# THE ROAD SAFETY TRUST

England & Wales · Charity number 1156300

## Details

| | |
|---|---|
| **Status** | Registered |
| **Legal form** | Charitable company |
| **Company number** | 08837451 |
| **Registered** | 2014-03-20 |
| **Register** | View on the Charity Commission register |

## Contact

| | |
|---|---|
| **Address** | Colwyn Chambers<br>York Street<br>Manchester<br>M2 3BA |
| **Phone** | 07736466059 |
| **Email** | info@roadsafetytrust.org.uk |
| **Website** | www.roadsafetytrust.org.uk |

## Activities

**Objects:** THE OBJECTS OF THE CHARITY (OBJECTS) ARE (FOR THE BENEFIT OF THE PUBLIC):1. TO PRESERVE AND PROTECT HUMAN LIFE AND HEALTH BY THE PREVENTION OF PERSONAL INJURY TO, AND THE DEATH OF, ROAD USERS IN THE UNITED KINGDOM IN PARTICULAR (BUT NOT EXCLUSIVELY) BY SUPPORTING RESEARCH INTO ROAD SAFETY (THE USEFUL RESULTS OF WHICH SHALL BE DISSEMINATED) AND THE DEVELOPMENT OF PRACTICAL MEASURES, INCLUDING THROUGH EDUCATION, ENGINEERING OR ENFORCEMENT, AIMED AT REDUCING PERSONAL INJURY AND DEATH; AND2. TO ADVANCE THE EDUCATION OF THE PUBLIC IN ISSUES OF ROAD SAFETY WITH THE OBJECT OF REDUCING PERSONAL INJURY AND DEATH AMONGST ROAD USERS IN THE UNITED KINGDOM IN PARTICULAR (BUT NOT EXCLUSIVELY) BY PROMOTING SAFE PRACTICES IN RELATION TO PUBLIC ROAD USE AND SUPPORTING RESEARCH INTO SUCH SAFE PRACTICES (THE USEFUL RESULTS OF WHICH SHALL BE DISSEMINATED).

**Activities:** The provision of funding to support research or practical interventions in road safety to reduce death and injury through education, engineering or enforcement or a combination of any of these approaches.

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## Classification

- **How:** Makes Grants To Organisations, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives
- **Who:** Other Defined Groups, The General Public/mankind

## Geography

- Northern Ireland
- Scotland
- Throughout England And Wales

## Finances

| Period end | Income | Expenditure | Assets | Employees |
|---|---|---|---|---|
| 2025-03-31 | £102,461,021 | £103,941,575 | £2,214,499 | 7 |
| 2024-03-31 | £94,871,753 | £96,467,364 | £3,695,053 | 5 |
| 2023-03-31 | £88,326,312 | £88,278,322 | £5,290,664 | 33 |
| 2022-03-31 | £76,088,655 | £75,664,229 | £5,242,674 | 28 |
| 2021-03-31 | £64,220,774 | £62,675,923 | £4,818,248 | 21 |

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## Trustees

| Name | Role | Appointed |
|---|---|---|
| Anthony Blackman | | 2023-05-09 |
| Chief Constable Joanne Elizabeth Shiner | | 2021-07-05 |
| Chris Spinks | | 2025-11-13 |
| Deirdre O'Reilly | | 2022-05-10 |
| Dr Neil Hoose | | 2021-11-23 |
| Emma Kelly | | 2024-05-28 |
| Heather Ward | | 2019-04-25 |
| Joy Allen | | 2025-05-13 |
| Kathy Webster | | 2019-04-25 |
| Nicholas James Reed | | 2024-05-15 |
| Tanya Fosdick | | 2022-05-10 |
| Tony Fuller | | 2017-01-19 |
| Vicky Folland | | 2025-11-13 |

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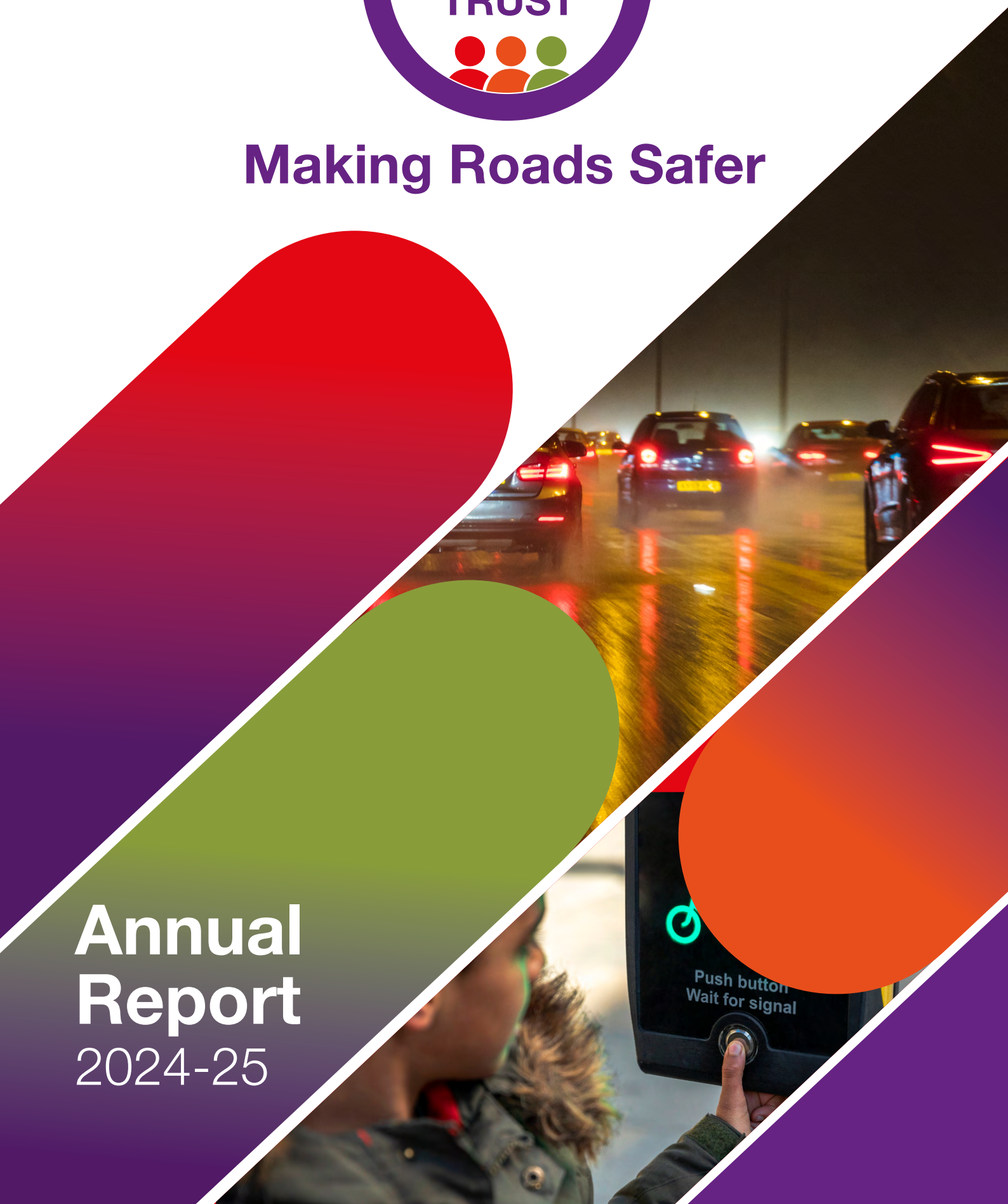
**THE ROAD SAFETY TRUST**

England & Wales - Charity number 1156300

# Accounts

THE ROAD SAFETY TRUST

# Making Roads Safer




# Annual Report 2024-25

# 2024-25 at a Glance

| £2,282,037 | 19 | 20% |
|---|---|---|
| Total grants awarded within the period | Projects awarded within the period | % of applications approved within the period |

| £2,214,499 | £12,188,143 | 88 | 132 |
|---|---|---|---|
| Charity & consolidated reserves at the end of the year | Total awarded to date | Number of completed projects to date | Total projects awarded to date |

**Completed projects and their impact on the Safe System:**

## Funded Road Safety Project outputs & outcomes to date:

| 23 | 48 | 111 | 36 | 13 |
|---|---|---|---|---|
| Resources & tools produced | Reports & academic publications | Conferences, workshops & events | New partnerships & collaborations | Policy influences |

| 5 | 1,990 | 1,798 | 211 |
|---|---|---|---|
| Number of FTE (Trust) staff | X followers at 31/3/24 | LinkedIn followers at 31/3/24 | Pieces of media during 2024/25 |

Registered number 08837451 | Charity number 1156300

# The Road Safety Trust

(A company limited by guarantee)

## Annual report and financial statements

for the year ended 31 March 2025

The Road Safety Trust (RST) is a grant-funding charity committed to making UK roads safer, achieving impact through the funding of practical measures, research, dissemination and education. We have funded over 130 projects and awarded more than £12 million in grants since the charity was established in 2014, becoming the largest independent grant funder of road safety initiatives in the UK.

