	1	1
£70,001 - £80,000	1	-
£80,001 - £90,000	-	2
£100,001 - £110,000	-	1
£110,000 - £120,000	1	-

12 Employees (Continued)

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

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

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

13 Tangible fixed assets

Group	Freehold property and land £000	Leasehold property & improvements £000	Assets under construction £000	Office fixtures & fittings £000	Equipment & furniture £000	Vehicles £000	Total £000
Cost							
At 1 April 2023	6,909	2,183	11	1,103	791	77	11,074
Additions	4	6	-	121	229	19	379
Transfer of assets	-	11	(11)	-	-	-	-
Disposals / assets written off	(655)	-	-	(512)	(308)	(20)	(1,495)
Disposal of subsidiary	-	(48)	-	-	(111)	(36)	(195)
At 31 March 2024	6,258	2,152	-	712	601	40	9,763
Depreciation and impairment							
At 1 April 2023	130	519	-	943	588	66	2,246
Depreciation charged in the year	-	101	-	132	95	4	332
Eliminated in respect of disposals / assets written off	(130)	-	-	(512)	(309)	(14)	(965)
Disposal of Subsidiary	-	(33)	-	-	(90)	(16)	(139)
At 31 March 2024	-	587	-	563	284	40	1,474
Carrying amount							
At 31 March 2024	6,258	1,565	-	149	317	-	8,289
At 31 March 2023	6,778	1,664	11	160	204	11	8,828

Company	Freehold property and land £000	Leasehold property & improvements £000	Assets under construction £000	Office fixtures & fittings £000	Equipment & furniture £000	Vehicles £000	Total £000
Cost							
At 1 April 2023	6,909	2,135	11	1,103	682	40	10,880
Additions	4	6	-	121	227	-	358
Transfers	-	11	(11)	-	-	-	-
Disposals / assets written off	(655)	-	-	(512)	(308)	-	(1,475)
At 31 March 2024	6,258	2,152	-	712	601	40	9,763
Depreciation and impairment							
At 1 April 2023	130	486	-	943	508	40	2,107
Depreciation charged in the year	-	101	-	132	85	-	318
Eliminated in respect of disposals / assets written off	(130)	-	-	(512)	(309)	-	(951)
At 31 March 2024	-	587	-	563	284	40	1,474
Carrying amount							
At 31 March 2024	6,258	1,565	-	149	317	-	8,289
At 31 March 2023	6,779	1,648	11	160	174	-	8,772

14	**Stocks (Group only)**	**2024 £'000**	**2023 £'000**
	Finished goods and goods for resale	-	9

15	**Debtors**	**Company 2024 £'000**	**Group 2023 £'000**	**Company 2023 £'000**
	Rents and service charges receivable	849	319	238
	Other Debtors	427	284	284
	Prepayments and accrued income	358	392	319
		1,634	995	841

16	**Creditors: Amounts falling due within one year**	**Company 2024 £'000**	**Group 2023 £'000**	**Company 2023 £'000**
	Bank Loans	137	127	127
	Other borrowings	100	100	100
	Other taxation and social security	125	198	183
	Trade creditors	742	612	599
	Other creditors	471	228	228
	Accruals and deferred income	1,341	2,464	2,375
		2,916	3,729	3,612

17	**Creditors: amounts falling due after more than one year**	**Company 2024 £'000**	**Group 2023 £'000**	**Company 2023 £'000**
	Bank Loans	1,263	1,401	1,401

18 Loans and overdrafts

	Company 2024 £'000	Group 2023 £'000	Company 2023 £'000
Bank loans	1,400	1,528	1,528
Other loans	100	100	100
	1,500	1,628	1,628
Payable within one year	237	227	227
Payable after one year	1,263	1,401	1,401

The long-term loans are secured on 2 Dodgson Road, Oxford, 4 Bodley Road, Oxford, 1 Egerton Road, Oxford, 93-95 Papist Way, Wallingford, 1 - 17 Scrutton Close, Oxford and 49 Oxford Road, Banbury. At 31st March 2024 the value of the loans was 27% of the net book value of the secured properties (31 March 2023 - 40%). The loans bear interest between 2.7% and 5.2% and are repayable over 20 years.

19 Provisions for liabilities

	2024 £'000	2023 £'000
Dilapidations	305	305

20 Restricted funds (Group and Company)

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

		Movement in funds				Movement in funds			
	Balance at 1 April 2022	Incoming resources	Resources expended	Transfers	Balance at 1 April 2023	Incoming resources	Resources expended	Eliminated on disposal of RAW	Balance at 31 March 2024
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Thatcham (Priory) Project fund	354	-	(22)	(80)	252	-	(22)	-	230
Aylesbury (Mandeville) Project fund	330	-	(26)	(24)	280	-	(24)	-	256
YPSA	4	-	(4)	-	-	-	-	-	-
Women's Services	2	12	(14)	-	-	-	-	-	-
Oxford Homeless	5	-	-	(5)	-	-	-	-	-
Settled Oxfordshire (Homeless)	-	41	-	5	46	-	-	-	46
Response Giving	1	-	(1)	-	-	-	-	-	-
Total Company	696	53	(67)	(104)	578	-	(46)	-	532
RAW Workshop	345	933	(892)	-	386	766	(747)	(405)	-
Total Group	1,041	986	(959)	(104)	964	766	(793)	(405)	532

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

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

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

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

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

RAW Workshop – subsidiary funds treated as restricted in a group context. Following the disposal of RAW Workshop during the financial year, the balance of this fund is recorded as being transferred out of the Response Organisation Group.

21 Group analysis of net assets between funds

	Unrestricted funds 2024 £'000	Restricted funds 2024 £'000	Total 2024 £'000	Unrestricted funds 2023 £'000	Restricted funds 2023 £'000	Total 2023 £'000
Fund balances at 31 March 2024 are represented by:						
Tangible assets	7,803	486	8,289	8,241	587	8,828
Current assets/(liabilities)	218	46	264	258	377	635
Long term liabilities	(1,263)	-	(1,263)	(1,401)	-	(1,401)
Provisions	(305)	-	(305)	(305)	-	(305)
	6,453	532	6,985	6,793	964	7,757

Company analysis of net assets between funds

	Unrestricted Funds 2024 £'000	Restricted Funds 2024 £'000	Total 2024 £'000	Unrestricted Funds 2023 £'000	Restricted Funds 2023 £'000	Total 2023 £'000
Fund balances at 31 March 2024 are represented by:						
Tangible assets	7,803	486	8,289	8,240	532	8,772
Current assets /(liabilities)	218	46	264	108	46	154
Long term liabilities	(1,263)	-	(1,263)	(1,401)	-	(1,401)
Provisions	(305)	-	(305)	(305)	-	(305)
	6,453	532	6,985	6,642	578	7,220

22 Operating lease commitments

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

	2024 £'000	2023 £'000
Within one year	1,810	2,270
Between two and five years	1,661	1,757
In over five years	1,470	1,488
	4,941	5,515

23 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2024 £000	2023 £000
Aggregate compensation	467	491

Response Organisation was the sole member of RAW Workshop (a registered charity) for the first nine months of the financial year. In January 2024 the control of RAW Workshop was transferred to the Trustees of RAW Workshop. For the purposes of the group accounts, Raw Workshop activities are considered to be restricted.

Response organisation lent RAW Workshop funds, of which £Nil (2023: £Nil) were outstanding for repayment at the period end.

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

For the year ended nine months to 31 December 2023 the subsidiary showed the following results:

	Nine months to December 2024 £'000	Year to March 2023 £'000
Income from:		
Donations	113	170
Grants	363	423
Investments: rent received		-
Charitable activities: workshop sales	290	340
Total income	766	933
Expenditure on:		
Fundraising, marketing and development	234	79
Charitable activities	723	812
Total expenditure	747	891
Net income	19	42

24 Cash generated from operations

	2024 £'000	2023 £'000
Deficit for the year	(216)	(669)
Adjustments for:		
Investment income recognized in statement of financial activities	(45)	(15)
Loss (gain) on tangible fixed assets	18	(891)
Depreciation and impairment of tangible fixed assets	332	476
Movements in working capital:		
Decrease in stocks	-	4
(increase) decrease in debtors	(855)	607
Increase / (decrease) in creditors	(505)	1,233
Cash (absorbed by) generated from operations	(1,271)	745

25 Analysis of changes in future net funds / (debts)

	At 1 April 2023 £'000	Cash Flows £'000	At 31 March 2024 £'000
Cash at bank and in hand	3,360	(1,814)	1,546
Loans falling due within one year	(227)	(10)	(237)
Loans falling due after more than one year	(1,401)	138	(1,263)
	1,732	(1,686)	46

26 Restatement of 2023 Balance Sheet

	Creditors: amounts falling due within one year £'000	Net Assets £'000	Unrestricted reserves £000
Group			
As previously reported	(3,552)	7,934	6,970
Additional historic liability	(177)	(177)	(177)
Restated	(3,729)	7,757	6,793
Company			
As previously reported	(3,435)	7,397	6,819
Additional historic liability	(177)	(177)	(177)
Restated	(3,612)	7,220	6,642

During the year under review, the Charity was made aware of an error in relation to the historic rents and service charges for a particular property, as a result the Charity is refunding this amount. The overcharge related to the period prior to 31 March 2022 and has therefore been recognised as a prior year adjustment.

Response Organisation

AG Palmer House, Morrell Crescent,
Littlemore, Oxford,
OX4 4SU

Find us: www.response.org.uk
Email us: engagement@response.org.uk
Call us: 020 3540 8694

Response

Charity No. 1101071
Company No. 4781936 - Limited by guarantee
Registered in England

Registered with FUNDRAISING REGULATOR

RESPONSE ORGANISATION

England & Wales - Charity number 1101071

Accounts

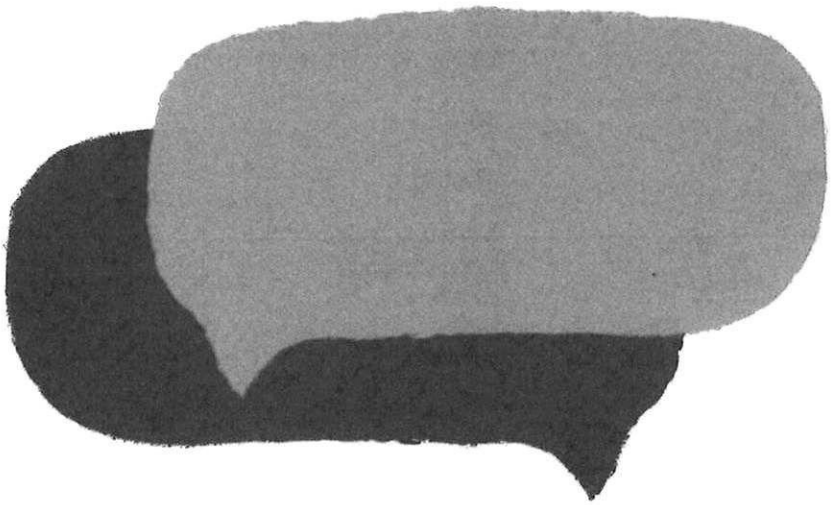
Charity registration number 1101071

Company registration number 4781936 (England and Wales)

RESPONSE ORGANISATION

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023



Response

Together we can achieve change

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	R Sutcliffe (Chair)	
	L Callahan	(Appointed 15 June 2023)
	N Inge	(Appointed 15 June 2023)
	Dr M Muijen	
	E Nicholson	
	D Orisewezie	(Appointed 9 November 2023)
	K Rushworth	(Appointed 9 November 2023)
	J Yates	
Secretary	T Berg	
Charity number	1101071	
Company number	4781936	
Registered office	A G Palmer House Morrell Crescent Littlemore Oxford OX4 4SU	
Auditor	Critchleys Audit LLP Beaver House 23-38 Hythe Bridge Street Oxford OX1 2EP	
Solicitors	Freeths Spires House 5700 Oxford Business Park South Oxford OX4 2RW	

CONTENTS

	Page
Trustees' report	1 - 18
Statement of trustees' responsibilities	19
Independent auditor's report	20 - 23
Consolidated statement of financial activities	24
Charity statement of financial activities	25
Balance sheet	26
Consolidated statement of cash flows	27
Notes to the financial statements	28 - 47

RESPONSE ORGANISATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

The Trustees present their report and the audited financial statements of the Charity and its subsidiary for the year ended 31st March 2023. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

During the year to 31 March 2023 Response Organisation controlled Raw Workshop, a charitable company registered in England and Wales (registered charity number: 1014416). These accounts therefore consolidate the results of both entities. Raw became independent following the end of the financial year.

Reference and Administrative Details

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

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

Objectives and activities

Purposes and Aims

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

- benefit the public by supporting the statutory services to provide services for people with enduring mental health problems and/or complex needs; and
- provide appropriate mental health care and support services that are readily accessible to those who need them so that they can maintain optimum levels of independence; and
- through its day to day activities, enhance the education of the public in matters relating to hospital management and mental health.

Ensuring our work delivers our aims

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

The focus of our work

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

Strategic Report

Response has two main missions:

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

Our Values:

Caring

The human connections we build with each other help us to provide compassionate and individualised support.

Safe

Fostering an environment where everyone feels secure and able to be themselves.

Creative

Encouraging and celebrating innovative solutions, acknowledging experimentations is part of the creative process.

Aspirational

Inspiring everyone to believe in themselves and achieve their personal goals.

Our Strategic Objectives:

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

1. Quality, safe housing.

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

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

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

2. Recovery based support to adults with mental health and complex needs.

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

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

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

- Recovery – To provide a recovery-focused service that puts the client's recovery at the centre of all decisions and living in the least restrictive environment and gaining as much independence and autonomy as possible.
- Recruitment and Retention – To provide high quality care we need to attract and keep staff who embrace our values and who are highly motivated. We will ensure that we respond to feedback to improve working conditions, through training, supervision and career opportunities, as well as through pay and other reward schemes.
- Customer involvement – We will improve how we involve our experts by experience to ensure we engage in areas that are important to them and that they have a central role in redesign and service improvement going forward.
- Customer satisfaction – We will improve the way we gather feedback to enable voices to be heard and to ensure our experts by experience are helping to continuously shape support services provided.
- Quality – We will adopt quality improvement methods. We will review internal audit methodology to ensure they have a quality improvement focus and provide us with the information needed to implement quality improvement cycles. We will achieve ReSET and Care Quality Commission (CQC) Good rating - or higher – in all services.
- Innovation – We will work with partners in the Oxfordshire Mental Health Partnership to review and redesign services where needed to improve our offer and to ready us for the next mental health contract which is likely to be in 2024/25. We will make the most of partnerships across BOB to continue to deliver a wide range of services for people with serious mental illness.
- Digital Inclusion – Response recognises that our clients should be enabled to participate in the digital world and navigate the often-complex systems that offer access to benefits, utilities and support through connected devices. Response will endeavour to include offers and programmes of support that help reduce our client's exposure to digital poverty in an increasingly technologically connected environment.
- Physical health – We will continue to have a focus on improving physical health. Supporting clients to attend annual physical health checks. We will continue to offer support to clients to reduce or quit smoking. We will increase the interventions that we offer in the physical health clinics on the campus to enable ECGs to be taken on site.

3. Mental health and wellbeing support for children and young people.

We will be recognised as a leading third section provider of high quality and evidenced-based mental health and wellbeing services for children and young people.

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

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

4. Be a great place to work.

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

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

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

5. Financial stability and sustainable growth.

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

- Efficiency – Automating key processes by investing in technology to drive digital transformation.
- Smarter spending – Embedding a culture of cost awareness, efficiency and value to reinvest cost savings to increase our impact.
- Environmental impact – Integrate environmentally friendly initiatives across our services to reduce C02 emissions.

How are we going to achieve this?

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

Strategic Objective	***Key Measure***	***Progress to date***
Quality safe housing	100% meet the Decent Homes Standard 100% Health and Safety compliance achieved	Great progress has been made in high risk health and safety areas such as fire, gas and legionella compliance. We have implemented a health and safety working group involving front line staff, reviewed and updated a raft of policies and procedures, implemented an incident management system and seen significant improvement in reporting from front line staff.
Recovery based support to adults with mental health and complex needs	55% of clients show improvement to recovery 30% of clients have moved to a less intensive housing provision	20% of our clients have moved to longer term provision, 20% have moved into 24 hour cover, and 27% into transitional provision
Mental health and wellbeing support for children and people	75% of children & young people we support, will show improvements in their mental health and wellbeing.	85% of young people show improvement in their mental health and well being.
Be a great place to work	78% of individuals that have a high or moderate wellbeing score	Based on our bi-annual wellbeing survey, our staff have demonstrated a wellbeing percentage of 79%, which is above our target.

Strategic Objective	*Key Measure*	*Progress to date*
Financial stability and sustainable growth	100% contracts are financially viable in line with financial regulations Achieve "green" in all areas of Oxon Safeguarding Board Safeguarding Audit Tool	This continues to be a focus, although we are aware of the impact of the current economic situation and the funds available to our commissioners

How our activities deliver public benefit

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

Who used and benefited from our services

Response works across Oxfordshire, Berkshire and Buckinghamshire providing a person-centred recovery focused model of care. Our core client group consists of 329 vulnerable adults with complex mental health conditions and addictions living in our supported housing portfolio of 107 maintained properties or benefiting from our domiciliary care support.

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

We also provide tailored mental health and wellbeing services so that they are available to over 24,000 young people and their families across schools in Oxfordshire through our delivery of the whole school approach through the MHST offer and beyond, as well as working in collaboration with a wide range of partner organisations. Our extensive range of programmes allow us to respond to children and young people's needs through engaging and impactful practice, using Cognitive Behavioural Therapy (CBT), Dialectical Behaviour Therapy (DBT) and Solution Focused approaches. We also integrate youth work and social prescribing to engage and connect young people with community-based services local to them, build confidence and grow their personal networks.

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

Our Programmes

Adult Services

Response offers housing related support to adults with serious mental illness (SMI) across Oxfordshire, Berkshire and Buckinghamshire. We offer a variety of supported accommodation ranging from accommodation with visiting support to on-site 24/7 services.

We are a specialist accommodation and support provider for people with complex mental health presentations. Our staff are trained to help individuals with dual presentations of psychosis often co-occurring with autism, personality disorders, drug and alcohol problems and physical health needs.

We also ensure people access the right care packages if they have domiciliary care needs. In some of our intensive 24 hour services we provide medication support and meals to individuals who cannot do this themselves. Medication and nutrition support are also provided in some of our 24 hour services. Individuals are encouraged to self medicate with the use of assistive technology where appropriate.

We believe that for our services to be effective, they must be based on sound values and principles. We also believe that it is vital to understand our clients as individuals to address their needs adequately. Our Recovery Model ("RReM360") draws from a range of therapeutic approaches to empower staff members and clients to work on their own recovery goals through individualised services. RReM360 is based on three simple premises:

1. It is possible to recover from a mental health condition.
2. It is essential to support clients to meet their own goals and move them to greater independence.
3. The most effective recovery is directed by the client.

Within our Adult Services Support programme Response provides the following range of support, depending on the needs of the client:

24 hour supported living accommodation	Designed for individuals suffering from Serious Mental Illness, the goal is to provide a safe and supportive environment for residents to live independently, while benefitting from the necessary care and support.
Community Housing, with floating support	Residents are responsible for managing their own daily activities and needs, with support workers visiting regularly to assess well-being and provide recovery-focused support. This achieves a balance between independence and self-sufficiency, and safety and well-being.
Specialist recovery provision for women	Provides Housing and Support for women to reduce health inequalities and improve life chances, while building a sense of community.
Community Housing with support from 9 – 5	Accommodation is staffed on a daily basis, during which residents receive the necessary care and support, however residents are expected to be more independent and manage their own needs at evenings and weekends.
Care Quality Commission registered care home	Response manages its own CQC registered care home for adults diagnosed with serious mental illness and complex health needs
Intensive 24 hour support	This service is designed for individuals with severe mental health issues and complex needs, and seeks to provide a safe and highly supportive environment for residents to live independently, whilst also receiving the necessary round the clock care and support.
Homeless Supported Housing	Providing affordable, supported accommodation for individuals exiting homelessness.

As well as the above services, Response has successfully developed the unique role of Move on Coordinator. These individuals work with patients who are being discharged from acute wards, and work to ensure all the patient's essential needs are met when they return to the community. Our Move on Coordinators help individuals avoid homelessness and connect them to the right community support services on discharge. Response has found that the work carried out by these staff members has massively reduced homelessness following discharge by over 95 percent, whilst also reducing re-admission rates.

Key achievements from the year

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

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

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

An individual journey – story of "R"

A difficult start

Hi, I'm R. I live at Carramar five nights a week to support me into independent living and manage my mental health in the community. The other two nights I spend in a mental health hospital. I have spent the majority of my life in and out of prison and mental health hospitals and I was referred by the community mental health team to Carramar.

A new life

Carramar is home for people like me who need support transitioning from one stage of their life to another. It's in the heart of Thatcham and it's really close to local shops. There's a nice garden at Carramar where we plant vegetables, flowers and herbs. Staff put on activities like music group, nature days and baking lessons. There's always something to get involved with!

My support

I struggle on a day-to-day basis with my anxiety. My anxiety is triggered by going to new places and meeting new people. My community mental health team and Carramar support me to manage this and have helped me develop many tools and techniques to have in place to support me with my anxiety. I can speak to staff at Carramar whenever I want as it is 24-hour support and I find it easy to approach them.

Learning new skills

The staff at Carramar are great, they support me really well. They also encourage me to keep busy and not stay in my bedroom all the time and isolate myself. Since I have been at Carramar, staff members have taught me how to cook new foods and I have started baking. I recently made sausage rolls from scratch and bacon cheese turnovers.

Living in the community

I have never lived in the community before. It is really good that I can communicate and speak with staff freely. It is also really important to me that I feel safe and I feel safe at Carramar. I have never had anywhere I can call home, and Carramar is my home. The staff at Carramar always make me feel welcome and supported in the community when I come back from hospital.

In a few years, my goal is to move out and get my own flat with floating support. I want to work in the future and build positive relationships with new people and save up to be able to buy a motorcycle.

Children, Young People and Families Services

Our services are tailored to meet the unique needs of each young person and family we work with. We take an approach which is tailored to each individual in the support we offer, focusing on their strengths and working collaboratively with families/loved ones and community agencies to support them with their journey. We are particularly skilled at integrating a youth work and social prescribing offering.

Our team understands that seeking help for mental health and wellbeing challenges can be daunting, especially for children and young people. That's why we work to create an inclusive, safe and welcoming environment where young people and their families/loved ones can feel comfortable and supported.

We believe that early intervention and prevention are key to improving outcomes for young people and families struggling with mental health and wellbeing challenges. We work closely with schools, Child and Adolescent Mental Health Services (CAMHS), GPs, and other professionals to ensure that young people and families/loved ones receive the support they need, how and when they need it.

One of our core activities is the delivery of the Young People's Supported Accommodation ("YPSA") service. This is commissioned by Oxfordshire County Council, in partnership with the district councils. The YPSA is a service that supports young people aged 16 to 24 who are at risk of homelessness, are care leavers or unaccompanied young people that require accommodation and support to develop independent living skills. Response is commissioned to provide some of the accommodation and support, and some of this is delivered in partnership with Oxfordshire Youth.

The key impacts of this programme are:

1. Enabling young people to build the skills to live independently
2. Through working with other agencies, ensuring there is a holistic support for young people
3. Helping young people to engage or re-engage with activity that supports education, employment or training.

In addition to the YPSA work at Response, our children, young people and families services, provides the following range of support:

Outreach service	Response oversees the outreach contract with third sector partners, on behalf of Oxford Health. There are embedded workers employed by Response, RAW, BYHP, Trax working in CAMHS outreach clinical team, as well as Oxfordshire Youth providing a training programme to support staff in schools. These CAMHS third sector outreach workers complement the work of the clinical team through providing further support to young people aged 11-18 years through non clinical flexible approaches to connect young people with community-based services local to them, build confidence and grow their personal networks.
Wellbeing Youth Workers (Mental Health Support Team)	The Mental Health Support Teams (MHST) delivered by Oxford Health CAMHS now includes a Response Wellbeing Youth Worker in each locality team (now also in the west of the county) to complement the offer to schools. These workers enhance the whole school approach to mental health and wellbeing, through targeting secondary schools with drop-ins, assemblies, group work and 1 to 1 support for young people with mild to moderate mental health and wellbeing needs, as well as low level consultation to staff. Young people with more complex needs and staff are still supported by the Educational Mental Health Practitioners (EMPHs). In addition, we are now extending our expertise to offer Wellbeing Youth Workers in private schools.
Reframe	Reframe is a new project supporting 16-25-year-olds affected by life-changing events who are falling through the gaps between Child & Adolescent to Adult Mental Health Services. The overriding aims of the Reframe are to reduce health inequalities, increase resilience and improve life chances for young adults. Currently, Reframe is operating in Berkshire West (covering the local areas of Wokingham, Reading and West Berkshire) supporting young people in care or those leaving the care system as well as being open to all 18 to 25 year olds in this area. We are also taking private, paid for referrals across the whole of the Thames Valley.
Specialist Youth Workers in Tier 4 CAMHS Services	This project supports young people with the most acute mental health needs in hospitals through social prescribing youth workers that complement the work of the clinical team through connecting with young people, identifying what matters most to them and supporting access to community services upon hospital discharge.
Getting Help Social Prescribers	Social prescribers build relationships with young people to identify areas of interest and connect young people to local community offers to grow their personal network through things they enjoy or want to experience. This complements the clinical support in place through the CAMHS Getting Help/ Getting More Help teams.

Key achievements from the year

Prior to September 2023, the Mental Health Support Teams (MHST) covered the key areas of Oxford City, North Oxfordshire and South Oxfordshire. As of September 2023, this offer has expanded into West Oxfordshire, meaning that we now support 24 Secondary schools currently, which is 56% of the secondary schools in Oxfordshire. Our Wellbeing Youth Worker offer is focused in secondary schools offering a range of support including taking 1:1 referrals to support the CAMHS waiting list, offering schools drops-in and assemblies and being a port of call for schools on wellbeing issues.

Our Social Prescribers in the CAMHS Getting Help and Getting More Help Team ran initially from August 2022 to August 2023 but has been extended to March 2024. During this time, we have taken 107 referrals, 82.2% of which were from Getting More Help and included higher level cases. Between January 2023 and June 2023, 1,849 contacts (either direct work or indirect work on behalf of the young person) were made, connecting young people and families to a range of offers within the community that they were not aware of before. As a result of their engagement, children and young people improved their ability to manage their own mental health (86%), showed an improvement in their mental wellbeing (67%) and reported an increase in their self-confidence.

CAMHS Outreach has developed from the Community In Reach model to be integrated within the CAMHS OSCA (Outreach Service for Children and Adolescents) team. In partnership with TRAX, Raw and BYHP we have created a new model where the workers have embedded themselves within the team, offering targeted and quickly responsive help for young people at high risk. Previously, Response held a contract management role only but was asked to extend its role within service delivery through also recruiting 2 workers into the team, one focused specifically on neurodiversity and supporting the work of the CAMHS NDC team. The contract management role remains in addition to this.

Reframe is now working closely with the CAMHS CIC (Children In Care) team in Berkshire West to support young people either in or leaving the care system aged 16 to 18. We are also working with social care colleagues in the three areas of Reading, Wokingham and West Berkshire to support those who have left care post-18 but remain under the stewardship of the social care system until they are 25. To add capacity to the system, we have also opened up to take referrals from any 18 to 25 year olds in this area. Doing this work has integrated us within this new geography and had us working with some of the most vulnerable young people.

We have also developed 2 private, paid for, offers to the market. One is Reframe as a private offer where young people and families can make referrals to the team and pay a charge that is reflective of the market expectations for such support. We are also communicating with Oxfordshire private schools around the offer of embedding a Wellbeing Youth Worker into their school setting, to expand on the success of MHST's youth worker offer.

Children, Young People and Families' services delivery plan for the next twelve months will be to:

- Build upon the successes of the Tier 4 Specialist Youth Workers and CAMHS Social Prescribers to secure contract extensions for the current work and look to other areas of the system where this social prescribing youth work offer can have impact.
- Continue to measure and report on the successes of MHST and CAMHS Outreach workers to the system and demonstrate the power of Youth Workers within clinical settings.
- Secure funding for Reframe to continue to be able to deliver and extend this service within BOB, this includes through grant and wider fundraising opportunities.
- Embed the private Youth Workers in schools and take on referrals for Reframe as a private offer.
- Continue to look for other opportunities across BOB that play to our expertise in Youth Work and Social Prescribing to ease the issues with the CAMHS waiting lists.
- Maintain excellent working relationships with our commissioners and wider partners and retain confidence in the quality service Response provides through accurate and comprehensive data reporting activities to measure impact.

An Individual Journey – The story of "M"

Where We Started:

M was refusing to go to school but didn't understand what led to this and why school made him feel anxious. There were some days he wouldn't get out of bed or leave his room. When school tried to support he wouldn't get out of the car. M was very shy and quiet.

What we did:

M agreed to engage with the wellbeing youth worker. They met at a nearby car park and chatted for a while. M was then happy to walk near school and continue this conversation. They discussed what was happening for him around the time he stopped coming to school. M was able to reflect with the youth worker on how he was struggling with his friendships and this played a big part in his anxieties. The next time M was able to get dropped at school and came to see the youth worker in a classroom. M needed a relaxed and gentle approach with very little pressure, they discussed the physical feelings of coming to school and came up with strategies around this. In between conversations they played games to relieve the stress of the conversations.

Where are we now:

M is now enrolled in a new technical school which he is really excited about. M managed to go to a couple of open days for his new school on his own and made some new friends there. Sessions with his youth worker will continue until the summer to support the transition to the new school.

Housing and Property

The proper management of our housing portfolio is an integral part of our delivery of residential services to adults and young people.

Biggest challenges from the last year:

- Health and Safety compliance;
- Understanding and improving voids reporting and management;
- Management of maintenance and repairs; and
- Prompt and complete collection of income.

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

Key achievements from the year

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

Departments plan for the next year

- Continue to invest in our staff and ensure that people have relevant skills, training and tools to carry out their roles
- Work in partnership with colleagues in Adult Services to ensure that clients are able to sustain their accommodation
- Complete the implementation of a new Housing Management system and our approach to data collection
- Continue to upskill our team such that any individual visiting a property, whether for support, health and safety, or income management, has the awareness to identify key property and people issues early and refer them to the relevant team members
- Undertake benchmarking programme of all properties in the portfolio (whether owned or leased) against the Decent Homes Standard and other criteria, and develop and implement a programme of improvement works.

RAW Workshop

For the period under review RAW Workshop Limited was a subsidiary of Response. Since the end of the financial year RAW, with the support of Response, has established itself as an independent charity. Response is no longer exerting any influence or control over the activities of RAW Workshop.

Financial review

The Statement of Financial Activities, set out on page 24, reflects all income receivable in the year.

The Group net expenditure for the year was £668,985 (2022: net income of £252,334). The charity net expenditure for the year was £709,640 (2022: net income £68,120). During the year, Response Organisation has invested significant funds into the establishment of new services, including necessary start up costs, the expansion of operations and in strengthening the charity's infrastructure to reflect the governance and compliance requirements of expanded operations.

Reserves Policy

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

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

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

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

	2023 £'000	2022 £'000
Free reserves required	**1,450**	**1,479**
Free reserves held - net current asset	331	844
Eligible fixed assets included	483	493
Gap	636	142
Total	**1,450**	**1,479**

The growth in activities in the past year has increased the level of reserves required, at the same rate as additional costs being incurred to establish new activities. At 31 March 2023 Response did not meet the free reserves requirement. The Trustees and the Executive Team continue to review and negotiate key contracts to assess their viability and ensure that sufficient margin and cash is being generated going forward to enable the Charity to have sufficient reserves. They also recognise the challenges involved, in the context of the Charity's activities, in restoring reserves to the target levels in the medium term.