Our trading subsidiary company, UKROEd Limited ("UKROEd"), enables us to meet our charitable objectives through its education of road offenders and by distributing its surplus to the charity to give out in grants. We share the same vision and this report shows what we've been doing this year to help make our vision a reality.

# Contents


Legal and Administrative Information....1
Trustees' Report Incorporating the Strategic Report....2
From the Chair and Chief Executive....2
About UKROEd....5
Public Benefit....6
Vision, Purpose and Activities....8
Strategy Map....9
Strategic Priorities....10
Report of the Board of Trustees....16
Financial Review....24
Structure, Governance and Management....27
Diversity, Equality and Inclusion....32
Stakeholder Representation and Engagement....34
Plans for Future Periods....38
Principal Risks and Uncertainties....40
Statement of Internal Financial Control....46
Statement of Trustees' Responsibilities....48
Independent Auditor's Report....49
Consolidated Statement of Financial Activities....54
Consolidated Balance Sheet....55
Charity Balance Sheet....56
Consolidated Statement of Cash Flows....57
Notes to the Financial Statements....58 - 67


# Legal and Administrative Information

## Trustees

**Joy Allen**
(appointed 13th May 2025)

**Anthony Blackman**

**Victoria Coker MSc**

**Tanya Fosdick**

**Tony Fuller, Chair**

**Dr Neil Hoose FIHT**

**Marc Jones** (appointed 6th August 2024, resigned 30th January 2025)

**Emma Kelly MBA BA**
(appointed 28th May 2024)

**Dr Nick Reed MA DPhil CSci MCIHT**
(appointed 15th May 2024)

**Deirdre O'Reilly**

**Chief Constable Jo Shiner KPM**

**Marlena Stefańska**
(resigned 18th February 2025)

**Lisa Townsend**
(resigned 12th July 2024)

**Heather Ward**

**Kathy Webster, Vice Chair**

**Peter Williams MA Hons Cantab FCA CMIIA**
(appointed 15th May 2024)

## Company secretary

Hugh Sutherland

## Chief Executive

Ruth Purdie OBE

## Company Number

08837451

## Registered Charity Number

1156300

## Registered Office

Colwyn Chambers
York Street
Manchester
M2 3BA

## Website

www.roadsafetytrust.org.uk

## Statutory Auditor

Crowe U.K. LLP
55 Ludgate Hill
London EC4M 7JW

## Bankers

NatWest, City of London Office
PO Box 12258
1 Princes Street
London EC2R 8BP

## Legal Advisors

Pannone Corporate LLP
378-380 Deansgate
Manchester M3 4LY

# From the Chair and Chief Executive

## Welcome to our consolidated Annual Report and Accounts for the year ended 31 March 2025.

The past year has marked a significant reflection point for The Road Safety Trust. As we approached our tenth anniversary, we took time not only to look back at our journey so far, but also to ask searching questions about where we are going.

A decade of funding, learning and partnerships has led us to a renewed focus on how we can be more agile, more effective and more ambitious in the future.

We continued to build on our position as the UK's largest independent road safety grant funder, awarding over £12 million to more than 130 projects since 2014. Our spring grant round supported smaller, locally driven interventions, while our autumn round focused on addressing inequalities in road safety – a critical and evolving challenge. These grants reflect an urgent commitment to tackling disparities that influence people's risk on the road – whether shaped by age, geography or a range of circumstances.

Projects funded by the Trust have continued to receive national and international recognition, with several nominated for – and even winning – prestigious industry awards. In winter 2024, a project led by SoMoCo, in collaboration with Agilysis, Liverpool City Council and Hull City Council, received a Prince Michael International Road Safety Award for its innovative work to improve pedestrian safety.

This year, the Trust boosted its role as a convener and thought leader. In September, our landmark Symposium in London brought together over 100 experts, researchers, campaigners and practitioners to share insights, challenge assumptions and celebrate learning. The day showcased some of the most powerful and innovative projects we've funded – from work with the most vulnerable road users to cutting-edge interventions in post-collision response – and prompted honest conversations about where road safety, and the Trust itself, must go next. The event not only cemented our reputation as a respected, independent voice but also signalled our intent to lead change through collaboration, evidence and impact.

We followed this with further engagement with our sector

colleagues. In the autumn, we commissioned an independent stakeholder research exercise to hear directly from a wide range of partners – from police forces and road safety officers to academic institutions and charities. This work revealed valuable insights about how we are perceived, where we add value, and where we can improve. It has helped shape the Trust's evolving new strategy, due for publication in the summer of 2025, and confirmed our growing relevance to people and organisations across the road safety landscape and beyond.

Our close relationship as the parent charity of UKROEd – whose funding makes our work possible – continues to be a bedrock of our impact. Through the National Driver Offender Retraining Scheme (NDORS) this alliance enables us to invest in research, innovation and frontline interventions that save lives and reduce harm.

In 2024-25, over two million drivers and other road users completed a retraining course under the NDORS, the highest annual total since records began in 2014. This milestone underscores the scale and reach of UKROEd's educational approach to road safety enforcement. Through the delivery of NDORS, and the small surplus it then gifts to the Trust, we recognise and value the impressive work of UKROEd. It is only through this quality scheme that we are then able to invest in high-quality research, interventions, and innovation that contribute to safer roads for all.

In the winter, we commissioned a major new project: a Ten-Year Impact Study. Running through 2025, the research will examine more than 130 grants awarded since our founding, exploring what has made the biggest difference – and why. It will provide crucial insight into how we can shape our future grant strategy to drive measurable change, and ensure the public benefit of our work continues to grow.

Of course, the year also brought major change beyond the Trust, with the General Election in July 2024 and the formation of a new government. We were proud to stand alongside our sector colleagues as a signatory to the PACTS Manifesto for Road Safety, and we welcomed early engagement with new ministers, including encouraging signals of a commitment to a national road safety strategy. We look forward to contributing to its development and ensuring that it is shaped by evidence, rooted in equity, and aligned with our shared ambition to save lives.

None of this would be possible without the dedication and skill of the people around us. Our small staff team has delivered exceptional work this year – not only delivering core operations and two successful grant rounds, but also raising our profile, strengthening partnerships and launching major strategic initiatives. We are also incredibly grateful to our Board of Trustees, who continue to guide, challenge and support us with clarity, care and expertise.

During this year, the Trust bade farewell to three Trustees: Marlena Stefanska, Chair of our Audit and Risk Committee; and PCCs Lisa Townsend and Mark Jones, who represented the Association of Police and Crime Commissioners.

We also welcomed four new Trustees: Emma Kelly, Chair of the Communications and Engagement Committee; Dr Nick Reed, a member of the Road Safety Initiatives Committee; Peter Williams, a member of the Audit and Risk Committee; and PCC Joy Allen, who represents the Association of Police and Crime Commissioners.

The journey so far has taught us that meaningful change takes time, courage, and collaboration. But with a renewed sense of purpose, a sharper focus on impact, and an ever-growing network of partners, we are excited for what is to come.

**Tony Fuller**
Chair of the Board of Trustees

**Ruth Purdie OBE**
Chief Executive Officer

## Note from the Chair

Our first year in our shared office space with our trading subsidiary UKROEd has proven incredibly successful, as both organisations have made the most of the modern facilities in which to conduct daily business, as well as hold large meetings, training days and hosting the UKROEd Academy.

In summer 2024, we were pleased to welcome new staff to our small charity team. Christine Wooldridge joined us as Administration and Information Officer, and Paul Steinberg took up post as our first ever Director of Communications and Engagement.

We are also supported by staff who work across both UKROEd and The Road Safety Trust in key roles: Will Harris as Communications Manager; Rachael Lowrie as HR Manager; Carl Boardman as Financial Controller; and Saira Ishafaq as Information Governance Officer.



# About UKROEd

With all of its activities, the Trust continues to work towards the vision that it shares with its trading subsidiary, UKROEd:

**‘Zero deaths and zero serious injuries on UK roads’**

UKROEd provides the central assurance, standards and consistency of the NDORS. While the scheme has run for more than 20 years, UKROEd’s governance structures were only established in 2016 after The Road Safety Trust was created as its parent charity.

Through its activities educating road offenders, UKROEd carries out primary purpose trading for the charity and helps meet its charitable objectives. UKROEd is a not-for-profit company which distributes all its surpluses up to The Road Safety Trust for distribution through the Trust’s grants strategy.

UKROEd has undergone significant change over the past 12 months. A newly refreshed National Speed Awareness Course was launched in November, as was its new initiative, Driver Top-Up – providing a free, knowledge refresh programme for those who have completed an NDORS course. To date, tens of thousands of people have visited the learning hub, helping to create a society that values – and is striving to improve – road safety.

UKROEd has also established a partnership with the National Police Chiefs Council to assume the administration and governance of the national BikeSafe rider safety scheme, which this year celebrates its 25th anniversary.

All of this is against a backdrop of a record number of NDORS courses being delivered to clients, with more than two million people participating in a physical or virtual classroom in 2024/25 – a milestone figure which, while not something to celebrate, is significant as we strive for our shared ambition of zero deaths and serious injuries on the UK’s roads.