Risk management and internal control

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

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

Risk	Actions taken to date to address the risk
Recruitment and retention of top talent - we recognise that if we fail to have the competitive salary and benefits package together with right culture we may be unable to deliver services. Challenging recruitment sector especially for frontline adult services.	We developed a Staff Wellbeing Plan which included a range of staff benefits such as our Healthcare Cash Plan. We implemented a social media recruitment drive and achieved Oxford Living Wage status for the second year running. A new Continuous Feedback Framework has been developed which enables objective setting and career aspiration conversations.
Housing compliance standards – we recognise that if these aren't met this could lead to loss of contracts, fines and legal/regulatory action, incidents, negative impact on recovery of clients, and impact on staff wellbeing.	There has been increased investment in the way that we manage our property portfolio, meet regulatory requirements and ensure that our housing services meet the needs of our beneficiaries. We are implementing a new Housing Management System, Active H an ISO9001 accredited housing management system which will enable us to become more efficient and provide an improved customer experience of our services.
Financial sustainability – we recognise that a diverse range of income streams and substantial capital reserves are required, and will ensure sustainability; the current growth phase will consolidate the position for Response Organisation	We examined contract viability to evaluate whether they met beneficiaries needs effectively and generated sufficient contribution to the organisation. We continue to review our business model to make sure that it is sustainable within a challenging commissioning environment. We are also ensuring that adequate margins are built into new proposals.
Delivery of the YPSA contract – we recognise the challenge of delivering this contract in the context of a range of financial, reputational and resource pressures.	We have had a successful third year of this contract. We are working closely with commissioners to ensure that this contract delivers benefit to our beneficiaries in a sustainable way. We have worked closely with our delivery partner, Oxfordshire Youth, to achieve this outcome,
Health and safety – We recognise that weak Health and safety systems, processes, policies and staff aware may lead to an increase in major incidents, accidents, and work-related illnesses	We substantially improved our compliance with Fire, Asbestos, Water and Electrical compliance. We improved reporting and developed a Health and Safety Working group which involves frontline staff.
IT Security. We recognise that cyber attacks, hacking, fraud and system failure may lead to operational failure if we have inadequate IT infrastructure	We achieved "Standards Met" in our Data Security and Protection Toolkit assessment. We are also working to Cyber Essentials accreditation. We ensured that there is multi-factor authentication for logging in to Response systems and have implemented the Sharepoint platform for more secure document management.

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

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

Employees

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

Engagement with employees

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

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

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

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

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

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

Disabled employees

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

As of 31st March 2023, 4% of members of staff had self-declared a disability.

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

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

Pensions

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

Funds held on behalf of third parties

At 31st March 2023 Response Organisation held funds totalling £207k (2022: £236k) on behalf of residents. The transactions and assets associated with residents' funds are accounted for separately and are not included within the financial statements of Response Organisation. Residents' funds are held in separate bank accounts and specific controls are in place to safeguard these funds.

Structure, governance and management

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

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

L Callahan	(Appointed 15 June 2023)
N Inge	
Dr M Muijen	(Appointed 15 June 2023)
E Nicholson	
D Orisewezie	(Appointed 9 November 2023)
K Rushworth	(Appointed 9 November 2023)
R Sutcliffe	
J Yates	
C Buchuck-Wilsenach	(Resigned 28 October 2023)
D Edwards	(Resigned 20 October 2023)
S Gill	(Resigned 14 August 2023)
R Leece	(Resigned 20 July 2023)
W Woodhouse	(Resigned 10 May 2023)

Cyara Buchuck-Wilsenach, David Edwards, Sheetal Gill, Rebecca Leece and Wendy Woodhouse resigned as Trustees since the date of the last annual report. The Board would like to thank them for their contribution to the Charity during their time in office.

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

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

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

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

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

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

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

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

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

Committees

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

- Audit and Risk
- Finance
- Performance

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

Particular areas of focus in 2022/23 were ensuring effective Board governance of risk, information governance and the implementation of a formal Trustee appraisal process.

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

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

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

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

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

Key Management Personnel Remuneration

The Trustees consider the Trustees and Executive Officers as comprising the key management personnel of the charity: the Board is responsible for strategic planning and direction of the charity and it delegates to the Executive Officers the responsibility for managing and operating the charity on a day to day basis. All Trustees give of their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses are disclosed in note 13, and related party transactions are disclosed in note 28 to the accounts.

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

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

Auditor

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

Disclosure of information to auditor

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

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

R.K Sutcliffe

.....

R Sutcliffe
Trustee

Date: 18 January 2024

RESPONSE ORGANISATION

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2023

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

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

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP;

- make judgements and estimates that are reasonable and prudent;

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

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

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

RESPONSE ORGANISATION

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF RESPONSE ORGANISATION

Opinion

We have audited the financial statements of Response Organisation (the 'charity') for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Use of our report

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

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

31/01/24

Statutory Auditor

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

RESPONSE ORGANISATION

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2023

		Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
		2023 £	2023 £	2023 £	2022 £	2022 £	2022 £
Income and endowments from:							
Donations and legacies	3	19,060	592,851	611,911	17,256	486,198	503,454
Charitable activities							
Housing	4	9,235,743	41,450	9,277,193	9,523,793	5,000	9,528,793
Adult services	4	5,078,338	11,900	5,090,238	5,492,972	-	5,492,972
Children services	4	1,357,201	-	1,357,201	846,666	2,500	849,166
RAW Workshop	4	-	339,937	339,937	-	549,000	549,000
Central services income	4	59,957	-	59,957	98,449	-	98,449
Investments	5	-	-	-	1	-	1
Other income	6	891,320	-	891,320	476,878	-	476,878
Total income		**16,641,619**	**986,138**	**17,627,757**	**16,456,015**	**1,042,698**	**17,498,713**
Expenditure on:							
Raising funds	7	8,168	39,792	47,960	7,583	52,398	59,981
Charitable activities							
Housing	8	9,306,954	51,546	9,358,500	8,821,801	4,500	8,826,301
Adult services	8	6,488,104	15,154	6,503,258	6,383,621	3,049	6,386,670
Children's services	8	1,224,453	-	1,224,453	895,682	167,233	1,062,915
RAW workshop	8	-	852,341	852,341	-	826,132	826,132
Total charitable expenditure		**17,019,511**	**919,041**	**17,938,552**	**16,101,104**	**1,000,914**	**17,102,018**
Loan interest		82,188	-	82,188	84,380	-	84,380
Transformational roles		98,036	-	98,036	-	-	-
Provision for diminution in property value		130,006	-	130,006	-	-	-
Total expenditure		**17,337,909**	**958,833**	**18,296,742**	**16,193,067**	**1,053,312**	**17,246,379**
Gross transfers between funds		103,685	(103,685)	-	(205,852)	205,852	-
Net income for the year/ Net movement in funds		(592,605)	(76,380)	(668,985)	57,096	195,238	252,334
Fund balances as at 1 April 2022		7,562,646	1,040,443	8,603,089	7,505,550	845,205	8,350,755
Fund balances as at 31 March 2023		**6,970,041**	**964,063**	**7,934,104**	**7,562,646**	**1,040,443**	**8,603,089**

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

All income and expenditure derive from continuing activities.

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

RESPONSE ORGANISATION

COMPANY STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2023

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total 2023 £	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total 2022 £
Income & endowments from:						
Donations & legacies	19,060	-	19,060	17,256	45,670	62,926
Charitable activities:						
Housing	9,235,743	41,450	9,277,193	9,523,793	5,000	9,528,793
Adult services	5,078,338	11,900	5,090,238	5,492,972	-	5,492,972
Children services	1,357,201	-	1,357,201	846,666	2,500	849,166
Central services income	59,957	-	59,957	98,449	-	98,449
Investments	-	-	-	1	-	1
Other income	891,320	-	891,320	476,878	-	476,878
Total income	**16,641,619**	**53,350**	**16,694,969**	**16,456,015**	**53,170**	**16,509,185**
Expenditure on:						
Raising funds	8,168	-	8,168	7,583	-	7,583
Charitable activities						
Housing	9,306,954	51,546	9,358,500	8,895,019	4,500	8,899,519
Adult services	6,488,104	15,154	6,503,258	6,383,621	3,049	6,386,670
Childrens services	1,224,453	-	1,224,453	895,682	167,233	1,062,915
Total charitable Expenditure	**17,019,511**	**66,700**	**17,086,211**	**16,174,322**	**174,782**	**16,349,104**
Loan interest	82,188	-	82,188	84,378	-	84,378
Transformational roles	98,036	-	98,036			
Provision for diminution in property value	130,006	-	130,006	-	-	-
Total expenditure	**17,337,909**	**66,700**	**17,404,609**	**16,266,283**	**174,782**	**16,441,065**
Gross transfers between funds	103,685	(103,685)	-	(132,633)	132,633	-
Net income for the year/ net movement funds	(592,605)	(117,035)	(709,640)	(57,099)	11,021	68,120
Fund balances as at 1 April 2022	7,410,955	695,377	8,106,332	7,353,856	684,356	8,038,212
Fund balances as at 31 March 2023	**6,818,350**	**578,342**	**7,396,692**	**7,410,955**	**695,377**	**8,106,332**

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

All income and expenditure derive from continuing activities.

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

RESPONSE ORGANISATION

BALANCE SHEET

AS AT 31 MARCH 2023

	Notes	Group 2023 £	Company 2023 £	Group 2022 £	Company 2022 £
Fixed assets					
Tangible assets	**13**	8,828,247	8,772,410	9,356,534	9,292,092
Current assets					
Stocks	**14**	8,765	-	12,746	-
Debtors	**15**	994,649	841,479	1,601,722	1,474,969
Cash at bank and in hand		3,360,406	2,924,958	1,656,515	1,042,141
		4,363,820	3,766,437	3,270,983	2,517,110
Creditors: amounts falling due within one year	**16**	(3,551,689)	(3,435,881)	(2,194,540)	(1,872,982)
Net current assets		812,131	330,556	1,076,443	644,128
Total assets less current liabilities		9,640,378	9,102,966	10,432,977	9,936,220
Creditors: amounts falling due after more than one year	**17**	(1,401,274)	(1,401,274)	(1,524,888)	(1,524,888)
Provisions for liabilities	**19**	(305,000)	(305,000)	(305,000)	(305,000)
Net assets		7,934,104	7,396,692	8,603,089	8,106,332
Income funds					
Restricted funds	**20**	964,063	578,342	1,040,443	695,377
Unrestricted funds		6,970,041	6,818,350	7,562,646	7,410,955
		7,934,104	7,396,692	8,603,089	8,106,332

The financial statements were approved by the Trustees on 18 January 2024

R Sutcliffe
Chairman

Company registration number 4781936

RESPONSE ORGANISATION

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	**24**		760,023		(24,506)
Investing activities					
Purchase of tangible fixed assets		(245,489)		(328,262)	
Proceeds on disposal of tangible fixed assets		1,313,253		486,487	
Investment income received		-		1	
Net cash generated from investing activities			1,067,764		158,226
Financing activities					
New borrowings		-		-	
Repayment of bank loans		(123,896)		(123,736)	
Net cash used in financing activities			(123,896)		(123,736)
Net increase in cash and cash equivalents			1,703,891		9,984
Cash and cash equivalents at beginning of year			1,656,515		1,646,531
Cash and cash equivalents at end of year			3,360,406		1,656,515

1 Accounting policies

Charity information

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

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

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

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

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

1.2 Going concern

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

1.3 Charitable funds

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

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

1.4 Income

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

1 **Accounting policies (Continued)**

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

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

1.6 Tangible fixed assets

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

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

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

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

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

1.7 Impairment of fixed assets

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

1.8 Stocks

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

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

1.9 Cash and cash equivalents

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies (Continued)

1.10 Financial instruments

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

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

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

Basic financial assets

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

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.11 Provisions

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

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

1.12 Employee benefits

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

1.13 Retirement benefits

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies (Continued)

1.14 Leases

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

1.15 Loans and Borrowings

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

2 Critical accounting estimates and judgements

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

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

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

3 Donations and legacies

	Unrestricted funds	**Restricted funds**	**Total**	Unrestricted funds	Restricted funds	Total
	2023	**2023**	**2023**	2022	2022	2022
	£	**£**	**£**	£	£	£
Donations and gifts (Company)	19,060	-	19,060	17,256	45,670	62,926
Donations and gifts (Group)	19,060	592,851	611,911	17,256	486,198	503,454

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

4 Charitable activities

	Group and Company	Group and Company	Group and Company	Group Only		
	Housing	Adult services	Children services	RAW Workshop	Central services income	Total 2023
	2023 £	2023 £	2023 £	2023 £	2023 £	£
Income from charitable activities	9,277,193	5,090,238	1,357,201	339,937	59,957	16,124,526
Analysis by fund						
Unrestricted funds	9,235,743	5,078,338	1,357,201	-	59,957	15,731,239
Restricted funds	41,450	11,900	-	339,937	-	393,287

For the year ended 31 March 2022

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

5 Investments (Group & Company)

	Total	Unrestricted funds
	2023 £	2022 £
Interest receivable	-	1

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

6 Other income Group and Company

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total 2023 £	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total 2022 £
Net gain on disposal of tangible fixed assets	891,320	-	891,320	476,878	-	476,878
	891,320	-	891,320	476,878	-	476,878

7. Raising Funds

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total 2023 £	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total 2022 £
Raising funds						
General fundraising costs (Group & Charity)	8,168	-	8,168	6,871	-	6,871
Response Giving (Group & Charity)	-	-	-	712	-	712
RAW Workshop (Group only)	-	39,792	39,792	-	52,398	52,398
	8,168	39,792	47,960	7,583	52,398	59,981

8. Charitable activities

Group

	Housing 2023 £	Adult Services 2023 £	Children's Services 2023 £	RAW Workshop 2023 £	Total 2023 £	Total 2022 £
Staff costs	869,829	4,726,575	564,934	368,909	6,530,247	5,937,800
Other direct costs	7,284,378	357,732	413,228	234,949	8,290,287	8,793,877
	8,154,207	5,084,307	978,162	603,858	14,820,534	14,731,677
Share of support & governance costs (see note 9)	1,204,293	1,418,951	246,291	248,483	3,118,018	2,370,341
	9,358,500	6,503,258	1,224,453	852,341	17,938,552	17,102,018
Analysis by fund						
Unrestricted funds	9,306,954	6,488,104	1,224,453	-	17,019,511	16,101,104
Restricted funds	51,546	15,154	-	852,341	919,041	1,000,914
	9,358,500	6,503,258	1,224,453	852,341	17,938,552	17,102,018

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

8. Charitable Activities

Company	Housing 2023 £	Adult Services 2023 £	Children's Services 2023 £	Total 2023 £	Total 2022 £
Staff costs	869,829	4,726,575	564,934	6,161,338	5,589,593
Other direct costs	7,284,378	357,732	413,228	8,055,338	8,653,540
	8,154,207	5,084,307	978,162	14,216,676	14,243,133
Share of support & Governance costs (see note 9)	1,204,293	1,418,951	246,291	2,869,535	2,105,971
	9,358,500	6,503,258	1,224,453	17,086,211	16,349,104
Analysis by fund					
Unrestricted funds	9,306,954	6,488,104	1,224,453	17,019,511	16,174,322
Restricted funds	51,546	15,154	-	66,700	174,782
	9,358,500	6,503,258	1,224,453	17,086,211	16,349,104

Governance costs includes payments to the auditors of £14,080 (2022- £12,600) for audit fees.

9. Supports costs

(Group)	Support Costs £	Governance Costs £	2023 £	Support Costs £	Governance Costs £	2022 £
Staff costs	1,596,556	-	1,596,556	1,426,976	18,009	1,444,985
Depreciation	99,311	-	99,311	318,235	-	318,235
Facilities costs	301,608	-	301,608	130,984	-	130,984
General office costs	1,075,929	-	1,075,929	439,061	-	439,061
Audit fees	-	18,280	18,280	-	14,080	14,080
Accountancy	-	20,435	20,435	-	3,360	3,360
Trustee liability insurance	-	-	-	-	886	886
Office costs	-	-	-	-	15,000	15,000
Other costs	-	5,899	5,899	-	3,750	3,750
	3,073,404	44,614	3,118,018	2,315,256	55,085	2,370,341
Analysis between Charitable activities	3,073,404	44,614	3,118,018	2,315,256	55,085	2,370,341

9 Support costs (Company)

	Support costs	Governance costs	2023	Support costs	Governance costs	2022
	£	£	£	£	£	£
Staff costs	1,486,265	-	1,486,265	1,324,256	18,009	1,342,265
Depreciation	86,171	-	86,171	302,394	-	302,394
Facilities Costs	276,238	-	276,238	79,982	-	79,982
General Office Costs	987,346	-	987,346	352,184	-	352,184
Audit fees	-	13,080	13,080	-	9,900	9,900
Accountancy	-	20,435	20,435	-	3,360	3,360
Trustee liability Insurance	-	-	-	-	886	886
Office costs	-	-	-	-	15,000	15,000
	2,836,020	33,515	2,869,535	2,058,816	47,155	2,105,971
Analysed between Charitable activities	2,836,020	33,515	2,869,535	2,058,816	47,155	2,105,971

Governance costs includes payments to the auditors of £13,080 (2022: £9,900) for audit fees.