UKROEd
UK Road Offender Education

**‘Zero deaths and zero serious injuries on UK roads’**

# Public Benefit

During 2024-25, Trustees continued to review the Charity Commission's guidance in relation to public benefit and were again able to give assurance that The Road Safety Trust had met the requirements of that guidance throughout the year.

The Road Safety Trust exists to achieve a safer road system for all. This is a goal that speaks directly to the advancement of public benefit. In particular, Trustees concluded that the Trust demonstrates public benefit through its support of projects that address a range of road issues for different road users. Its grant-funded projects and development plans illustrate how The Road Safety Trust aims to benefit all UK road users and pass the test of whether the Trust makes a valuable difference to our society.

In 2024–25, we have continued to use our charitable funds to invest in research, interventions, and innovation to improve safety for people on the UK's roads. We do this through our focused and competitive grants programme, underpinned by independent assessment and a clear strategic aim: to support work that saves lives and prevents injury.

The Board confirms that it has complied with the duty in section 17(5) of the 2011 Charities Act to have due regard to guidance published by the Charity Commission (i.e., public benefit statement).

## Thank you to our members, grantees and stakeholders

Our members are the UK-based police forces that participate in the NDORS. Their support of the Trust's work is vital to enable the charity to make the difference in its mission. Member police forces work in partnership with road safety organisations and local communities, encouraging grant applications and spreading awareness about successful projects and initiatives. We are grateful to Chief Constable Jo Shiner KPM for representing the membership on the Board of Trustees.

We have, to date, funded over 130 road safety projects, being delivered by over 70 different organisations – our grantees. This amounts to £12m of grants awarded since 2014. We work closely with all our grantees who understand that their project objectives are our charitable objectives, and it is in the interest of our beneficiaries (the road using public) that we work with grantees to help achieve those aims.

Every project we support represents a shared journey – one that begins before funding is awarded. We offer guidance and encouragement throughout the application process, and we are grateful to our grantees for embracing the openness, trust, and collaboration that true partnership demands. This spirit of working together reflects the values at the heart of the Trust's mission:

- Rigour
- Independence and Challenge
- Knowledge
- Effectiveness
- Collaboration
- Flexibility
- Proactivity

Our assessment framework ensures that public benefit is a central criterion throughout the grant lifecycle – from application to delivery. We ask all applicants to explain how their work will generate measurable change and benefit people in the real world. We also work with grant holders to capture learning and share acquired knowledge and best practice with the wider sector, creating ripple effects beyond the immediate life of a project.

The theme of our main autumn grants round – Inequalities in Road Safety – enabled us to fund projects that address the needs of those most at risk. From vulnerable people using mobility devices and people living with dementia, to children with special educational needs, the projects we support reflect the diverse and unequal ways that road danger affects individuals and communities.

We recognise that public benefit is not only delivered through funded projects. It also comes from our voice, our partnerships and our role in promoting evidence-based approaches to road safety. We are proud of our strong links with key stakeholder organisations such as Road Safety GB, the Parliamentary Advisory Council for Transport Safety (PACTS) and other charities including Brake. We are committed to acting in the public interest – particularly when it comes to highlighting under-recognised risks and calling for action.

Looking ahead, our 10-Year Impact Study, begun in March and now underway, will provide an in-depth analysis of how our funding has benefited the public during the

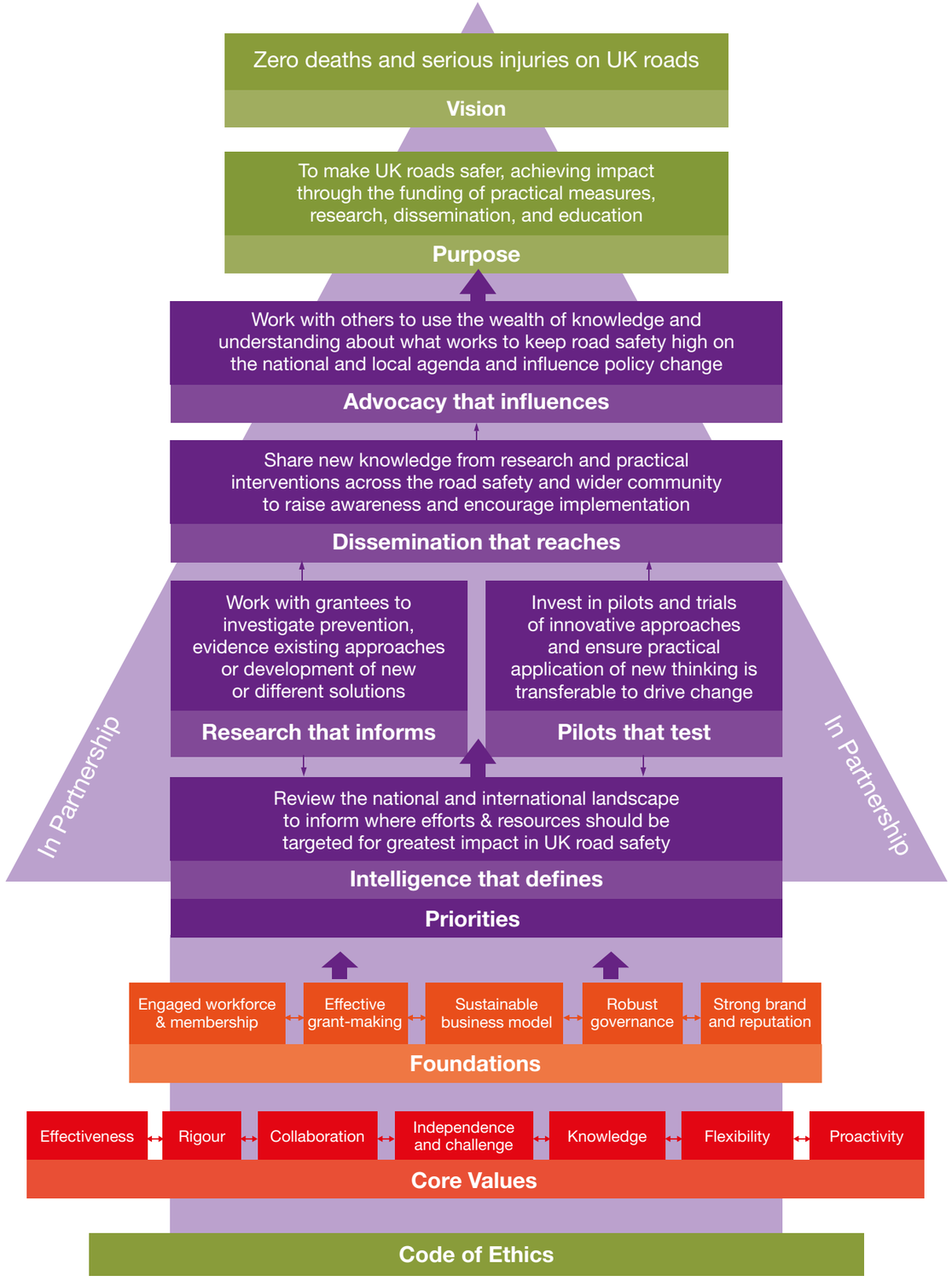
last decade. The Impact Study will be published in early 2026 and will shape our future direction to ensure that our resources deliver the greatest possible value in pursuit of a safer road system.

The Trust's sole source of income for grants is its trading subsidiary company, UKROEd, so it is important that we express our sincere thanks to the UKROEd team and Board of Directors for continuing to govern and develop NDORS efficiently and effectively across the UK. Anyone who attends an NDORS course – physically or virtually – can be assured that the scheme is of a consistent standard and is being run cost effectively. All surplus funds are directed to the charity's purpose of making UK roads safer. The partnership between UKROEd and the Trust forms a virtuous circle of research, course development, governance, training, funding and research.

# Vision, Purpose and Activities

The Vision, Purpose and Strategic Priorities of the Trust are outlined in the Strategy Map in the figure on the next page. A review of the charity's strategy was carried out in 2024 – the final year of the three-year strategy for 2021-24. We have engaged with key stakeholders resulting in new initiatives and project plans, and these were implemented from April 2024. This is the final year of the strategy, and the report details our progress against it.

## Strategy Map 2021-2024



1

Strategic Priority:

# Intelligence that defines

## Determine where grants are best targeted to make a difference to UK road safety

This year has seen us embark on a review of our grantmaking to ensure we continue to deliver relevant and impactful programmes that make a difference to road safety. This work was informed by an independently delivered stakeholder research survey as well as regular surveys of grant applicants.

At the end of the financial year, we also commissioned Systra, a respected research institution, to carry out a review of the impact of our first 10 years of grant making; their research is ongoing and will launch in Spring 2026. Our Symposium in September 2024 was a milestone event and an important opportunity to bring together grantees and other stakeholders to share their important work, as well as collectively share new thinking about how the Trust might target its future grant funding.

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2

Strategic Priority:

# Research that informs

## High quality applications

This year's main grants round was on the theme of 'Inequalities in Road Safety'. This theme recognises that road safety is relevant to everyone and that there are known inequalities in health, sex, gender, age, society and economic circumstances which mean that use of the roads is not equally safe for everyone. The quality of applications was high and six new projects were awarded, totalling approximately £1.1m.