10 Trustees

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

11 Net movement in funds

	2023	2022
	£	£
Net movement in funds is stated after charging/(crediting)		
Fees payable to the company's auditor for the audit of the company's financial statements	18,280	14,080
Depreciation of owned tangible fixed assets	347,898	318,235
Loss/(profit) on disposal of tangible fixed assets	(891,320)	(476,878)
Operating lease charges - rent	2,556,394	2,801,729
Operating lease charges - other	82,924	82,924

12 Employees

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

	2023 Number	2022 Number
Housing	26	25
Adult Services	195	204
Children's Services	22	15
Support Services	37	28
Raw workshop	21	21
Total	301	293

Group

Employment costs	2023 £	2022 £
Wages and salaries	7,249,204	6,578,953
Social security costs	623,931	550,411
Other pension costs	253,666	253,421
	8,126,801	7,382,785

Company

Employment costs	2023 £	2022 £
Wages and salaries	6,804,799	6,170,519
Social security costs	601,476	519,151
Other pension costs	241,326	242,168
	7,647,601	6,931,838

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

	2023 Number	2022 Number
£60,001 - £70,000	1	1
£70,001 - £80,000	-	1
£80,001 - £90,000	2	-
£100,001 - £110,000	1	1

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

12 Employees **(Continued)**

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

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

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

13 Tangible fixed assets

Group	Freehold property and land	Leasehold property & improvements	Assets under construction	Office fixtures & fittings	Equipment & furniture	Vehicles	Total
	£	£	£	£	£	£	£
Cost							
At 1 April 2022	7,112,637	2,231,711	35,356	1,034,820	701,632	91,720	11,207,876
Additions	-	35,356	11,435	72,838	125,860	-	245,489
Disposals/ assets under construction transfers	(204,237)	(84,416)	(35,356)	(4,400)	(36,076)	(14,495)	(378,980)
At 31 March 2023	6,908,400	2,182,651	11,435	1,103,258	791,416	77,225	11,074,385
Depreciation and impairment							
At 1 April 2022	-	464,634	-	750,454	565,911	70,343	1,851,342
Depreciation charged in the year	-	95,060	-	195,654	53,032	4,152	347,898
Eliminated in respect of disposals	-	(40,878)	-	(3,159)	(31,116)	(7,955)	(83,108)
Impairment	130,006	-	-	-	-	-	130,006
At 31 March 2023	130,006	518,816	-	942,949	587,827	66,540	2,246,138
Carrying amount							
At 31 March 2023	6,778,394	1,663,835	11,435	160,309	203,589	10,685	8,828,247
At 31 March 2022	7,112,637	1,767,077	35,356	284,366	135,721	21,377	9,356,534

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Company	Freehold property and land	Leasehold property & improvements	Assets under construction	Office fixtures & fittings	Equipment & furniture	Vehicles	Total
	£	£	£	£	£	£	£
Cost							
At 1 April 2022	7,112,637	2,183,460	35,356	1,034,820	579,644	39,440	10,985,357
Additions	-	35,356	11,435	72,838	112,808	-	232,437
Disposals/ assets under construction transfers	(204,237)	(84,416)	(35,356)	(4,400)	(10,407)	-	(338,816)
At 31 March 2023	6,908,400	2,134,400	11,435	1,103,258	682,045	39,440	10,878,978
Depreciation and impairment							
At 1 April 2022	-	433,899	-	750,454	469,472	39,440	1,693,265
Depreciation charged in the year	-	93,400	-	195,654	45,703	-	334,757
Eliminated in respect of disposals	-	(40,878)	-	(3,159)	(7,423)	-	(51,460)
Impairment	130,006	-	-	-	-	-	130,006
At 31 March 2023	130,006	486,421	-	942,949	507,752	39,440	2,106,568
Carrying amount							
At 31 March 2023	6,778,394	1,647,979	11,435	160,309	174,293	-	8,772,410
At 31 March 2022	7,112,637	1,749,561	35,356	284,366	110,172	-	9,292,092

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

14 Stocks (Group only)

	2023	2022
	£	£
Finished goods and goods for resale	8,765	12,746

15 Debtors

Amounts falling due within one year:	Group 2023 £	Company 2023 £	Group 2022 £	Company 2022 £
Rents and service charges receivable	318,826	238,115	777,704	637,080
Other debtors	284,043	284,043	401,885	417,951
Prepayments and accrued income	391,780	319,321	422,133	419,938
	994,649	841,479	1,601,722	1,474,969

16 Creditors: amounts falling due within one year

	Notes	Group 2023 £	Company 2023 £	Group 2022 £	Company 2022 £
Bank loans	21	127,087	127,087	127,369	127,369
Other borrowings		100,000	100,000	100,000	100,000
Other taxation and social security		197,951	183,389	200,195	173,974
Trade creditors		611,714	598,614	487,169	450,411
Other creditors		51,122	51,122	69,135	69,135
Accruals and deferred income		2,463,815	2,375,669	1,210,672	952,093
		3,551,689	3,435,881	2,194,540	1,872,982

17 Creditors: amounts falling due after more than one year

	Notes	Group 2023 £	Company 2023 £	Group 2022 £	Company 2022 £
Bank loans	18	1,401,274	1,401,274	1,524,888	1,524,888
		1,401,274	1,401,274	1,524,888	1,524,888

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

18 Loans and overdrafts

	Group 2023 £	Company 2023 £	Group 2022 £	Company 2022 £
Bank loans	1,528,361	1,528,361	1,652,257	1,652,257
Other loans	100,000	100,000	100,000	100,000
	1,628,361	1,628,361	1,752,257	1,752,257
Payable within one year	227,087	227,087	227,369	227,369
Payable after one year	1,401,274	1,401,274	1,524,888	1,524,888

The long-term loans are secured on 2 Dodgson Road, Oxford, 4 Bodley Road, Oxford, 1 Egerton Road, Oxford, 93-95 Papist Way, Wallingford, 1 - 17 Scrutton Close, Oxford and 49 Oxford Road, Banbury. At 31st March 2023 the value of the loans was 40% of the net book value of the secured properties (31 March 2022 - 39%). The loans bear interest between 2.7% and 5.2% and are repayable over 20 years.

19 Provisions for liabilities

	2023 £	2022 £
Dilapidations	305,000	305,000

20 Restricted funds (Group)

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

		Movement in funds				Movement in funds			
	Balance at 1 April 2021	Incoming resources	Resources expended	Transfers	Balance at 1 April 2022	Incoming resources	Resources expended	Transfers	Balance at 31 March 2023
	£	£	£	£	£	£	£	£	£
Thatcham (Priory) Project fund	353,147	2,000	(2,019)	20	353,148	-	(21,701)	(79,524)	251,923
Aylesbury (Mandeville) Project fund	331,209	1,000	(2,500)	-	329,709	-	(25,845)	(24,161)	279,703
Mental Wealth Academy	-	34,600	(167,213)	132,613	-	-	-	-	-
YPSA	-	4,000	-	-	4,000	-	(4,000)	-	-
Women's Services	-	2,650	-	-	2,650	11,900	(14,550)	-	-
Oxford Homeless	-	5,266	-	-	5,266	-	-	(5,266)	-
Settled Oxfordshire (Homeless)	-	-	-	-	-	41,450	-	5,266	46,716
Response Giving	-	3,654	(3,050)	-	604	-	(604)	-	-
RAW Workshop	160,849	989,528	(878,530)	73,219	345,066	932,788	(892,133)	-	385,721
	845,205	1,042,698	(1,053,312)	205,852	1,040,443	986,138	(958,833)	(103,685)	964,063

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

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

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

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

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

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

RAW Workshop – subsidiary funds treated as restricted in a group context.

20 Restricted funds (Company)

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

		Movement in funds				Movement in funds			
	Balance at 1 April 2021	Incoming resources	Resources expended	Transfers	Balance at 1 April 2022	Incoming resources	Resources expended	Transfers	Balance at 31 March 2023
	£	£	£	£	£	£	£	£	£
Thatcham (Priory) Project fund	353,147	2,000	(2,019)	20	353,148	-	(21,701)	(79,524)	251,923
Aylesbury (Mandeville) Project fund	331,209	1,000	(2,500)	-	329,709	-	(25,845)	(24,161)	279,703
Mental Wealth Academy	-	34,600	(167,213)	132,613	-	-	-	-	-
YPSA	-	4,000	-	-	4,000	-	(4,000)	-	-
Women's Services	-	2,650	-	-	2,650	11,900	(14,550)	-	-
Oxford Homeless	-	5,266	-	-	5,266	-	-	(5,266)	-
Settled Oxfordshire (Homeless0	-	-	-	-	-	41,450	-	5,266	46,716
Response Giving	-	3,654	(3,050)	-	604	-	(604)	-	-
	684,356	53,170	(174,782)	132,633	695,377	53,350	(66,700)	(103,685	578,342

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

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

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

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

21 Group analysis of net assets between funds

	Unrestricted funds 2023	Restricted funds 2023	Total 2023	Unrestricted funds 2022	Restricted funds 2022	Total 2022
	£	£	£	£	£	£
Fund balances at 31 March 2023 are represented by:						
Tangible assets	8,240,784	587,463	8,828,247	8,624,571	731,963	9,356,534
Current assets/(liabilities)	435,531	376,600	812,131	767,963	308,480	1,076,443
Long term liabilities	(1,401,274)	-	(1,401,274)	(1,524,888)	-	(1,524,888)
Provisions	(305,000)	-	(305,000)	(305,000)	-	(305,000)
	6,970,041	964,063	7,934,104	7,562,646	1,040,443	8,603,089

Company analysis of net assets between funds

	Unrestricted Funds 2023	Restricted Funds 2023	Total 2023	Unrestricted Funds 2022	Restricted Funds 2022	Total 2022
	£	£	£	£	£	£
Fund balances at 31 March 2023 are represented by:						
Tangible assets	8,240,784	531,626	8,772,410	8,611,236	680,856	9,292,092
Current assets /(liabilities)	283,840	46,716	330,556	629,607	14,521	644,128
Long term liabilities	(1,401,274)	-	(1,401,274)	(1,524,888)	-	(1,524,888)
Provisions	(305,000)	-	(305,000)	(305,000)	-	(305,000)
	6,818,350	578,342	7,396,692	7,410,955	695,377	8,106,332

22 Operating lease commitments

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

	2023	2022
	£	£
Within one year	2,270,112	2,556,394
Between two and five years	1,756,571	2,801,009
In over five years	1,488,004	1,277,040
	5,514,687	6,634,443

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

23 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2023	2022
	£	£
Aggregate compensation	490,874	372,011

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

Response organisation lent RAW Workshop funds, of which £Nil (2022: £16,066) were outstanding for repayment at the period end.

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

For the year ended 31st March 2023 the subsidiary showed the following results:

	2023	2022
	£	£
Income from:		
Donations	170,050	231,203
Grants	422,801	203,263
Investments: rent received	-	12,000
Charitable activities: workshop sales	339,937	616,281
Total income	932,788	1,062,747
Expenditure on:		
Fundraising, marketing and development	79,584	87,635
Charitable activities	812,549	790,896
Total expenditure	892,133	878,531
Net income	40,655	184,216

	2023	2022
	£	£
Fixed assets		
Tangible assets	55,837	64,441
Current assets		
Stock	8,765	12,746
Debtors	153,170	142,818
Cash at bank and in hand	435,449	614,376
	597,384	769,940

23 Related party transactions (Continued)	2023 £	2022 £
Creditors: Amounts falling within one year	(115,808)	(337,623)
Net current assets	481,576	432,317
Net assets	537,413	496,758
Funds		
General funds	148,031	226,190
Restricted funds	389,382	270,568
Total funds	537,413	496,758

24 Cash generated from operations	2023 £	2022 £
(Deficit)/surplus for the year	(668,985)	252,334
Adjustments for:		
Investment income recognized in statement of financial activities	-	(1)
Gain on tangible fixed assets	(891,320)	(476,878)
Depreciation and impairment of tangible fixed assets	475,739	318,235
Movements in working capital:		
Decrease / (increase) in stocks	3,981	(5,192)
Decrease in debtors	607,073	1,041,259
Increase / (Decease) in creditors	1,233,535	(924,236)
Increase in provisions	-	5,900
(Decrease) in deferred income	-	(235,927)
Cash generated from operations	760,023	(24,506)

25 Analysis of changes in future net funds / (debts)	At 1 April 2022 £	Cash Flows £	At 31 March 2023 £
Cash at bank and in hand	1,656,515	1,703,891	3,360,406
Loans falling due within one year	(227,369)	282	(227,087)
Loans falling due after more than one year	(1,524,888)	123,614	(1,401,274)
	(95,742)	1,827,787	1,732,045

RESPONSE ORGANISATION

England & Wales - Charity number 1101071

Accounts

Charity registration number 1101071

Company registration number 4781936 (England and Wales)

RESPONSE ORGANISATION

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

Response

Together we can achieve change

RESPONSE ORGANISATION

LEGAL AND ADMINISTRATIVE INFORMATION

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

RESPONSE ORGANISATION

CONTENTS

	Page
Trustees' report	1 - 18
Statement of trustees' responsibilities	19
Independent auditor's report	20 - 23
Consolidated statement of financial activities	24
Charity statement of financial activities	25
Balance sheet	26
Consolidated statement of cash flows	27
Notes to the financial statements	28 - 47

RESPONSE ORGANISATION

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2022

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

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

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

Objectives and activities
Purposes and Aims

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

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

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

The focus of our work

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

Strategic Report

Response has two main missions:

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

Our Values:

- Caring
- Safe
- Aspirational
- Creative

Our Strategic Objectives:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- Efficiency – automating key processes by investing in technology to drive digital transformation
- Smarter spending – embedding a culture of cost awareness, efficiency and value to reinvest cost savings to increase our impact
- Environmental impact – integrate environmentally friendly initiatives across our services to reduce C02 emissions.

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

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

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

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

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

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

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

Achievements and performance
Children and Young People (CYP)

Mental Wealth Academy (MWA)

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

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

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

What are your key achievements from the year?

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

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

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

Mental Health Support Teams (MHST)

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

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

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

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

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

Community In Reach (CIR)

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

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

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

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

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

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

Youth Workers in CAMHS Getting Help and Getting More Help

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

Specialist Youth Workers in CAMHS Tier 4

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

Adult Services

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

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

The biggest challenge during 2021/2022 continued to be the Covid-19 pandemic and keeping Response's adult clients safe and well informed about the virus, alongside protecting themselves and others.
We have adapted as restrictions have lessened dealing well with anxiety from some clients and staff about returning to "normal" Blended approaches of working face to face and online are now business as usual.
Recruitment has been an increasing challenge, and this has led to front line colleagues and managers working tirelessly to ensure that this does not impact on clients care and support.

Key achievements from the year

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

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

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

Case Study

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

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

Anon:

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

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

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

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

Our Partnership with Oxfordshire Youth

Tell us about your biggest challenge from the last year.
The last 12 months have been undoubtably challenging for Response, Oxfordshire Youth and partnership agencies but most importantly for Young People who had to adapt to living with covid reality, new socio-economic challenges and have experienced a very quick transition from being in environment where they are often supported by a corporate parent to a place where they becoming tenants and having a set of rights and responsibilities connected to their accommodation status.
One of the most challenging aspects of the delivery of Young People's Supported Accommodation was reaching the overall consensus across wide range of organisations and stakeholders such as Social Workers, Personal Advisors, Commissioners on what the support package should look like, how the commissioning services interlinked with the tenancy accountabilities and how all of the agencies should work together to empower young people and prepare them for independent living.