In addition, funding was awarded this year to two projects that applied under our 2023-24 open grants round in the £300-£500k band. Pre-application support was provided to applicants through guidance including a workbook, a webinar, the opportunity to attend a one-to-one meeting with the grants team, and an eligibility quiz which applicants complete before starting their application.

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## 3 Strategic Priority: Pilots that test

### The Grants Programme is used to encourage piloting of initiatives that can contribute to improving road safety by evidencing impact and evaluating existing approaches.

Four new Small Grants were funded this year with the aim of piloting initiatives to improve road safety. We have also supported some former Small Grants' progress on their journey to practical implementation by funding this continued work through a Large Grant or Follow-on Funding. An example this year was the Large Grant award to Nottingham Trent University for a project on virtual reality hazard perception for tractor drivers and follow-on funding to the University of Sheffield for their project on encouraging the use of Intelligent Speed Assistance.

As part of the Trust's ongoing efforts around programme development, this year we were pleased to launch a new two-year invitation only Roads Policing Road Safety Grants Programme. The programme supports the Trust's desire to broaden the grants portfolio. This pilot will serve as a stepping stone to understanding if a more fully developed police programme that funds evaluation, dissemination activities and operational pilots would be an appropriate way forward.

This programme will also enable the Trust to trial processes (including decision making and selection processes) and support for applicants, that may be beneficial for a range of different organisations which have been less represented in the grants programme, such as smaller charities and community groups. Engaging academic support could help improve the quality of bids and help smaller organisations address key gaps around evaluation.

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## 4 Strategic Priority: Dissemination that reaches

### Collaborate with grantees to ensure dissemination that maximises the opportunity to reach target audiences and achieve impact

This year fifteen projects have completed with a range of practical results as well as new research and policy insights. These results are supported to reach target audiences and achieve impact through a collaboratively agreed and produced Knowledge Sharing Plan. Completed projects this year include a website with consumer information on cycle helmet safety, informed by world class research carried out by Imperial College London, and a Mature Driver Assessment trialled by Leeds Older People Forum.

To maximise the reach and influence of project outcomes, we continued to grow our communications infrastructure and proactively use our owned and earned channels. In 2024/25, we published several new project case studies and reports on our website, supported by spotlight articles and social media promotion. Website visits increased by 45% compared to the previous year – and by 161% against 2022/23 – with Knowledge Centre content among the most visited pages.

Social media, especially LinkedIn, has become a key channel for dissemination and engagement. Our LinkedIn followers increased by 37%, and Trust content featuring grantee projects saw strong engagement, including a fourfold increase in impressions and a sixfold increase in shares compared to the previous year. Our quarterly newsletter, Talk of the Trust, was redesigned to improve content flow and increase engagement, with greater focus on dissemination of grantee projects.

### The Trust's impact and difference made through its funded projects is gathered and articulated on a regular basis

The Trust gathers all information for projects annually and produces an at-a-glance overview. We have commissioned a second Impact report, following a previous report produced in 2021, and this work is being carried out by Systra. The 2025 report will look in depth at the difference that our funding has made and suggest how we can further refine our frameworks for articulating the difference we are making.

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5

Strategic Priority:

# Advocacy that influences

## Identify advocacy opportunities for completed and ongoing projects

The Trust works in partnership with PACTS (Parliamentary Advisory Council for Transport Safety) to advocate on key road safety policy issues with a particular focus on those that are included in recommendations in RST funded projects.

This year the Advocacy Officer post holder left in December and a new postholder started in January. We renewed a two-year grant to PACTS to fund a dedicated Advocacy Officer post. The role of the postholder encompasses a number of activities including producing policy briefings, conferences, convening events, responding to consultations and providing expert advice to government committees.

This year there was a shift in focus of the funding to concentrate more on overall delivery of advocacy and promotion of the findings of RST-funded projects.

Key areas of focus have been providing support for the re-establishment of the All Party Parliamentary Group for Walking and Cycling after the creation of the new parliament and following through on the sector's Road Safety Manifesto commitment priorities.

## Work in partnership with others to achieve greater impact

Forming strong partnerships remains a cornerstone of The Road Safety Trust's strategy to amplify our impact and extend the reach of our work.

Our long-standing advocacy partnership with PACTS continued to be a key part of our influencing activity, helping us champion evidence-led road safety policy, during a crucial year which saw the General Election in July 2024. We were a proud signatory of the PACTS-led Road Safety Manifesto, which was shared with all political parties during the election campaign period.

Alongside this, we maintained a collaborative ethos with all grant-funded organisations, working closely to co-design knowledge sharing plans and support dissemination of research and innovation.

Over the past year, we have deepened our engagement with key national partners. This includes ongoing collaboration with National Highways, Road Safety GB, the NPCC Roads Policing Board, the Department for Transport, NRPOII, Brake, and the devolved administrations of Scotland, Wales and Northern Ireland. These partnerships help ensure our work is embedded in the broader policy and practice landscape.

We also continued to provide support to potential and current grant recipients through a series of thematic webinars, targeted workshops, and individual advisory sessions to improve the quality and strategic fit of applications and maximise impact.

This year saw the development of new relationships that will shape our future direction. We commissioned stakeholder research from insight agency Magpie, engaging over 200 stakeholders and generating key insights to inform our future strategy. We also appointed Systra to deliver our landmark 10-Year Impact Study, bringing an external evidence-led perspective to our grant-making legacy.

In operational terms, we initiated a pilot programme to explore funding models for roads policing interventions. This work is designed to test new mechanisms for supporting activity aligned with enforcement and behavioural deterrence, and to broaden the types of organisations we fund.

Internationally, we have sustained our engagement with the European Transport Safety Council (ETSC), providing a platform to share UK-based research and to learn from wider European practice, and attending their Council of Members events in person wherever possible.

With the appointment of a new Director of Communications and Engagement in July 2024, we began proactively extending our partnership footprint, not only with organisations in the road safety sector but also with adjacent fields such as public health, research, and social equity. This shift marks a growing ambition to build alliances that unlock wider societal impact.

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# Report of the Board of Trustees

**In the year under review, the Trust continued to run its grant application rounds as well as considering and awarding follow-up funding.**

The Trust invites applications for grants by announcing either a Large Grants themed or open round or a Small Grants round. Details of how to make an application are available on the Trust's website, including formal policies, guidance, tips and videos. Applicants are asked to register on our website, responding to a questionnaire to ensure that their organisation is eligible according to our published criteria. The content of grant applications is specified in instructions to applicants, including objectives, beneficiaries, outcomes, methodology, evaluation, collaboration, innovation, schedule and budget. Applications are assessed by the staff on the grants team and the Trustees on the Road Safety Initiatives Committee (RSIC). Applications for Small Grants are approved by the RSIC and Large Grant applications which most closely align with our criteria are put forward for approval by the full Board of Trustees.

During the year 2024-25 we ran three grant rounds: a Small Grants round in the Spring; a Roads Policing round in the Summer; and a Themed Grants round in the Autumn that was open to both small and large grants.

The Trust has now funded over 130 projects up to 31st March 2025, of which nearly 90 have completed.

Every organisation that runs a project is our partner; we work together throughout the project's lifetime to achieve mutual objectives. Full details of every project funded are featured on the Trust's website.

**The 19 new grants awarded during 2024 are listed as follows:**

## Large Grants - Open Application - 2024-25

**Pedestrian Interactions With Connected And Autonomous Vehicles (PedICAV)**

Amount Awarded: £384,231

Lead Organisation:
Imperial College London

**Data Sustains Life (DSL), Linking Healthcare And Road Safety Data To Evidence Preventative Strategies Towards Vision Zero**

Amount Awarded: £406,888

Lead Organisation:
University Hospital Southampton

## Themed Grants 2024-25 - Inequalities in Road Safety

**Understanding Vehicle Safety Inequalities In Great Britain**

Amount Awarded: £110,000

Lead Organisation:
RAC Foundation

**Motorised Mobility Devices: Incidents, Near Misses And Safety**

Amount Awarded: £207,923

Lead Organisation:
Nottingham Trent University

**Mapping Road Safety Challenges To Independent Mobility For Children With SEND (Safe-SEND)**

Amount Awarded: £238,399

Lead Organisation:
University of Oxford

**Tractor Driver Training: Creating A Virtual Reality Hazard Perception Course For Agricultural Colleges**

Amount Awarded: £185,798

Lead Organisation: Nottingham Trent University

**Autistic Children Matter: Addressing Road Crossing Challenges From Multiple Perspectives**

Amount Awarded: £282,639

Lead Organisation: University of Leeds

**e-SAFE (Equity, Social Determinants, Anti-Social Behaviour, Future E-Mobility)**

Amount Awarded: £142,957

Lead Organisation: University of Leeds

## Small Grants 2024-25

**The Community Radio Road Safety Project**

Amount Awarded: £39,725.00

Lead Organisation: BCfm Radio

**Responsible Driving And The Fatal Five**

Amount Awarded: £50,000.00

Lead Organisation: Business in the Community Northern Ireland

**In The Driving Cessation Decision Seat: Feasibility And Acceptability Of A UK Driving Aid For Older Adults Within Dementia Services**