Key achievements from the year

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

Departments plan for the next year
Key aspirations for the coming year are to:

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

Case Study

OI suffered from low mood when he first entered the service, he also struggled with language barriers.
OI entered the service while claiming asylum; he had also become involved in county lines.
He was reluctant to seek out or accept support surrounding his mental health. This often led to outbursts of anger as well as excessive drinking and negative risk taking.
OI engaged well with education and language support, first attending ESOL classes and then moving on to performing arts. OI regularly engaged in positive activities run by the service as well as engaging in meetings with his Personal Advisor when they were made. OI became more confident talking with staff about his mental health and was open to exploring support with his GP.
OI received the bulk of his support from his home. After moving to the disburse model, OI would also attend sessions run out of the Cherwell office.

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

Early on it was identified that OI felt at ease while cooking, so key working sessions were often done while making a meal, this gave OI the space to open up without the additional pressure.
The progression Coach gave support and information in regards to what OI expressed he needed; be it job searches or educational support. Work was always youth led.
OI took part in some restorative justice while in the Foyer building, he chose to assist maintenance to repaint the walls of the foyer he had cause damage to.
OI moved away from being involved in being involved in county lines and reduced his alcohol intake.
OI is currently working full time and has moved onto independence, however still receiving Outreach Support from OY.

Housing and Property

Biggest challenge from the last year
Housing and Property had to implement a number of radical changes in the last year to ensure that Response improved its H&S compliance, understand and improve voids reporting and management, deal with the maintenance backlog and improve the receipt of the income within the expected timeframe.
No change can take place without the buy in of our staff and our biggest challenge and focus was on ensuring that all members of the team understand the need for the change and its empowered and encouraged to actively participate in the design and implementation of new ways of working.

Key achievements from the year

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

Departments plan for the next year

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

RAW Workshop

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

Financial review

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

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

Reserves Policy

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

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

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

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

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

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

Risk management and internal control

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

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

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

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

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

Employees

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

Engagement with employees

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

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

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

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

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

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

Disabled employees

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

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

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

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

Pensions

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

Funds held on behalf of third parties

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

Structure, governance and management

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

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

C Buchuck-Wilsenach	
B Cahill	(Resigned 31 December 2022)
D Edwards	
S Gill	(Appointed 18 August 2021)
R Leece	(Appointed 15 April 2021)
P Mills	(Resigned 7 December 2022)
E Nicholson	
R Sutcliffe	
W Woodhouse	(Appointed 3 November 2021)
J Yates	(Appointed 15 April 2021)
R Medhill	(Resigned 6 April 2022)
N Inge	(Appointed 3 November 2022)

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

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

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

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

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

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

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

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

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

Committees

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

- Audit and Risk
- Finance
- Performance

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

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

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

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

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

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

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

In addition to the above committees:

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

Key Management Personnel Remuneration

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

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

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

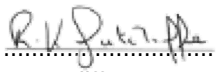
Auditor

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

Disclosure of information to auditor

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

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



R Sutcliffe
Trustee

Date: 27.01.23

RESPONSE ORGANISATION

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2022

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

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

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP;

- make judgements and estimates that are reasonable and prudent; and

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

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

RESPONSE ORGANISATION

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF RESPONSE ORGANISATION

Opinion

We have audited the financial statements of Response Organisation (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

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

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

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

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

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF RESPONSE ORGANISATION

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

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

27.01.23

Chartered Accountants
Statutory Auditor

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

RESPONSE ORGANISATION

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

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

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

All income and expenditure derive from continuing activities.

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

RESPONSE ORGANISATION

COMPANY STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

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

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

All income and expenditure derive from continuing activities.

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

RESPONSE ORGANISATION

BALANCE SHEET

AS AT 31 MARCH 2022

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

The financial statements were approved by the Trustees on 27.01.23

.....

R Sutcliffe
Chairman

Company registration number 4781936

RESPONSE ORGANISATION

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2022

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

RESPONSE ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

Charity information

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

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS 102”) and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

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

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

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

1.2 Going concern

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

1.3 Charitable funds

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

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

1.4 Income

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

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

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

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

1 Accounting policies **(Continued)**

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

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

1.6 Tangible fixed assets

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

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

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

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

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

1.7 Impairment of fixed assets

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

1.8 Stocks

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

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

1.9 Cash and cash equivalents

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

1 Accounting policies **(Continued)**

1.10 Financial instruments

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

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

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

Basic financial assets

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

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.11 Provisions

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

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

1.12 Employee benefits

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

1.13 Retirement benefits

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

1 Accounting policies **(Continued)**

1.14 Leases

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

1.15 Loans and Borrowings

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

2 Critical accounting estimates and judgements

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

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

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

3 Donations and legacies

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

4 Charitable activities

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

For the year ended 31 March 2021

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

5 Investments (Group & Company)

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

6 Other income Group and Company

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

7 Raising funds

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

8 Charitable activities

Group

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

For the year ended 31 March 2021

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

8 Charitable activities

Company

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

9 Support costs (Group)

	Support costs	Governance costs	2022	Support costs	Governance costs	2021
	£	£	£	£	£	£
Staff costs	1,426,976	18,009	1,444,985	838,689	50,232	888,921
Depreciation	318,235	-	318,235	243,955	-	243,955
Operating lease charges	-	-	-	72,073	-	72,073
Facilities Costs	130,984	-	130,984	135,216	-	135,216
General Office Costs	439,061	-	439,061	228,269	-	228,269
Audit fees	-	14,080	14,080	-	12,600	12,600
Accountancy	-	3,360	3,360	-	2,100	2,100
Trustee Liability Insurance	-	886	886	-	851	851
Office costs	-	15,000	15,000	-	1,501	1,501
Other costs	-	3,750	3,750	-	8,711	8,711
	2,315,256	55,085	2,370,341	1,518,202	75,995	1,594,197
Analysed between						
Charitable activities	2,315,256	55,085	2,370,341	1,518,202	75,995	1,594,197

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

9 Support costs (Company)

	Support costs	Governance costs	2022	Support costs	Governance costs	2021
	£	£	£	£	£	£
Staff costs	1,324,256	18,009	1,342,265	778,143	41,181	819,324
Depreciation	302,394	-	302,394	228,921	-	228,921
Facilities Costs	79,982	-	79,982	100,204	-	100,204
General Office Costs	352,184	-	352,184	263,316	-	263,316
Audit fees	-	9,900	9,900	-	12,600	12,600
Accountancy	-	3,360	3,360	-	2,100	2,100
Trustee Liability Insurance	-	886	886	-	851	851
Office costs	-	15,000	15,000	-	1,501	1,501
Other costs	-	-	-	-	8,711	8,711
	2,058,816	47,155	2,105,971	1,370,584	66,944	1,437,528
Analysed between						
Charitable activities	2,058,816	47,155	2,105,971	1,370,584	66,944	1,437,528

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

10 Net movement in funds

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

11 Trustees

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

12 Employees

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

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

GROUP

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

CHARITY

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

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

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

12 Employees **(Continued)**

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

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

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

13 Tangible fixed assets

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

13 Tangible fixed assets

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

14 Stocks (Group only)

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

15 Debtors

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

16 Creditors: amounts falling due within one year

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

17 Creditors: amounts falling due after more than one year

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

18 Loans and overdrafts

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

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

19 Provisions for liabilities

	2022 £	2021 £
Dilapidations	305,000	299,100

Movements on provisions:

	Dilapidations £
At 1 April 2021	299,100
Additional provisions in the year	5,900
At 31 March 2022	305,000

20 Restricted funds (Group)

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

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

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

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

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

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

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

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

20 Restricted funds (Company)

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

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

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

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

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

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

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

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

21 Group analysis of net assets between funds

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

21 Company analysis of net assets between funds

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

22 Operating lease commitments

Lessee

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

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

23 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

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

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

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

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

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

	2022	2021
	£	£
Income from:		
Donations	231,203	206,222
Grants	203,263	106,173
Investments: rent received	12,000	36,000
Charitable activities: workshop sales	616,281	391,574
Total income	1,062,747	739,969
Expenditure on:		
Fundraising, marketing and development	87,635	70,328
Charitable activities	790,896	623,738
Total expenditure	878,531	694,066
Net income	184,216	45,903

	2022	2021
	£	£
Fixed assets		
Tangible assets	64,441	69,790
Current assets		
Stock	12,746	7,554
Debtors	142,818	38,568
Cash at bank and in hand	614,376	305,696
	769,940	351,818

23 Related party transactions **(Continued)**

Creditors: Amounts falling within one year	(337,623)	(109,066)
Net current assets	432,317	242,752
Net assets	496,758	312,542
Funds		
General funds	226,190	93,964
Restricted funds	270,568	218,578
Total Funds	496,758	312,542

24 Cash generated from operations

	2022	2021
	£	£
Surplus for the year	252,334	116,382
Adjustments for:		
Investment income recognised in statement of financial activities	(1)	(1,138)
Gain on disposal of tangible fixed assets	(476,878)	-
Depreciation and impairment of tangible fixed assets	318,235	243,955
Movements in working capital:		
(Increase) in stocks	(5,192)	(7,554)
Decrease/(increase) in debtors	1,041,259	(983,501)
(Decrease)/increase in creditors	(924,236)	555,029
(Decrease) in provisions	5,900	299,100
(Decrease)/increase in deferred income	(235,927)	57,731
Cash (absorbed by)/generated from operations	(24,506)	280,004

25 Analysis of changes in net (debt)/funds

	At 1 April 2021	Cash flows	At 31 March 2022
	£	£	£
Cash at bank and in hand	1,646,531	9,984	1,656,515
Loans falling due within one year	(124,202)	(103,167)	(227,369)
Loans falling due after more than one year	(1,751,791)	226,903	(1,524,888)
	(229,462)	133,720	(95,742)

RESPONSE ORGANISATION

England & Wales - Charity number 1101071

Accounts

RESPONSE ORGANISATION

Annual Report and Consolidated Financial Statements

for the year ended 31st March 2021

response

Contents

Page

1 - 15	Report of the Trustees
16 - 17	Report of the Auditors
18	Consolidated Statement of Financial Activities
19	Charity Statement of Financial Activities
20	Balance Sheets
21	Consolidated Cash Flow Statement
22 - 35	Notes to the Accounts

Directors and Charity Trustees
The directors of the Charity are its Trustees for the purposes of charity law and throughout this report are collectively referred to as the Trustees. The current Trustees and those that served throughout the year ending 31st March 2021 and since that date are:

Dr Robert Sutcliffe (*Chairman*)	
Pat Armstrong	(resigned 3rd November 2020)
David Boswell	(resigned 1st September 2020)
Cyara Buchuck-Wilsenach	(appointed 15th December 2020)
Benjamin Cahill	(appointed 12th January 2021)
Philip Davison	(resigned 13th March 2021)
David Edwards	
Joanna Lafferty	(appointed 3rd November 2020 and resigned 12th August 2021)
Rebecca Leece	(appointed 15th April 2021)
Rachel Medhill	(appointed 3rd November 2020)
Paul Mills	(appointed 15th December 2020)
Andrew Morgan-Giles	(resigned 22nd February 2021)
Hazel Nicholson	
Paul O'Hare	(resigned 3rd November 2020)
Tania Wilson	(resigned 15th April 2021)
Dr Wendy Woodhouse	(appointed 3rd November 2020)
Jackie Yates	(appointed 15th April 2021)
Sheetal Gill	(appointed 18th August 2021)

Company Secretary

Harjit Sandhu	(appointed 1st June 2021)
Penny Gardner	(resigned 31st May 2021)

Executive Officers

Chief Executive:	John McLaughlin
Chief Operating Officer:	Nicola Leavesley (appointed 14th June 2021)
	Pauline Scully (resigned 8th July 2021)
Director of Compliance and Governance:	Angelo Fernandes
Director of Housing & Property:	Paulina Colomby (appointed 4th October 2021)
	Catherine Clemmow (resigned 30th June 2021)
Director of Finance & Information:	Harjit Sandhu (appointed 1st June 2021)
	Penny Gardner (resigned 31st May 2021)

Registered Office A G Palmer House
Morrell Crescent
Littlemore
Oxford
OX4 4SU

Auditors Wenn Townsend
30 St Giles
Oxford
OX1 3LE

Bankers Barclays Bank plc
PO Box 858
Oxford
OX2 0JB

Solicitors Freeths LLP
5000 Oxford Business Park South
Oxford
OX4 2BH

Registered charity number 1101071
Registered company number 4781936

The Trustees present their report and the audited financial statements of the Charity and its subsidiary for the year ended 31st March 2021. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

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

Reference and Administrative Details
Response Organisation is a charitable company limited by guarantee. It is registered as a charity (No. 1101071) and a company (No. 4781936). Details of Trustees, Executive Officers and external advisers are given on page 1.

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

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

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

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

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

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

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

The present membership of the Board is set out on page 1. A regular skills audit is carried out to ensure that the Trustee body has the appropriate mix of skills and experience. New Trustees receive an induction pack containing detailed information about Response Organisation, its organisation and its work. Trustees are encouraged to undertake a skills audit and to attend training sessions in order to develop their knowledge and skills. The Trustees actively encourage the participation of users and carers in the working of the charity.

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

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

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

- Audit and Risk
- Finance
- Performance

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

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

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

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

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

We have developed Health and Safety, Information Governance, safeguarding compliance plans and a new Risk Management Policy and Strategy. For example, we have undertaken a full Health and Safety audit, recruited a Health and Safety Manager and are working to a Health and Safety plan. This approach has strengthened governance and compliance across the organisation, ensuring a firm foundation is created to enable the organisation to adapt and grow in the future.

In addition to the above committees:

Response Giving considers requests for financial support from carers, support workers and other health professionals on behalf of individuals with mental health issues living in the community (not necessarily in our services). Donations are made to help such individuals with the practical aspects of daily living.

Key Management Personnel Remuneration

The Trustees consider the Trustees and Executive Officers as comprising the key management personnel of the charity: the Board is responsible for strategic planning and direction of the charity and it delegates to the Executive Officers the responsibility for managing and operating the charity on a day to day basis. All Trustees give of their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses and related party transactions are disclosed in note 7 to the accounts.

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

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

Our Aims and Objectives

Purposes and Aims

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

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

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

The focus of our work

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

Strategic Report

Response has two main missions:

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

Our Values:

- Caring
- Safe
- Aspirational
- Creative

Our Strategic Objectives:

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

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

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

- Customer focus – to ensure all services are focused on improving the quality of life for residents, and we are "easy to do business with" for our landlords
- Safety – for residents, staff, landlords and neighbours to work together to ensure properties are safe and of the highest standard, using our co-designed housing standards model, and to ensure all voices are heard via mechanisms such as on-line or telephone feedback and community meetings
- Timeliness – to provide simple ways to report maintenance needs that are responded to within our KPIs and service level agreements
- Appropriate provision – to provide different types of accommodation to best meet individual needs.

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

We will measure success based on our increased reach to residents across Berkshire, Oxfordshire and Buckinghamshire (BOB) and successful outcomes for all our clients through the implementation of the Response Recovery Model 360 (RReM360) – our recovery-focused model of care. Our continuous improvement programme for Adult Services will focus on the following:

- Recovery – to provide a recovery-focused service that puts the client's recovery at the centre of all decisions, and living in the least restrictive environment
- Customer involvement – we will do all we can to ensure our experts by experience - friends, family and clients - co-design and produce services which support best outcomes
- Customer satisfaction – we will provide a variety of methods to gather feedback to enable all voices to be heard and to ensure our experts by experience are helping to continuously shape support services provided
- Quality – we will undertake systematic and structured internal audits to provide additional assurance to all stakeholders that the ReSET and Care Quality Commission (CQC) Good rating - or higher -is being achieved by all services
- Innovation & Growth – to position the Oxfordshire Mental Health Partnership (OMHP) as critical to the successful delivery of a diverse range of support and housing service initiatives though collaboration with new and existing partnerships across BOB.

3. **We will be recognised as the leading provider of high quality and evidenced-based mental health and wellbeing services for children and young people. Delivering provision that enables children and young people to effectively build resilience, independence and a sense of wellbeing**

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

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

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

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

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

5. **We will have robust internal systems and processes which provide a platform for excellent services together with financial stability, and sustainable growth**
   - Efficiency – automation of key processes by investing in technology to drive digital transformation
   - Smarter spending – embedding a culture of cost awareness, efficiency and value to reinvest cost savings to increase our impact
   - Environmental impact – integrate environmentally friendly initiatives across our services to reduce C02 emissions.

How are we going to achieve this?

We have set ourselves ambitious targets over the next three years to make sure we are continually improving the services provided to residents and service users. The table below highlights the targets we have set to achieve by 2024. These targets are supported by an annual business plan which details how we plan to achieve these outcomes.