Amount Awarded: £49,093.00

Lead Organisation: University of Surrey

**Young Riders Matter**

Amount Awarded: £46,063.00

Lead Organisation: National Young Riders Forum

## Follow-on Grants

**Dissemination Funding - Fasten Up for Your future And Nudge Project**

Amount Awarded:£5,569.00

Lead Organisation: SoMoCo

**Promoting Intelligent Speed Assistance In Car Showrooms: Preparation For A Randomised Controlled Trial**

Amount Awarded: 49,999.00

Lead Organisation: University of Sheffield

**Assessing The Impact Of Community Speed Watch Letters**

Amount Awarded: £9,716.00

Lead Organisation: Staffordshire University

## Roads Policing Road Safety Grants

**HIOW Hotspot: The Development And Trial Of A Hot Spot Policing Approach To Reduce Road Casualties And Traffic Offences**

Amount Awarded: £25,000

Lead Organisation: Hampshire & IOW Constabulary

**The Rider Resilience Programme – Establish A Motorcycle Training Syllabus Based On Common Motorcycle Collision Causes**

Amount Awarded: £28,000

Lead Organisation: Sussex Police

**Evaluating The Effectiveness Of Operation Virage, An Intelligence-Led Approach To Targeting Impaired Driving**

Amount Awarded: £25,000

Lead Organisation: Lancashire Constabulary

## Discretionary Funding

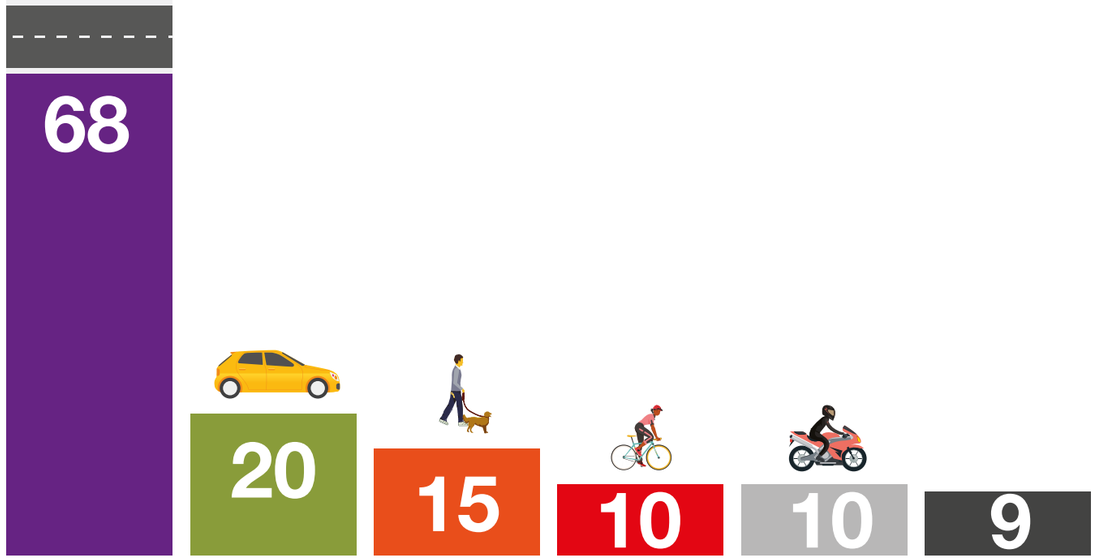
**Bereavement Booklets For Young People, Children And Vulnerable Adults**

Amount Awarded: £7,500

Lead Organisation: Brake

# Number of Grants awarded by Road User

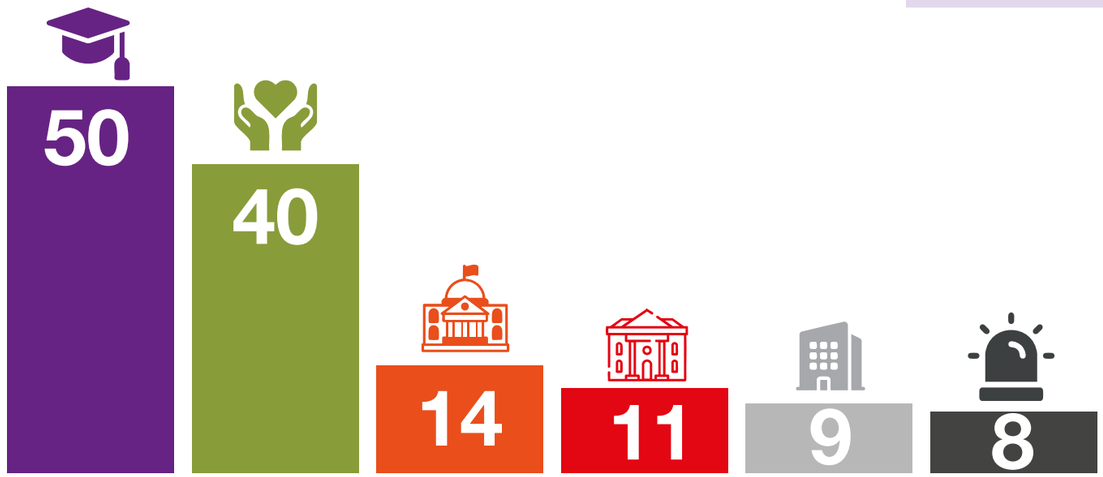
since 2014




Bus passengers (1)
E-Mobility (1)
Horses (2)
Mobility Scooters (2)
Tractor Drivers (1)
Pedestrians and Cyclists (2)

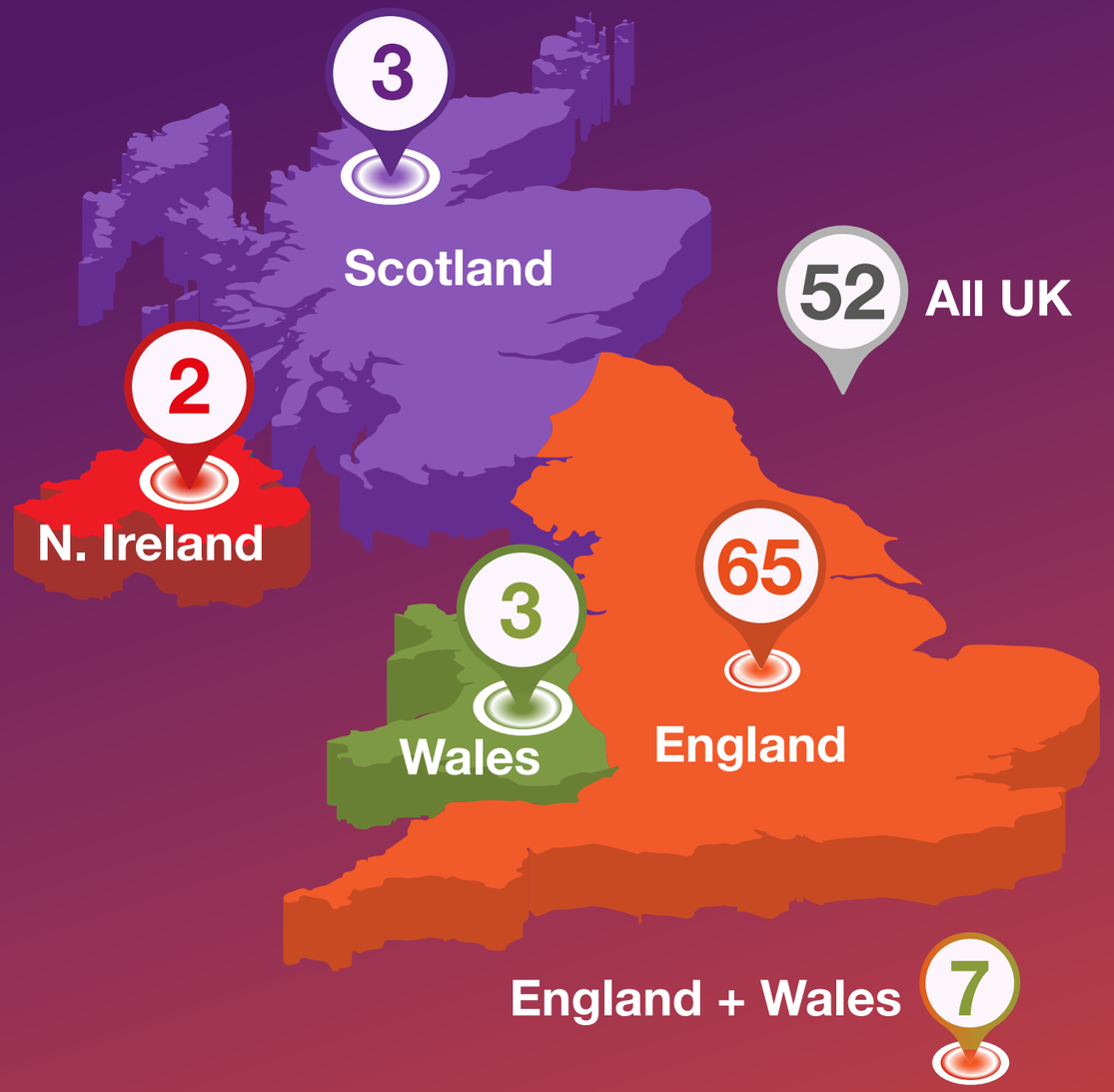
# Number of Grants awarded by Organisation Type

since 2014






# Grants by Geographical area



# Number of Grants by the different areas of England

# Number of Grants by The Road Safety Trust Grant Programmes

# Financial Review

**Since its establishment, The Road Safety Trust has awarded £12 million to over 130 projects and has incurred running costs of £3.1 million. It has set a prudent level of reserves and manages its investment in its trading subsidiary with a focus on governance and control over costs.**

The Road Safety Trust relies on surpluses generated by its wholly owned trading subsidiary company, UKROEd, to carry out its grant-giving activity and meet its charitable objectives and does not undertake any fundraising activities with the public.

The Charity is conscious of keeping its operational overheads in proportion to grants awarded, as it is the allocation of grants that reaches the ultimate beneficiaries of the Trust via the projects it funds: the UK road users.

The cost of operating the Trust's grant-giving activity came to £613,968 in 2024-25 (2023-24 £394,198). Most of this was salaries for the seven staff of £287,548 (2023-24 £226,736), other operating costs of £266,999 (2023-24 £103,260) and governance costs of £59,421 (2023-24 £64,202). The year-on-year increases in costs reflect the increased headcount, and additional activities related to communications and engagement.

In operating the NDORS scheme, UKROEd generated a surplus of £1,173,023 for the year 2024-25 (2023-24 £1,656,168). A loan facility of £500,000 (2024 £500,000) was approved by the charity to its trading subsidiary in February 2024 to assist with working capital requirements.

## Going concern

The Trust has not borrowed any money, has established a prudent level of reserves, is maintaining control over costs and continues to receive income from its trading subsidiary. On this basis the Board confirms that it is appropriate to continue to adopt the going concern method of accounting for the group.

## Reserves Policy

The Reserves Policy demonstrates the compliance of The Road Safety Trust with its legal duties to act in the interests of the charity and its beneficiaries, to protect and safeguard the assets of the charity, to act with reasonable care and skill and to ensure that the charity is accountable. The Policy is designed to:

- Justify and clearly explain the keeping or not keeping of reserves;
- Identify and plan for the maintenance of grants for beneficiaries;
- Reflect the risks of unplanned closure associated with the business model, spending commitments, potential liabilities and financial forecasts of the Trust and of its trading subsidiary, which operates NDORS; and,
- Help to address the risks of unplanned closure on projects we fund, staff and suppliers.

The Reserves Policy is monitored annually to review its effectiveness and application in light of changing road safety research needs and priorities, as well as changes affecting NDORS.

The Trust keeps a level of reserves that is sufficient to:

- Meet a minimum of one year of operating expenditure in case of unplanned closure of the Trust;
- Mitigate the financial aspects of risk in the activities of NDORS; and,
- Commit to large road safety projects of long duration.

Reserves are unrestricted and are not formally designated for a specific purpose.

- One year of operating expenditure in case of unplanned closure of the Trust £0.6 million;
- Mitigating the financial aspects of risk in the activities of NDORS £2 million; and,
- Commit to large road safety projects of long duration £2 million.

The targeted range of reserves in the policy reflects the fact that the contingencies identified refer to circumstances which may occur separately or at the same time. The Trust will therefore aim to hold reserves between £2 million and £5 million.

As at 31st March 2025, the free reserves held by the charity amounted to £2,214,499 (2024 £3,695,053). The consolidated reserves of the group are £2,214,499 (2024 £3,695,053).

Trustees consider that the level of reserves remains satisfactory and is compliant with the Reserves Policy.

## Investment Policy and Performance

The secondary income source to the Trust was dividends and interest from investments which totalled £258,725 (2023-24 £242,326). The Trust confirmed an unsecured loan of £500,000 to its trading subsidiary on 7th February 2024 at an interest rate of 6% as an investment within its portfolio which was outstanding at the end of the year. £4,000,000 (2024 £5,400,000) was held in interest bearing deposit accounts with National Westminster Bank plc.

The Trust's Investment Policy states that the long-term investment objective is to generate a total return in excess of inflation (as measured by CPI), while generating an income to support the ongoing activities of the Trust, the level of which will be determined by Trustees from time to time, subject to acceptable levels of risk. The Trust also can invest in its trading subsidiary in order to provide sufficient funds for its continued operation of the NDORS scheme.

Trustees place a high priority on maintaining the real value of capital funds and of income returns over the long term, subject to acceptable levels of risk. They accept that at times this will mean accepting short or medium-term fluctuations in capital value. The key risk to the long-term reserves is inflation, and surplus assets should be invested to mitigate this risk over the long term.

A review of the Trust's Investment Policy sets out investment time horizons over which funds may be required. The policy sets out events which require a review of time horizons and allocation of funds. Funds held to meet short-term (within one year) needs are held in bank current accounts and short-term deposits. Funds held to meet medium-term (between one and five years) are held in bank deposit accounts with up to three years' notice. Long-term funds, which are needed after more than five years, may be invested in financially regulated assets which may be subject to risk in their capital value.

Investment in the Trust's trading subsidiary is in the form of a loan. The Trustees considered the risks associated with the loan facility of £500,000 confirmed in February 2024, determined the appropriateness of advancing loans under the facility and set the terms of repayment and interest accordingly. A loan of £500,000 was advanced confirmed on 7th February 2024 and was outstanding at the year-end. The loan bears interest at 6% and the facility expires on 31 October 2025.

Short term cash reserves are held to provide financial security and may be required at short notice. As such, capital volatility is avoided by choosing instant access and short-term bank deposits. The balance of funds in pooled investments, term bank deposits and instant access bank deposits are reviewed periodically. The overall return on invested assets (i.e. capital gains and dividends from investments, deposit accounts and instant access accounts) was 4.5% (3.9% in 2023-24). Prevalent economic conditions enabled the policy objectives to be met during the year, as risk-free interest rates were in excess of 4%, while inflation as measured by the CPI index reduced to 2.6% by March 2025. The Trustees continue to monitor the most prudent way to meet the policy objectives with regard to balancing risks and returns.



# Structure, Governance and Management

**The Road Safety Trust is a company limited by guarantee, not having a share capital (Company number 08837451) incorporated on 8 January 2014 and is a charity registered in England and Wales on 20 March 2014 (Charity Number 1156300).**

Its governing document is its Articles of Association, and its members are the police forces of the United Kingdom which participate in the NDORS Scheme.

## Recruitment, Training and Appointment of New Trustees

The Directors of The Road Safety Trust are also the Trustees for the purposes of charity law.

There were three appointments and three resignations to the Trust board during 2024-25.

Emma Kelly is an independent development, PR and advocacy specialist, who joined the Communications and Engagement Committee as chair. Dr Nick Reed, who is Chief Road Safety Advisor to National Highways joined the Road Safety Initiatives Committee. Peter Williams, Deputy Director of Internal Audit Specialisms at the Government Internal Audit Agency joined the Audit and Risk Committee.

Marlena Stefańska, Chair of the Audit and Risk Committee, resigned in February 2025. Marc Jones, PCC for Lincolnshire, replaced Lisa Townsend, PCC for Surrey as the APCC representative on the board in August 2024. However, Marc later handed the baton to Joy Allen, PCC for Durham, who joined in May 2025.

Chief Constable Jo Shiner, KPM, who is the NPCC Lead for Roads Policing portfolio, continues to ensure that the police force membership is represented on the Trust board. The Trust employs a skills-led approach to recruitment and this supports a key objective under Diversity, Equality and Inclusion. This is monitored as part of the Trust's commitment to the Charity Governance Code.

On 31 March 2025, the Board's minimum requirement of a number of Trustees with skills and experience was exceeded in all 24 areas identified as necessary for an effective Board.

The charity recognises the importance of a comprehensive induction for new Trustees and learning and development for existing Trustees. This enables them to discharge their duties and fulfil their roles properly.

To support this approach there is an Induction, Training & Development Procedure in place. This outlines how individual Trustees will be supported in their development during their term of office.

Part of this involves a number of subscriptions and memberships that benefit Trustees' learning and development. Examples include Association of Charitable Foundations (ACF), Civil Society Governance & Leadership magazine and online access, and the Association of Chairs for the Chair and Vice Chair, as well as a number of road safety specific subscriptions.

Opportunities for Trustee learning and development are circulated to the Board by the Chief Executive as they arise. This includes an insight into courses developed by UKROEd for the NDORS.

## Board Governance

The Board meets quarterly, balancing logistical and resource demands of face-to-face meetings with virtual calls. The Chair and Trustees have managed to run and hold effective meetings virtually and the in-person meeting helps the board to build cohesiveness and improve communication. Having fielded Trustee opinions and preferences through a survey, a blended approach seems to be the most popular going forward and the Trust will continue to hold face-to-face Board and virtual Board meetings.

Trustees are encouraged to be members of at least one committee. The Audit & Risk and Road Safety Initiatives Committees meet three or four times per year. The Remuneration Committee meets annually unless otherwise required. In accordance with its terms of reference, the Remuneration Committee ensures that Trust staff are remunerated in line with the Remuneration Policy. The Nominations Committee meets at least twice a year or more often as necessary.