Response Strategic Plan: 2024 Targets				
We will provide good quality, safe housing across BOB	We will support more adults to lead safe, fulfilling lives	We will be recognised as the leading provider of mental health and wellbeing services for children and young people.	We will be recognised as a great place to work	We will have financial stability, and sustainable growth
KEY MEASURE 90% Housing standards rated as 'good' 100% Health & Safety compliance achieved.	**KEY MEASURE:** 90% of clients show improvement in recovery. 15% of clients have moved to a less intensive housing provision.	**KEY MEASURE:** 5,000 children & young people will use our services. 75% of children & young people will show improvements in their mental health.	**KEY MEASURE:** 75% of staff will remain working for Response.	**KEY MEASURE:** Cost improvement target achieved. Digital transformation of key processes completed.

How our activities deliver public benefit

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

Who used and benefited from our services

Response works across Berkshire, Oxfordshire and Buckinghamshire providing a person-centred recovery focussed model of care. Our core client group consists of 317 vulnerable adults with complex mental health conditions and addictions living in our supported housing portfolio of 275 maintained properties. We also provide a Home Care service for people with serious mental illness requiring domiciliary care support.

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

We also provide tailored mental health and wellbeing services to over 3,700 children, young people and their families in Oxfordshire, working in collaboration with a wide range of partner organisations. Our extensive range of programmes allow us to respond to children and young people's needs through engaging and impactful practice, using modern approaches to Cognitive Behavioural Therapy (CBT), Dialectical Behaviour Therapy (DBT) and Solution Focussed Therapies.

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

Review of the Year, Future Plans and Case Studies

Children and Young People (CYP)
Mental Wealth Academy (MWA)
"We are thoroughly enjoying being a member of the Mental Wealth Academy, it has opened doors for many people who, now more than ever, are experiencing difficulties in their day-to-day lives, being able to support people to support themselves has been highly rewarding. Congratulations to Response and all the organisations on doing a fantastic job." MWA Partner Organisation.

Tell us about your biggest challenge from the last year?
Working to establish a new service in a global pandemic, ensuring that everyone is aware of our level of criteria for the MWA; and if a referral is unsuitable, finding an alternative provision that can see the young person without them having to go on a long waiting list from the Adult Mental Health Team (AMHT).

What are your key achievements from the year?
Launching a new service in a global pandemic, providing essential support to those CYP who would have fallen through the gaps in service provisions otherwise; being able to support them through the ups & downs of 2020!
Over delivering on the contract for the 1:1 support and gaining project interest from outside of the county.
To expand the reach of the MWA into new areas. Recruit a CYP specific Participation Lead to ensure CYP are at the heart of all decisions made by the department.

Case Study
Rachel, 22, works full time. At the time of referral, Rachel had recently bought a new house and was in the process of moving. Rachel was also working with the AMHT at the time, as they were assessing her for a potential diagnosis of bi-polar personality disorder. Rachel was struggling to manage her emotions day to day and she felt that this was affecting every area of her life.

Throughout her time on the MWA, Rachel developed a range of coping strategies and distractions to implement when experiencing intense emotions. During the support, Rachel also started applying for new jobs. When Rachel then got offered a new job, she felt confident enough to accept this job and start a new career path.

Mental Health Support Teams (MHST)
"We are grateful for the support we have, given that time and resources in mental health are constrained. As parents we feel better prepared to cope with some issues that [our child] will experience in the future." Parent.

Tell us about your biggest challenge from the last year?
The biggest challenge was making changes to the model of delivery around Covid-19. We had to move the team to work online to offer remote session and support CYP and families in a remote offer without losing quality.

What are your key achievements from the year?
Key achievements were: developing a blended offer; getting all Education Mental Health Practitioner (EMHP) qualified; maintaining a strong and functioning team; continuing to offer support to schools post pandemic and preparing for future waves of MHST. We are also linking up with One-Eighty to offer joint support.

Case Study
One of the schools we work in, Larkrise, is a school with historical need. We have been able to offer a range of support to the school including: focused parent-led anxiety sessions for a group of parents whose children are in Y3; consultation on specific students; wellbeing groups for children in Y5; 1:1 support for referred children and families. The school has welcomed this range of support and it demonstrates what we can do for schools.

Adult Services
"I thought something was missing from my care, and now I know that Response has a recovery model, I know what it was." Service User.

Tell us about your biggest challenge from the last year?
The biggest challenge during 2020/2021 has been the Covid-19 pandemic and trying to keep Response's adult clients safe and informed about the virus, alongside protecting themselves.
This ran in parallel with managing staff wellbeing and bringing in new "Blended ways of working".
Staff and managers worked tirelessly to run our services and "went the extra mile" which I am very proud of.

What are your key achievements from the year?
They are some many, but the two that jump out are:

- No Covid-19 client fatalities
- The roll out of the recovery model, RReM360.

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

- To imbed RReM360 and to evidence its effect on Response adult client group
- To maintain staff blended ways of working to support clients
- To develop a "clear" voice for Response clients with a 100% increase in client participation within Adult services
- To create a unique women's model based on "strengthening the enabling environment for women"
- To carry on with safe working Covid-19 practices and keeping clients maintained in their recovery.

Case Study
AA is in their twenties living in one of our 24 hour supported housing schemes.
AA was known to be using illicit substances including crack cocaine. Staff were offering advice and guidance to AA over their substance use and AA engaged periodically with Response's substance misuse co-ordinator and other staff from clinical team.
Response, along with the local drug and alcohol service, the police and the health trust held monthly safeguarding meetings around AA's use of substances and the issues at the service around the impact on the other residents.
AA was on the whole quite honest about their part in using substances saying that they were smoking crack cocaine but didn't see it as a problem. AA omitted to tell the whole truth as they didn't want to implicate any other residents or the dealer.
AA engaged in monthly in-reach sessions with the local substance misuse service.
Over the course of approximately 18 months, AA's drug use became more problematic and they became more and more embroiled in criminal behaviour with a known drug dealer who was targeting vulnerable residents in mental health settings.
During this time a new resident came to the service from a forensic ward and they quickly became friends with AA and on one occasion, this resident "stole" a large amount of crack cocaine from a local dealer. Staff became aware and the police were called in and both residents were arrested.
The other resident eventually gave up the controlled drugs to the police. Then, due to other criminal behaviour and arson attempts at a property, they were arrested and sentenced to prison.
AA then became a drug "runner" for a local drug dealer and became the "go to" person at the service for contact with illicit substances, whether that was through them sourcing it, dealing it to others or others being taken to the dealer via AA.
Local police were aware and involved fully with this resident and had on occasions spoken to them.
It became apparent to staff that AA had become more dependent on this drug dealer and there were concerns that AA was taking more than just crack cocaine.

AA would complete urine drug screens with Response's substance misuse co-ordinator and it was identified that AA had opiates in their system, AA was given harm reduction advice and information and encouraged to seek specialist help and support from Turning Point, Oxford.
AA was still reluctant to do this at first but during late November/early December 2020, AA experienced severe withdrawals from opiates and the lead practitioner in the Flexible Assessment Community Treatment (FACT) team raised this with the team.
AA was supported to discuss their issues and eventually agreed to meet with the prescribing team at Turning Point and was supported to distance themself from the local drug dealer.
AA was escorted to their appointments and was prescribed opiate substitute treatment in the form of methadone.
AA was also escorted to the pharmacy over this period due to fears of retribution from the local dealer who was still trying to involve AA in their activities.
During the period that AA was taking the opiate substitution, methadone, AA reported that they were not taking any illicit heroin, this was backed up by the results from the regular urine drug screening by both Turning Point, Response's substance misuse co-ordinator and the FACT team.
AA reported that the methadone was making them nauseous and wished to reduce the amount they were taking, Response liaised with Turning Point and AA was again escorted to appointments at Turning Point and with their prescribing team.
AA had their prescription for methadone reduced significantly over a period of a couple of weeks and eventually they decided that they weren't going to take it anymore.
AA was supported through this journey by a partnership team from Response, Oxford Health/FACT team, Thames Valley Police and Turning Point drug and alcohol service who are all still supporting AA to remain substance free.
AA still remains substance free and is given advice, guidance and information on a regular basis.

AA's key-worker at Response is currently working with AA around their psychological mind-set and motivation. We also currently working with AA on a move on plan to transitional services.

Human Resources, including our response to COVID-19
"No other provider trains staff to the RReM360 standard within our service field, it is very positive and is a unique strength to Response".

Tell us about your biggest challenge from the last year?
Covid-19 provided HR with unprecedented levels of change during the last 12 months. Overnight new ways of working were enabled to ensure the safety of our clients and staff, including virtual working, the furlough scheme, higher levels of staff absence due to isolation, designing new policies, providing new training on infection control and Covid-19, and an increased communication plan.

Workforce plans were designed and mobilised to ensure we had a safe level of cover in all our services and risk assessments on our most vulnerable staff completed and reviewed.

We managed to secure Covid-19 vaccinations for 86% of our permanent staff, which enabled our workforce to operate at a higher level of safety while looking after our clients and working with each other.

What are your key achievements from the year?
The People team had significant investment in their systems during the last 12 months, with a brand new Learning Management System called Response-*ability*, and the introduction of the first HR system to Response. The set up and training of the systems across the organisation, while still working virtually was seamless and a testament to the team which embedded that transition. Data is now more readily available and accurate, enabling the department to provide better insights and trends to the organisation. Processes have been streamlined within the People department and wider organisation resulting in high compliance, faster recruitment and the opportunity to work on proactive projects.

People team's plans for the next year
The People team are working hard to develop a brand-new apprenticeship scheme, in partnership with local colleges, to support young people into work while also providing them with the support to gain a qualification. The wellbeing strategy **Provide the best support mechanisms for our employees to have "a good day at work"** will be a significant focus for the next 12 months following the aftermath of Covid-19. We will be working closely with our colleagues to provide them with the right tools and support to take care of their own wellbeing in order to support our clients.
More frequent conversations around Diversity and Inclusion have resulted in opportunities to create a statement of intent and we will start formulating our Inclusion strategy.

Case study for the People team
During 2020 a review of the senior leadership team structure resulted in the creation of roles of Chief Operating Officer and Director of Governance and Compliance. This structure has enabled Response to provide a clear path for succession into business-critical roles, build capacity within the Senior Leadership Team and created a structure that can be expanded for our expected growth.
This new structure has enabled more robust compliance expected of a larger charity while also providing an operational focus and improving cross department working relationships from the Chief Operating Officer. This enables the Chie Executive Officer to continue creating opportunities for Response to make a difference for people of all ages to live a more fulfilled life, by providing excellent mental health services, housing and supported living.

Our Partnership with Oxfordshire Youth
"Thank you for not giving up on me like everybody else did".

Tell us about your biggest challenge from the last year.
Without question, the most challenging aspect was navigating and going live with a new contract including transitioning both Young People (YP) and staff into new organisations and services throughout a pandemic and national lockdown.

What are your key achievements from the year?
There are many, but the standout achievements were:

- Building new relationships, networks and partnerships with local NHS and third sector services despite, very often, not be able to come together in person: Technology is wonderful but Wi-Fi can be very frustrating
- Securing 45 laptops to enable YP to continue with their education, employment and training. This is especially satisfying as laptops were in such high demand with many people and workplaces being placed on waiting lists
- Entering into a partnership with Oxford United Community Charity to secure funding for a countywide football league
- Developing a partnership with Andrews Charitable Trust to support the YPSA pathway in securing move-on homes for the YP.

Tell us what your departments plan for the next year are?
Key aspirations for the coming year are to:

- launch a leadership program which will see up to 40 YP in each service achieving accreditation
- roll out The Inspiring Futures programme which tackles employment, education and training issues and is a six-month progression pathway to build aspirations, resilience and skill sets through workshops and volunteering
- implement a new approach to developing social networks, skill and confidence
- build on the staff training platform and broaden training opportunities in terms of people and content
- secure additional housing to support the existing client group as well as the development of models of practice to increase the YPSA reach in terms of need and location
- build on achievements in terms of YP outcomes, KPIs and partnerships and be a leader in the field of youth work within the Thames Valley.

A case study, demonstrating the difference Response is making)
Ms A, female CYP entered our supported housing services after experiencing domestic violence, substance misuse and mental health issues. Ms A's child was removed from her care and placed with another family member.
Ms A was angry, mistrustful and traumatised which led to difficulties with engagement, life skills, decision making and accepting/taking responsibility which resulted in e.g. losing tenancies with several other providers. The initial approach taken was nurturing and hands on, ensuring consistency at all times to build trust. Ms A's views were paramount and 1-1 sessions were adapted to her preferences, and discussions placed emphasis on her views, thoughts and needs. Honesty and openness was key, being real with Ms A and reassuring her that life has ups and downs, but we were there to support her along the way.

Partnership working with other professionals was paramount, gaining others' insight and expertise on issues such as trauma, helped Ms A to gain coping strategies that she can reflect and build upon to continue her journey of recovery and self-discovery.

Ms A is now settled, bidding for council accommodation, seeing her child regularly, and fulfilling her passion and ambition of working with horses and riding.

Housing and Property
"I wanted to send an email to say thank you for the work you are doing to the property in Oxford. The feedback I received from my manager, was that you were amazing to work with and understood the risks within the property which related to our safeguarding concerns. I appreciate that you were called out urgently and did this work to a high quality. MASSIVE THANK YOU!"

Tell us about your biggest challenge from the last year?
In April 2020 we won a large contract from Oxford County Council which commenced immediately meaning we were tasked with finding 80 properties across the various districts, preparing them to standard and letting them to young people.
The team were adapting to Covid-19 regulations, working from home and learning a totally new way of working.
This has proved to be a real challenge for all team members who have pulled together, supported one another to meet our targets as well as providing a service to the wider organisation.

What are your key achievements from the year?
- Sourced over 50 houses for a variety of services provided by Response
- Regenerated a tired 10 bed home to provide high quality accommodation in a new county to enable residents to leave hospital
- Continued to deliver a housing and repairs service whilst experiencing a major pandemic
- Successfully developed new relationships with key strategic partners

Tell us what your departments plan for the next year are?
The plan for the forthcoming year is to increase the size of the team to enable us to deliver a great service for our residents and partners.
We will be reviewing our systems and processes to ensure they are effective and tailored to the needs of the business as well as delivering greater efficiencies.
We would like to increase the use of our central Housing Management IT system to utilise more of the functionality and develop a full suite of reporting information tailored to the needs of the wider business.

A housing case study
J has a complex history of self-harm and suicide attempts. J has been supported to maintain a personal safety plan. Building relationships with staff whereby J can express low mood and ask for support. J has been supported by her keyworker to register with local health services, engage in and attend appointments. J has participated in our in-house program of health activities, morning stretch classes, meditation, and walking groups. J has also begun to go running again, something they have not done for many months due to poor mental health.
J has been encouraged to be more independent in their day to day living tasks with guidance and reassurance from staff, including engaging in the house cleaning rota and weekly room checks, taking responsibility for their own room's cleanliness.

During their time at Response, J has been able to spend time with their family and rebuild those relationships with their support network, in a community setting. Living at Response gave J the freedom to engage in their local community and provided a safe, supported home to return to. Since arriving at Response, J has built friendships with the other residents and participated in several activities, including cooking, baking, exercise, self-care, resident meetings, games, and movie nights.

"It's a beautiful, clean, well-kept house. lovely lounge, the staff are the best, very approachable, friendly and supportive "

RAW Workshop
In the face of challenges presented by Covid-19, RAW continued to deliver on its core strategic aims and social purpose. Although it has been an incredibly tough year, and despite severe operational pressures in key markets (e.g. housebuilders), our enterprises still generated positive social impact and trading income. Key customer partnerships were built upon, and new consultancy/project income streams underpinned RAW's stability.

As the longer term impacts of Covid-19 became evident, it was clear that young people were going to be hard hit. Mental health, lack of educational opportunity and confidence in future employment were all factors that saw a big upsurge in the number of young people needing support. In reaction, we accelerated our plans for the expansion of RAW Potential which will deliver more capacity for young people in 21/22.

Financial Review and Results for the Year
The Statement of Financial Activities, set out on page 18, reflects all income receivable in the year.