A new committee, the Communications and Engagement Committee provides strategic oversight of the Trust's communication strategies and public engagement efforts, ensuring they align with its mission to reduce deaths and injuries on UK roads and ensuring consistency with the Trust's overall objectives, working to enhance its visibility, reputation, and stakeholder relationships.

A symposium was held in September 2024, celebrating the work of the Trust over the previous 10 years and also looking forward to the next five years. The symposium launched and helped to inform our strategic review taking place during 2025-26, including an in-depth impact study and extensive surveys of stakeholders.

There is also an established feedback system following the charity's and UKROEd's Board meetings. The Trustee representative, together with the Joint CEO, play a crucial role in this flow of information and communications, supported by the Head of Finance.

In the charity, senior management members report to the committees that relate to their areas of responsibility. The CEO and Head of Finance report to the Audit & Risk Committee and Remuneration Committee. The Grants & Impact Director reports to the Road Safety Initiatives Committee. RST team members also provide updates to the full Trustee Board agenda. The Director of Communications and Engagement reports to the Communications and Engagement Committee.

In this way, Trustees are kept updated on the practical and pertinent issues affecting the Trust directly by staff other than the Chief Executive and can make decisions on an informed basis.

Minutes from committee meetings are issued to schedule and posted on the online Trustees' document management system for the quarterly Board meetings. Each of the committees have reviewed their terms of reference within the period, with changes brought to the full Board for approval.

The directors and officers insurance and third-party indemnity insurance for Trustees remains in place and was renewed on 29 July 2024. The nature and scale of the indemnity will continue to be kept under review. The cost of the insurance for the year was £3,100 (£3,095 in 2024).

The charity continues to be supported by a small team consisting of seven, mostly part-time, employees.

Current staff include Louise Palomino (Grants & Impact Director), Tanya Qadir (Grants Programme Manager), Victoria Sinclair (Governance & Compliance Officer), Dr Lindsay Eckley (Grants Officer) Angharad Williams (Grants Officer) and Christine Wooldridge (Administration and Information Officer). Hugh Sutherland is Head of Finance and also Finance Director for UKROEd, where most of his time is allocated. Paul Steinberg joined the Trust in July 2024 as Director of Communications and Engagement.

## Board and Committee Attendance Records

for the period 1st April 2024 to 31st March 2025

**The Board**

**90%**

(89% in 2023-24)

4 scheduled + 1 strategic session

**Audit & Risk Committee (A&RC)**

**93%**

(73% in 2023-24)

3 meetings

**Road Safety Initiatives Committee (RSIC)**

**93%**

(76% in 2023-24)

6 meetings

**Nominations Committee (NomCom)**

**100%**

(n/a in 2023-24)

1 meeting

**Remuneration Committee (RemCom)**

**100%**

(89% in 2023-24)

2 meetings

**UKROEd Board (Trustee Representative)**

**100%**

(75% in 2023-24)

4 meetings

**Communications & Engagement Committee (C&EC)**

**100%**

(n/a in 2023-24)

2 meetings

## Individual attendance records 2024-25

**Tony Fuller**
Chair
Board ..... **75%**
NomCom **100%**

**Heather Ward**
Chair RSIC
Board ..... **100%**
RSIC..... **100%**
RemCom **100%**

**Kathy Webster**
UKROEd Rep, Chair RemCom, Chair NomCom
Board ..... **100%**
UKROEd Board ..... **100%**
A&RC ..... **100%**
RemCom **100%**
NomCom **100%**

**CC Jo Shiner KPM**
Board ..... **100%**
A&RC ..... **100%**

**Neil Hoose**
Board ..... **100%**
RSIC..... **100%**

**Anthony Blackman**
Board ..... **100%**
A&RC ..... **100%**

**Victoria Coker**
Board .... **100%**
A&RC ..... **66%**

**Deirdre O'Reilly**
Board ..... **75%**
RSIC..... **83%**

**Tanya Fosdick**
Board ..... **75%**
RSIC..... **100%**
C&EC .... **100%**

**Dr Nick Reed**
Board .... **100%**
RSIC..... **83%**
C&EC .... **100%**

**Peter Williams**
Board ..... **75%**
A&RC .... **100%**

**Emma Kelly**
Chair C&EC
Board ..... **100%**
NomCom **100%**
C&EC ..... **100%**

# Diversity, equality and inclusion

The Road Safety Trust recognises the importance and benefits of embracing diversity, equality and inclusion. An inclusive environment enriches decision-making, reflects our values and strengthens our operations.

In 2024 we published a scoping report ‘Inequalities in Road Safety’ and held a themed grant round focused on defined aspects of inequality identified in the research. The aim of the grant round was to highlight these specific areas of road safety inequality and investigate ways they can be addressed to save lives and prevent injury on UK roads.

In the coming year, we plan to develop a new Diversity, Equality and Inclusion Strategy to reflect on and improve our practices to ensure our governance, operations and grant making are fair, transparent and accessible.

The Lead Trustee for Diversity is the Chair of the Board. The Board has these diversity, equality and inclusion objectives:

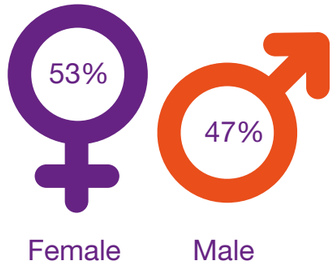
1. To meet the skills and experience required at Board and on committees
2. To actively encourage and seek individuals from under-represented groups with relevant skills and experience when Trustee vacancies arise
3. To strive for a balanced and diverse Board
4. To reflect, as far as possible, the community of interest of the RST’s ultimate beneficiaries

The following page outlines the Board representation against our objectives.

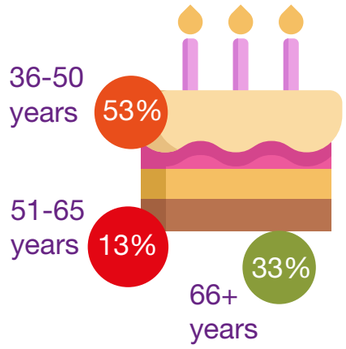
Further work is needed to improve representation and we remain dedicated to fostering a culture where everyone is valued, heard and empowered to contribute.



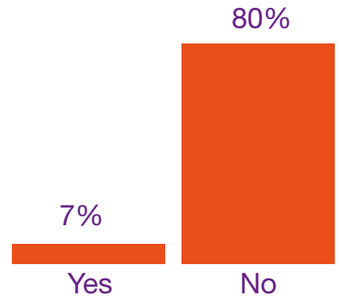
## Gender




## Age

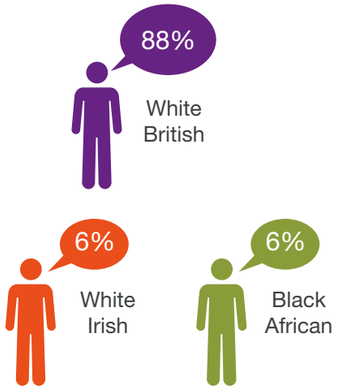



## Disability

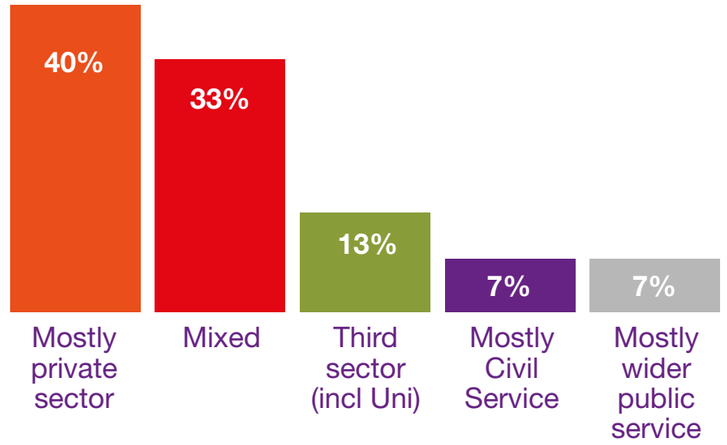



Prefer not to answer 13%

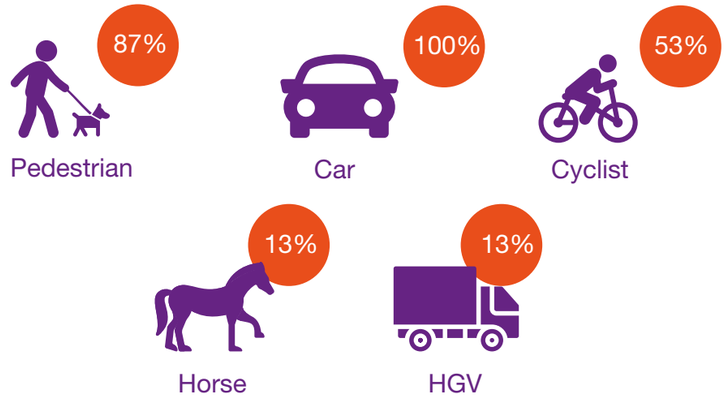
## Ethnic Origin




## Sector Background




## Type of Road User




## Skills

(The RST Board Skills Matrix identifies 24 skill areas e.g. Financial Control, Business Planning etc)

MET

**Required minimum number of Trustees have these skills in all 24 areas identified**

# Stakeholder Representation, Communications and Engagement

Our police force members are represented on the Board of Trustees by Jo Shiner KPM, Chief Constable of Sussex Police and NPCC Lead on Roads Policing. The Association of Police and Crime Commissioners (APCC) also had representation on the Trustee Board, thanks to Lisa Townsend, PCC for Surrey and Mark Jones PCC for Lincolnshire. The APCC is now represented by Joy Allen, PCC for Durham.