The Group net income for the year was £116,382 (2020: £434,623). The charity net income for the year was £70,478 (2020: £349,154). The Group's income, despite the impacts of the pandemic, increased by 28% in the year from £10.96m to £14.01m due mainly to the new Young People Supported Accommodation pathway contract. During the year, Response Organisation has invested significant funds into the establishment of new services, including necessary start up costs, the expansion of operations and in strengthening the charity's infrastructure to reflect the governance and compliance requirements of expanded operations.

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

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

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

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

	2020	2021
	£'000	£'000
Free reserves required	816	1,102
Free reserves held - net current assets	1,105	913
Eligible fixed assets included	-	367
Total	**1,105**	**1,280**

The growth in activities in the past year has increased the level of reserves required, at the same rate as additional costs being incurred to establish new activities.

Risk management and internal control
The Trustees have reviewed and updated the formal risk management process to assess business risk and implement risk management strategies. The Trustees have assessed the appropriate risk appetite for the organisation, and approved an updated risk policy and risk strategy. Risk management and the latest risk register are considered by each Committee of the Board as well as the corporate risk register at each Board meeting.

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

- Business interruption, including due to Covid-19 - the global pandemic had a major impact on everything Response does, all activities now include Covid-19 risk assessments
- Financial sustainability – we recognise that a diverse range of income streams and substantial capital reserves are required, and will ensure sustainability; the current growth phase will consolidate the position for Response Organisation
- An increasingly competitive operating environment generally and changes to commissioning arrangements for health and social care are recognised as operating risks
- Recruitment, training and retention of staff – we recognise that our staff are key to providing the quality of service which our residents want and need. As discussed later in the section on employees, we are committed to ensuring that Response Organisation is a place where staff want to work
- Investment in infrastructure, governance and compliance – to manage this risk, we have increased the focus on investing in our systems and infrastructure in order to ensure safeguarding, health & safety, data information and management risks are mitigated
- Mortgage interest rates - Response Organisation has a significant mortgage liability. The Trustees have taken the opportunity created by low interest rates to fix the maximum rate payable on these mortgages for periods of up to ten years.

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

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

Employees
Response Organisation aims to be an "employer of choice" where employees want to work, enjoy a sense of fulfilment in what they do and where they feel involved, supported and developed. Employees are involved in defining our corporate strategies and objectives and we continually ask ourselves how well we are doing in terms of managing and involving our employees.

Engagement with employees
Response values our staff and seeks to reflect our values of being caring, safe, creative and aspirational in our staff culture. We seek to ensure that staff feel informed about what is happening within Response and that their views are taken into account when decisions are made.

The employee network occurs bi monthly and has a representative from each area of the organisation. The four main aims of the employee network are: providing a safe space for discussion of issues, raising awareness of issues within the wider organisation, providing a source of support for individual staff who may be facing challenges at work and offering a collective voice for the workforce to management. The managers' network also occurs bi monthly and all managers attend to discuss the organisation and any concerns/positives. These are then fed back to the senior leadership team.

In 2020 we implemented Beekeeper, an internal intranet/social media platform that updates staff on: meaningful activities within the organisation, work updates, Covid-19 updates and wellbeing. This information also gets communicated at team meetings and via email.

Since the start of Covid-19, we have implemented webinars with the Chief Executive Officer, where staff receive updates on the organisation and the Chief Executive Officer undertakes Q and As. These are recorded and shared with all employees so that people can watch back if they miss them, or are on leave.

We are committed to a policy of equality, diversity and inclusion regardless of gender, sexual orientation, race, colour, nationality, religion, ethnic or national origins, culture, disability, marital status, age, economic class, language or working arrangements, in respect of the people to whom we provide a service, to our staff, prospective job applicants of both salaried and voluntary posts and members of our Board. We believe that everyone should be valued and that our differences should be celebrated.

Response Organisation is committed to the training, career development and promotion of all employees. An individual's career development and aspirations are assessed within an annual appraisal system and regular supervisions provide review and support during the year. Training programmes are designed and delivered to meet mandatory needs as well as meeting further development needs with the aim of preparing employees for both their current and future roles. This emphasis on training is demonstrated by the receipt of national training accolades and the IIP award.

Further to the above, the Trustees have engaged with employees through employee attendance at Board meetings on occasion to discuss staff wellbeing, Trustee attendance at the diversity matters group, which was established at the end of 2020, Trustee involvement in the interview process for senor roles and communications from the Chair of Trustees by e-mail to staff.

Disabled employees

Response is an equal opportunities employer and seeks to ensure that no job applicant or employee receives less favourable treatment on the grounds of any 'protected characteristics'. Response recognises that it is the prime task of those responsible for recruitment to ensure that the best person is appointed for each vacancy, regardless of the protected characteristics stated in the Equality Act 2010. As at 31st March 2021, 6 members of staff had self-declared a disability.

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

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

Pensions

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

Funds held on behalf of third parties

At 31st March 2021 Response Organisation held funds totalling £259k (2020: £237k) on behalf of residents. The transactions and assets associated with residents' funds are accounted for separately and are not included within the financial statements of Response Organisation. Residents' funds are held in separate bank accounts and specific controls are in place to safeguard these funds.

Statement of Trustees' Responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial period, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP 2019 (FRS 102)
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

Signed on behalf of the Trustees

Dr R Sutcliffe - Chairman

9 December 2021

Independent Auditor's report to the members of Response Organisation

Opinion

We have audited the financial statements of Response Organisation Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31st March 2021 which comprise the Consolidated and Charity Statements of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Statement of Cash Flows 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 Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31st March 2021, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' 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 by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or

- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime, and take advantage of small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees
As explained more fully in the trustees' responsibilities statement set out on page 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

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

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management, and those charged with governance around actual and potential litigation and claims;
- Enquiry of entity staff in compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

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

A further description of our responsibilities 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 charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

G Cole

Graham Cole BA FCA (Senior Statutory Auditor)
For and on behalf of Wenn Townsend
Chartered Accountants and Statutory Auditor, 30 St Giles, Oxford OX1 3LE
9 December 2021

Response Organisation

Consolidated Statement of Financial Activities (including income and expenditure account) for the year ended 31st March 2021

	Note	Unrestricted Funds 2021 £	Group Restricted Funds 2021 £	Total 2021 £	*Unrestricted Funds 2020 £*	*Group Restricted Funds 2020 £*	*Total 2020 £*
Income from:							
Voluntary income	2	-	41,500	41,500	*2,000*	*65,509*	*67,509*
Activities for generating funds-							
Response Giving and Coasters		7,378	-	7,378	*6,158*	-	*6,158*
Raw Workshop	18	-	312,395	312,395	-	*321,107*	*321,107*
Investment income	3	1,138	-	1,138	*7,759*	-	*7,759*
		8,516	353,895	362,411	*15,917*	*386,616*	*402,533*
Charitable activities							
Housing		6,533,961	-	6,533,961	*5,089,581*	-	*5,089,581*
Adult services		4,796,884	-	4,796,884	*4,398,419*	-	*4,398,419*
Children services		1,703,696	127,025	1,830,721	*440,996*	*162,700*	*603,696*
Other income		165,519	-	165,519	*52,036*	-	*52,036*
Raw Workshop		-	315,654	315,654	-	*416,097*	*416,097*
		13,200,060	442,679	13,642,739	*9,981,032*	*578,797*	*10,559,829*
Total income		13,208,576	796,574	14,005,150	*9,996,949*	*965,413*	*10,962,362*
Expenditure on:							
Cost of raising funds							
Response Giving		5,218	-	5,218	*2,942*	-	*2,942*
Raw Workshop	18	-	70,328	70,328	-	87,211	87,211
Charitable activities	4						
Housing		6,104,336	-	6,104,336	*4,255,609*	*12,330*	*4,267,939*
Adult services		5,374,475	-	5,374,475	*5,022,360*	-	*5,022,360*
Children services		1,559,205	151,468	1,710,673	*354,193*	*162,700*	*516,893*
Raw Workshop	18	-	623,738	623,738	-	*630,394*	*630,394*
Total expenditure		13,043,234	845,534	13,888,768	*9,635,104*	*892,635*	*10,527,739*
Net income		165,342	(48,960)	116,382	*361,845*	*72,778*	*434,623*
Transfer between funds		(24,443)	24,443	-	-	-	-
Net movement in funds		140,899	(24,517)	116,382	*361,845*	*72,778*	*434,623*
Reconciliation of funds							
Fund balances brought forward at 1st April 2020		7,364,651	869,722	8,234,373	*7,002,806*	*796,944*	*7,799,750*
Fund balances carried forward at 31st March 2021		7,505,550	845,205	8,350,755	*7,364,651*	*869,722*	*8,234,373*

The statement of financial activities includes all gains and losses in the year. All income derives from continuing activities.
The notes on pages 22 to 35 form part of these accounts.

Response Organisation

Charity Statement of Financial Activities (including income and expenditure account) for the year ended 31st March 2021

	Note	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £	*Unrestricted Funds 2020 £*	*Restricted Funds 2020 £*	*Total 2020 £*
Income from:							
Voluntary income		-	41,500	41,500	*2,000*	*65,509*	*67,509*
Activities for generating funds		7,378	-	7,378	*6,158*	-	*6,158*
Investment income		1,138	-	1,138	*7,759*	-	*7,759*
		8,516	41,500	50,016	*15,917*	*65,509*	*81,426*
Charitable activities							
Housing		6,533,961	-	6,533,961	*5,089,581*	-	*5,089,581*
Adult services		4,796,884	-	4,796,884	*4,398,419*	-	*4,398,419*
Children services		1,703,696	127,025	1,830,721	*440,996*	*162,700*	*603,696*
Other income		165,519	-	165,519	*52,036*	-	*52,036*
		13,200,060	127,025	13,327,085	*9,981,032*	*162,700*	*10,143,732*
Total income		13,208,576	168,525	13,377,101	*9,996,949*	*228,209*	*10,225,158*
Expenditure on:							
Cost of raising funds							
Response Giving		5,218	-	5,218	*2,942*	-	*2,942*
Charitable activities	4						
Housing		6,216,257	-	6,216,257	*4,321,479*	*12,330*	*4,333,809*
Adult services		5,374,475	-	5,374,475	*5,022,360*	-	*5,022,360*
Children services		1,559,205	151,468	1,710,673	*354,193*	*162,700*	*516,893*
Total expenditure		13,155,155	151,468	13,306,623	*9,700,974*	*175,030*	*9,876,004*
Net income		53,421	17,057	70,478	*295,975*	*53,179*	*349,154*
Transfer between funds		(24,443)	24,443	-	-	-	-
Net movement in funds		28,978	41,500	70,478	*295,975*	*53,179*	*349,154*
Reconciliation of funds							
Fund balances brought forward at 1st April 2020		7,324,878	642,856	7,967,734	*7,028,903*	*589,677*	*7,618,580*
Fund balances carried forward at 31st March 2021		7,353,856	684,356	8,038,212	*7,324,878*	*642,856*	*7,967,734*

The statement of financial activities includes all gains and losses in the year.
All income and expenditure derives from continuing activities. **The notes on pages 22 to 35 form part of these accounts.**

Response Organisation

Balance Sheet
31st March 2021

	Note	Group 2021 £	Charity 2021 £	*Group 2020 £*	*Charity 2020 £*
Fixed assets					
Tangible fixed assets	9	9,356,116	9,286,326	*8,865,712*	*8,786,807*
Current assets					
Stock		7,554	-	-	-
Debtors	10	2,642,981	2,615,063	*1,659,480*	*1,582,684*
Cash at bank and in hand		1,646,531	1,340,833	*2,222,251*	*2,027,946*
		4,297,066	3,955,896	*3,881,731*	*3,610,630*
Current liabilities					
Creditors amounts falling due within one year	11	(3,251,536)	(3,153,119)	*(2,337,011)*	*(2,253,644)*
Net current assets		1,045,530	802,777	*1,544,720*	*1,356,986*
Total assets less current liabilities		10,401,646	10,089,103	*10,410,432*	*10,143,793*
Creditors amounts due after one year	12	(2,050,891)	(2,050,891)	*(2,176,059)*	*(2,176,059)*
Net assets		8,350,755	8,038,212	*8,234,373*	*7,967,734*
Funds					
Unrestricted funds	14	7,505,550	7,353,856	*7,364,651*	*7,324,878*
Restricted funds	14	845,205	684,356	*869,722*	*642,856*
		8,350,755	8,038,212	*8,234,373*	*7,967,734*

The financial statements on pages 18 to 35 were approved by the Trustees on 9 December 2021 and signed on their behalf by:

R. K Sutcliffe

Dr R Sutcliffe – Chairman

Registered number: 4781936

The notes on pages 22 to 35 form part of these accounts.

Response Organisation

Consolidated Statement of Cash Flows
for the year ended 31st March 2021

	Note	Group 2021 £	*Group 2020 £*
Net cash flow from operating activities	15	352,077	*1,009,002*
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(734,359)	*(267,585)*
Interest received		1,138	*7,759*
Net cash flow from investing activities		(733,221)	*(259,826)*
Cash flow from financing activities			
Repayment of long term loans		(122,503)	*(111,168)*
Interest paid		(72,073)	*(107,654)*
Net cash flow from financing activities		(194,576)	*(218,822)*
Net (decrease)/increase in cash and cash equivalents		(575,720)	*530,354*
Cash and cash equivalents at 1st April 2020		2,222,251	*1,691,897*
Cash and cash equivalents at 31st March 2021		1,646,531	*2,222,251*
Cash and cash equivalents consist of:			
Cash at bank and in hand		1,646,531	*2,222,251*

The notes on pages 22 to 35 form part of these accounts.

1. Summary of significant accounting policies

The following accounting policies have been used consistently in dealing with items which are considered to be material in relation to the Charity's and Group's accounts.

a) General information and basis of preparation

Response Organisation is a company limited by guarantee in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are included in the Trustees Report.

The charity constitutes a public benefit entity as defined by FRS 102. These accounts have been prepared on an accruals basis and include income and expenditure as they are earned or incurred, rather than as cash is received or paid. The financial statements have been prepared in accordance with 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, and UK Generally Accepted Accounting Practice.

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

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

b) Funds

Unrestricted funds are funds which Response Organisation may use in the furtherance of its charitable objectives at the discretion of the Trustees.

Restricted funds are where the donor specifies a purpose for which these funds must be spent.

(c) Income recognition

All income is included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure. No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102).

1. Summary of significant accounting policies (continued)

(c) Income recognition (continued)

For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received. At this point income is recognised. On occasion legacies will be notified to the charity however it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

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

(d) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes costs associated with voluntary fundraising;
- Expenditure on charitable activities includes costs relating to those activities listed on the SoFA and in note 4; and
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

(e) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Fund-raising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

(f) Tangible fixed assets

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended. Items of £500 and over of a fixed asset nature are capitalised.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold buildings	Not depreciated
Freehold land	Not depreciated
Leasehold land and buildings	Straight line over the life of the lease
Improvements to leasehold property	Straight line over the life of the lease
Office fixtures and fittings	33% Straight line
Equipment and furniture	25% Straight line
Vehicles	25% Straight line

1. Summary of significant accounting policies (continued)

(f) Tangible fixed assets (continued)

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

(g) Loans and borrowings

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

(h) Impairment

Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying amount. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in the statement of financial activities unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

(i) Operating leases

Rentals paid under operating leases are charged to income as incurred.

(j) Employee benefits

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

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

(k) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

(l) Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements, including a revision of expectations for the potential impact of COVID-19 on the charity. They have concluded that the budgeted income and expenditure is sufficient with the level of reserves held for the charity to be able to continue as a going concern.

(m) Judgements and key sources of estimation uncertainty

The Trustees consider that the amount provided for dilapidations on leasehold properties is the only significant area of judgement and estimation uncertainty. This liability has been included based on a review of property conditions, and historically incurred costs on previous expired leases.

2. Voluntary income

	Unrestricted funds £	Restricted funds £	*Total 2021 £*	*Total 2020 £*
Donations	-	41,500	41,500	*67,509*

3. Investment income

Bank deposit interest	1,138	-	1,138	*7,759*

4. Charitable activities – expenses

Group 2021

	Staff costs £	Other direct Costs £	Support costs £	Total 2021 £	*Total 2020 £*
Housing	631,352	5,007,853	465,131	6,104,336	*4,267,939*
Adult services	4,106,749	479,793	787,933	5,374,475	*5,022,360*
Children's services	326,871	1,199,338	184,464	1,710,673	*516,893*
Raw Workshop	390,253	76,816	156,669	623,738	*630,394*
	5,455,225	6,763,800	1,594,197	13,813,222	*10,437,586*

Charity 2021

	Staff costs £	Other direct Costs £	Support costs £	Total 2021 £	*Total 2020 £*
Housing	631,352	5,119,774	465,131	6,216,257	*4,333,809*
Adult services	4,106,749	479,793	787,933	5,374,475	*5,022,360*
Children's services	326,871	1,199,338	184,464	1,710,673	*516,893*
	5,064,972	6,798,905	1,437,528	13,301,405	*9,873,062*

4. Charitable activities – expenses (continued)

Group 2020	Staff costs £	Other direct Costs £	Support costs £	Total 2020 £	Total *2019* £
Housing	474,450	3,436,634	356,855	4,267,939	*3,998,729*
Adult services	3,662,034	370,324	990,002	5,022,360	*4,661,873*
Children's services	208,529	199,348	109,016	516,893	*80,250*
Raw Workshop	232,117	218,276	180,001	630,394	*344,113*
	4,577,130	4,224,582	1,635,874	10,437,586	*9,084,965*

Charity 2020	Staff costs £	Other direct Costs £	Support costs £	Total 2020 £	Total *2019* £
Housing	474,450	3,502,503	356,856	4,333,809	*4,040,437*
Adult services	3,662,034	370,324	990,002	5,022,360	*4,661,873*
Children's services	208,529	199,348	109,016	516,893	*80,250*
	4,345,013	4,072,175	1,455,874	9,873,062	*8,782,560*

5. Support Costs by Activity

Group	Governance Costs £	Staff Costs £	Facilities Costs £	General Office Costs £	Total 2021 £	*Total 2020* £
Housing	23,246	289,793	10,129	141,963	465,131	*356,855*
Adult services	34,425	371,233	84,905	297,370	787,933	*990,002*
Children's services	9,273	117,117	5,170	52,904	184,464	*109,016*
Raw Workshop	9,051	60,546	35,012	52,060	156,669	*180,001*
	75,995	838,689	135,216	544,297	1,594,197	*1,635,874*

Charity	Governance Costs £	Staff Costs £	Facilities Costs £	Office Costs £	Total 2021 £	*Total 2020* £
Housing	23,246	289,793	10,129	141,963	465,131	*356,855*
Adult services	34,425	371,233	84,905	297,370	787,933	*990,002*
Children's services	9,273	117,117	5,170	52,904	184,464	*109,016*
	66,944	778,143	100,204	492,237	1,437,528	*1,455,873*

6. Governance Costs

	2021 £	*2020 £*
Audit fees - for group audit	12,600	*12,000*
- for non-audit work - current year	2,100	*2,000*
Trustee Liability Insurance	851	*412*
Office costs	1,501	*3,001*
Staff costs	50,232	*22,915*
Other costs	8,711	*2,905*
	75,995	*43,233*

7. Staff costs

	Group 2021 £	Charity 2021 £	Group 2020 £	*Charity 2020 £*
Staff costs:				
Wages and salaries	5,658,768	5,224,307	*4,664,773*	*4,366,200*
Social security costs	489,500	464,939	*390,649*	*371,644*
Pensions	211,966	204,101	*187,649*	*182,811*
	6,360,234	5,893,347	*5,243,071*	*4,920,655*

The Group average monthly number of employees and full-time equivalent (FTE) staff analysed by function was:

	2021		*2020*	
	Number	FTE	*Number*	*FTE*
Housing	24	21	*17*	*16*
Adult Services	189	137	*178*	*128*
Children's Services	12	12	*9*	*9*
Support Services	22	20	*16*	*14*
Raw workshop	21	16	*20*	*14*
	268	206	*240*	*181*

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 is as follows:

	2021 £	*2020 £*
£60,001 - £70,000	2	*2*
£80,001 - £90,000	-	*1*
£90,001 - £100,000	1	*-*
	3	*3*

7. Staff costs (continued)

Trustees and key management personnel remuneration and expenses (Group)

One (2020: One) Trustee was reimbursed for travel expenses in the year £nil (2020: £64) to attend meetings at A G Palmer House. The payments were for car mileage travel expenses at the same rate as paid to employees of the charity.

No remuneration was paid during the year to any member of the Board of Trustees for services rendered in that capacity.

The total amount of employee benefits received by key management personnel is £395,102 (2020: £339,838). The Trust considers its key management personnel comprise the Trustees and Executive Officers.

Pension contributions

In accordance with the requirements of the Pensions Act 2008 Response Organisation administers a workplace pension scheme with The People's Pension. The scheme automatically enrols eligible employees at the prescribed minimum rate of 1% of basic salary with funding matched by Response Organisation. Members of the People's Pension scheme have the option to increase their contributions up to a maximum of 4% matched by the employer.

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

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

8. Net movement in funds for the year

This is stated after charging:		2021 £	*2020* *£*
Operating leases	- land and buildings	2,199,609	*1,582,418*
Depreciation		243,955	*192,202*
Auditor's remuneration	- for group audit	12,600	*12,000*
	- for non-audit work	2,100	*2,000*

9. Tangible fixed assets

Group

	Freehold property £	Leasehold property & improvements £	Office fixtures & fittings £	Equipment & furniture £	Vehicles £	Assets under Construction £	Total £
Cost							
At 1st April 2020	7,107,478	1,666,570	547,050	599,358	152,847	155,528	10,228,831
Additions	11,785	351,846	355,672	9,639	5,417	-	734,359
Transfers	-	155,528	-	-	-	(155,528)	-
At 31st March 2021	7,119,263	2,173,944	902,722	608,997	158,264	-	10,963,190
Depreciation							
At 1st April 2020	-	326,148	438,502	477,883	120,586	-	1,363,119
Charge for the year	-	57,144	130,631	47,000	9,180	-	243,955
At 31st March 2021	-	383,292	569,133	524,883	129,766	-	1,607,074
Net book value							
At 31st March 2021	7,119,263	1,790,652	333,589	84,114	28,498	-	9,356,116
At 31st March 2020	7,107,478	1,340,422	108,548	121,475	32,261	155,528	8,865,712

Charity

	Freehold property £	Leasehold property & improvements £	Office fixtures & fittings £	Equipment & furniture £	Vehicles £	Assets under Construction £	Total £
Cost							
At 1st April 2020	7,107,478	1,618,319	547,050	488,365	105,984	155,528	10,022,724
Additions	11,785	351,846	355,672	9,137	-	-	728,440
Transfers	-	155,528	-	-	-	(155,528)	-
At 31st March 2021	7,119,263	2,125,693	902,722	497,502	105,984	-	10,751,164
Depreciation							
At 1st April 2020	-	298,733	438,502	392,698	105,984	-	1,235,917
Charge for the year	-	55,484	130,631	42,806	-	-	228,921
At 31st March 2021	-	354,217	569,133	435,504	105,984	-	1,464,838
Net book value							
At 31st March 2021	7,119,263	1,771,476	333,589	61,998	-	-	9,286,326
At 31st March 2020	7,107,478	1,319,586	108,548	95,667	-	155,528	8,786,807

The market value of the freehold property is significantly in excess of its net book value. The Trustees do not consider that the cost of a valuation of these properties at the year end is justified.

Tangible fixed assets with a net book value of £4,966,170 (2020: £4,966,170) have been pledged as security for liabilities of the charity.

10. Debtors

	Group 2021 £	Charity 2021 £	*Group 2020 £*	*Charity 2020 £*
Rents and service charges receivable	1,923,959	1,923,959	*1,221,365*	*1,222,041*
Other debtors	324,954	203,589	*192,064*	*115,723*
Prepayments and accrued income	394,068	487,515	*246,051*	*244,920*
	2,642,981	2,615,063	*1,659,480*	*1,582,684*

Included in other debtors is an amount of £164,675 (2020: £91,409) which is recoverable after more than one year.

11. Creditors: amounts falling due within one year

	Group 2021 £	Charity 2021 £	*Group 2020 £*	*Charity 2020*
Bank loans	124,202	124,202	*113,937*	*113,937*
Rents and service charges received in advance	235,927	235,927	*178,196*	*178,196*
Trade creditors	431,020	410,749	*377,497*	*365,723*
Taxes and social security	135,943	124,692	*122,333*	*102,665*
Other creditors	102,286	78,791	*67,796*	*59,087*
Accruals and deferred income	2,222,158	2,178,758	*1,477,252*	*1,434,036*
	3,251,536	3,153,119	*2,337,011*	*2,253,644*

12. Creditors amounts falling due after one year

	Group 2021 £	Charity 2021 £	*Group 2020 £*	*Charity 2020 £*
Bank loans	1,651,791	1,651,791	*1,784,559*	*1,784,559*
Accruals and deferred income	299,100	299,100	*291,500*	*291,500*
Other loans	100,000	100,000	100,000	*100,000*
	2,050,891	2,050,891	*2,176,059*	*2,176,059*

The bank loans and other loans are secured on 2 Dodgson Road, Oxford, 4 Bodley Road, Oxford, 1 Egerton Road, Oxford, 93-95 Papist Way, Wallingford, 1-17 Scrutton Close, Oxford and 49 Oxford Road, Banbury. At 31st March 2020 the value of loans was 41% of the net book value of the secured properties.

	Group 2021 £	Charity 2021 £	Group 2020 £	*Charity 2020 £*
Loans				
Repayable in one year or less	124,202	124,202	*113,937*	*113,937*
Repayable between one and two years	129,114	129,114	*118,494*	*118,494*
Repayable between two and five years	417,054	417,054	*484,854*	*484,854*
Repayable in five years or more	1,105,623	1,105,623	*1,281,211*	*1,281,211*
	1,775,993	1,775,993	*1,998,496*	*1,998,496*

13a) Analysis of Group net assets between total funds

	Unrestricted Funds £	Restricted Funds £	Total £
Fund balances at 31st March 2021 are represented by:			
Tangible fixed assets	8,635,466	720,650	9,356,116
Cash at bank and in hand	1,521,976	124,555	1,646,531
Other net current liabilities	(601,001)	-	(601,001)
Long term liabilities	(2,050,891)	-	(2,050,891)
	7,505,550	845,205	8,350,755

	Unrestricted Funds £	Restricted Funds £	Total £
Fund balances at 31st March 2020 are represented by:			
Tangible fixed assets	8,435,660	430,052	8,865,712
Cash at bank and in hand	1,638,710	583,541	2,222,251
Other net current liabilities	(533,660)	(143,871)	(677,531)
Long term liabilities	(2,176,059)	-	(2,176,059)
	7,364,651	869,722	8,234,373

13b) Analysis of Charity net assets between total funds

	Unrestricted Funds £	Restricted Funds £	Total £
Fund balances at 31st March 2021 are represented by:			
Tangible fixed assets	8,601,970	684,356	9,286,326
Cash at bank and in hand	1,340,833	-	1,340,833
Other net current liabilities	(538,056)	-	(538,056)
Long term liabilities	(2,050,891)	-	(2,050,891)
	7,353,856	684,356	8,038,212

	Unrestricted Funds £	Restricted Funds £	Total £
Fund balances at 31st March 2020 are represented by:			
Tangible fixed assets	8,435,660	351,147	8,786,807
Cash at bank and in hand	1,736,237	291,709	2,027,946
Other net current liabilities	(670,960)	-	(670,960)
Long term liabilities	(2,176,059)	-	(2,176,059)
	7,324,878	642,856	7,967,734

14a) Group statement of funds

	As at 1st April 2020 £	Income £	Expenditure £	Transfer £	As at 31st March 2021 £
Unrestricted funds					
General fund	7,364,651	13,208,576	(13,043,234)	(24,443)	7,505,550
Restricted funds					
Thatcham (Priory) Project fund	351,147	2,000	-	-	353,147
Aylesbury (Mandeville) Project fund	291,709	39,500	-	-	331,209
Mental Wealth Academy	-	127,025	(151,468)	24,443	-
Raw Workshop	226,866	628,049	(694,066)	-	160,849
	869,722	796,574	(845,534)	24,443	845,205
	8,234,373	14,005,150	(13,888,768)	-	8,350,755

	As at 1st April 2019 £	Income £	Expenditure £	Transfer £	As at 31st March 2020 £
Unrestricted funds					
General fund	7,002,806	9,996,949	(9,635,104)	-	7,364,651
Restricted funds					
Thatcham (Priory) Project fund	363,477	-	(12,330)	-	351,147
Aylesbury (Mandeville) Project fund	226,200	65,509	-	-	291,709
Mental Wealth Academy	-	162,700	(162,700)	-	-
Raw Workshop	207,267	737,204	(717,605)	-	226,866
	796,944	965,413	(892,635)	-	869,722
	7,799,750	10,962,362	(10,527,739)	-	8,234,373

The first two named restricted funds were for contributions to the cost of renovations and properties to provide care and support services. The fourth is the funds held by the charitable subsidiary, after adjusting for intercompany transactions. The related party Note 18 details the Income and Expenditure, and Balance Sheet of Raw Workshop.

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

14b) Charity statement of funds

	As at 1st April 2020 £	Income £	Expenditure £	Transfer £	As at 31st March 2021 £
Unrestricted funds					
General fund	7,324,878	13,208,576	(13,155,155)	(24,443)	7,353,856
Restricted funds					
Thatcham (Priory) Project fund	351,147	2,000	-	-	353,147
Aylesbury (Mandeville) Project fund	291,709	39,500	-	-	331,209
Mental Wealth Academy	-	127,025	(151,468)	24,443	-
	642,856	168,525	(151,468)	24,443	684,356
	7,967,734	13,377,101	(13,306,623)	-	8,038,212

	As at 1st April 2019 £	Income £	Expenditure £	Transfer £	As at 31st March 2020 £
Unrestricted funds					
General fund	7,028,903	9,996,949	(9,700,974)	-	7,324,878
Restricted funds					
Thatcham (Priory) Project fund	363,477	-	(12,330)	-	351,147
Aylesbury (Mandeville) Project fund	226,200	65,509	-	-	291,709
Mental Wealth Academy	-	162,700	(162,700)	-	-
	589,677	228,209	(175,030)	-	642,856
	7,618,580	10,225,158	(9,876,004)	-	7,967,734

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

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

15. Reconciliation of Group net income to net cash flow from operating activities

	2021 £	*2020 £*
Net income for year	116,382	*434,623*
Interest receivable	(1,138)	*(7,759)*
Interest payable	72,073	*107,654*
Depreciation	243,955	*192,201*
(Increase) in stock	(7,554)	-
(Increase) in debtors	(983,501)	*(984,402)*
Increase in creditors	911,860	*1,266,685*
Net cash inflow from operating activities	352,077	*1,009,002*

16. Operating leases for Charity and Group

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

	Land and buildings 2021 £	*2020 £*
On leases expiring:-		
Within one year	3,039,316	*1,333,440*
Between one and five years	2,090,908	*478,560*
Greater than five years	2,198,589	*2,028,072*
	7,328,813	*3,840,072*

17. Capital commitments for Charity and Group

As at 31st March 2021, the charity has authorised renovation costs of £nil (2020: £266,382) on properties it leases.

18. Related party transactions

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

For the year ended 31st March 2021 the subsidiary showed the following results:

	Raw Workshop 2021 £	*Raw Workshop 2020 £*
Income from:		
Donations	206,222	*292,146*
Grants	106,173	*28,961*
Investments: rent received	36,000	*36,000*
Charitable activities: workshop sales	391,574	*445,967*
Total income	739,969	*803,074*
Expenditure on:		
Fundraising, marketing and development	70,328	*87,211*
Charitable activities	623,738	*630,394*
Total expenditure	694,066	*717,605*
Net income	45,903	*85,469*

	Raw Workshop 2021 £	Raw Workshop *2020* £
Fixed assets		
Tangible assets	69,790	*78,905*
Current assets		
Stock	7,554	-
Debtors	38,568	*90,318*
Cash at bank and in hand	305,696	*194,305*
	351,818	*284,623*
Creditors: Amounts falling due within one year	(109,066)	*(96,889)*
Net current assets	242,752	*187,734*
Net assets	312,542	*266,639*
Funds		
General funds	93,964	*66,208*
Restricted funds	218,578	*200,431*
Total funds	312,542	*266,639*

Response Organisation lent the charity funds during an earlier period, of which £10,650 (2020: £nil) were outstanding for repayment at the period end.
There were no other related party transactions to be disclosed for this year.