During the year and prior to the 2024 AGM we engaged, and held constitutional correspondence, with police force members. The AGM, which was held virtually, was attended by members or their representatives.

Over the past year we have invested in listening more deeply - and communicating more clearly - both to represent the diversity of voices in the road safety sector and to strengthen our role as a trusted, independent voice for change.

A key milestone in this journey was the appointment of our first ever Director of Communications and Engagement in July 2024. This new role reflects our growing ambition to build stronger relationships, expand our reach, and increase the impact of our voice. Since joining, Paul Steinberg has led a comprehensive review and overhaul of our communications and engagement work - from how we support grantees, to how we share knowledge, influence public discourse, promote our work in the press and media, and how we raise our profile and enhance our brand.

One of the most significant developments was our first in-person stakeholder Symposium, held in London in September 2024. The event brought together over 100 attendees - including grant holders, police officers, researchers, campaigners, local government officers, and private sector representatives - for open, forward-looking discussions on the future of road safety and innovation. It marked a step change in how we convene others and co-create the future of the sector.

To better understand how the Trust is perceived and how we can improve, in the autumn we commissioned independent stakeholder research from the highly respected research company, Magpie. Their report, The Road Ahead, captured views from over 200 individuals and organisations across the UK, including many who had never previously interacted with the Trust.

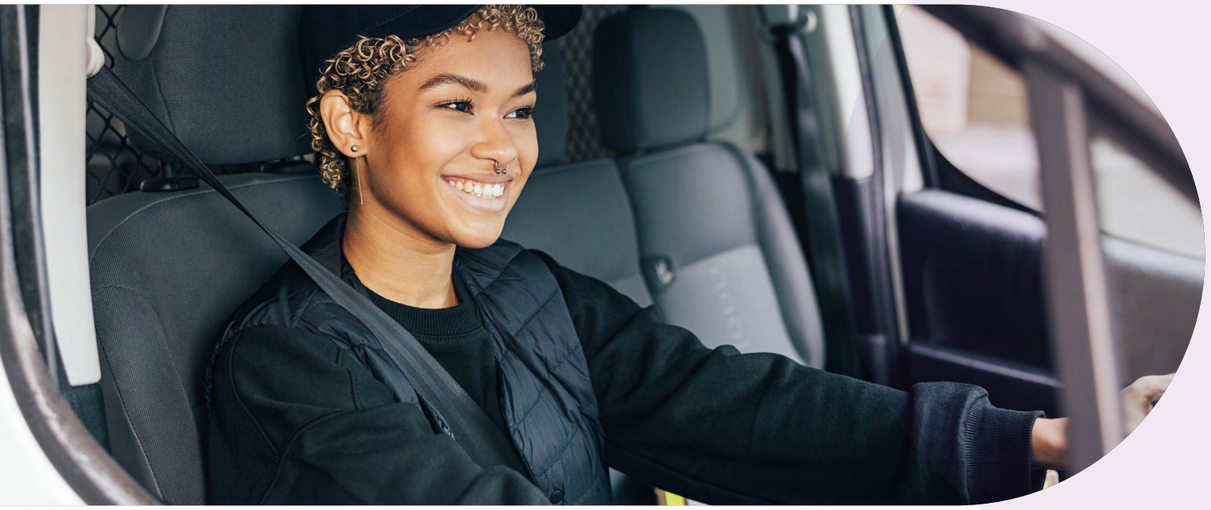
The findings were clear: the Trust is highly respected, but we are not widely known beyond our immediate circle of stakeholders and grantees. Similarly, our grant-making is hugely valued, but our voice and our funding could go further, reaching new grantees and impacting positively on new and more diverse communities. The insights from this landmark piece of work will directly shape our new 2025–28 strategy, supporting a renewed focus on openness, agility, and long-term impact.

In recognition of the growing importance of this area of work, we established a new Communications and Engagement Committee (C&EC), chaired by our Trustee Emma Kelly, who brings deep expertise in communications, marketing, and public engagement. This Committee was created to ensure that our communications and public-facing work are not just operational, but strategic, and aligned with our mission to prevent serious injuries and deaths on the UK's roads.

The C&EC provides critical oversight across a range of areas: stakeholder engagement, press and media, advocacy and reputation management. It supports stronger relationships with grantees, partners, policymakers, the public and the police, and ensures that we are listening actively and responding thoughtfully to the ever-changing dynamics of the road safety sector.

As it develops further, the C&EC will play a vital role in supporting innovation and continuous improvement. It will also oversee the Trust's first ever Communications and Engagement Strategy, which will form a core component of the new organisational strategy, and is due for publication next year. The committee's membership includes Trustees with relevant expertise, and senior staff from across the Trust, to ensure a joined-up approach to how we communicate, convene and engage.

Our quarterly newsletter, Talk of the Trust, also evolved significantly in the past twelve months. Now featuring more sector insights, project updates and learning resources, it is reaching a wider audience and offering more detail about what we're doing inside the organisation and via our grant funded projects. The Christmas 2024 edition, for example, saw a 581% increase in click-through rate compared to the previous issue. This was a major breakthrough in ensuring deeper



audience engagement, which was achieved as a result of broader content, improved digital design and strategic promotion.

Our approach to knowledge sharing and dissemination has also developed further, as a joint approach across our Grants and Communications Teams, and in partnership with our contracted provider, Stennik. Our Knowledge Sharing Toolkit was significantly updated to ensure that the outcomes of the projects we fund reach as wide an audience as possible.

To complement those efforts, we have also worked more directly with grantees and, where relevant, their own in-house communications teams in order to support the amplification and dissemination of their funded projects. This work will continue to evolve through new arrangements and a further investment in knowledge sharing in the future.

In terms of our media and public relations activity, we have seen a steady stream of press coverage and wider media interest, and we supported important national campaigns such as Road Safety Week with coordinated media and social media activity which further increased our earned media footprint. During 2024-25, we have generated 211 pieces of media coverage, and over 50 further inbound media requests - a notable increase in our profile and influence on previous years.

Our digital channels continue to grow in reach and relevance, with a 45% increase in visits to our website compared to the previous year, and a 161% increase compared to 2022-23. On social media, LinkedIn has emerged as a key strategic channel, where we have seen particularly strong growth. Together, these developments represent a new phase in how the Trust engages publicly - becoming more coordinated, confident and aligned with our strategic goals.

All of these efforts have enabled the Trust to further its objectives to:

- Raise the profile of the Trust
- Highlight the difference we are making to achieving safer roads
- Increase the interest and engagement with potential grant applicants with a view to receiving high quality grant applications that promote road safety

We know that strong communications and engagement are essential to achieving our mission. By investing in this area - and by listening, learning and evolving - we aim to become a more visible, accessible and influential organisation, working in partnership with our key partners and stakeholders in order to improve road safety across the UK.

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# Plans for Future Periods

2024-25 marked the final year of our previous three-year strategy, and much of our work during this period has also informed the development of our new 2025–2028 Strategy: The Road Ahead.

Our vision – achieving zero road deaths and zero serious injuries on UK roads – remains steadfast. It is supported by our mission to make roads and streets within the UK safer, achieving impact through practical interventions, research, knowledge sharing and education.

The new strategy was formally approved by the Board in May 2025 and sets a clear direction for the period ahead. We have identified four strategic priorities that will shape our activity:

- To govern well and build an agile, sustainable organisation
- To fund high-impact projects
- To strengthen the road safety evidence base
- To influence policy and practice

In 2025/26, we will review our approach to grant-making in the context of both current and emerging road safety challenges. This work will help inform the themes of future grant rounds and ensure that our funding continues to meet areas of real need and opportunity. Our Road Safety Investment Committee (RSIC) will play a central role in this process, ensuring our funding decisions remain evidence-led, transparent, and focused on impact.

Alongside this, the newly established Communications and Engagement Committee (C&EC) will guide the development of our first Communications and Engagement Strategy. This strategy will support greater dissemination and visibility of our funded work and help position the Trust as a trusted and influential voice in the road safety sector.

We also look forward to the publication of our independent Impact Report, which will reflect on the first 10 years of the Trust's grant-giving. Its findings will help shape our future direction and provide an evidence base for long-term planning.

Our staff team will continue to be supported and developed, with a renewed focus on wellbeing and stronger connections with our trading subsidiary, UKROEd. We are also preparing to recruit new Trustees, who will bring additional expertise in governance, road safety, and investment – including support for the RSIC's important remit.

We will continue to encourage the submission of high-quality, practically focused and potentially transformative grant applications, with a strong emphasis on outcomes and impact. Through this, the Trust will continue to fulfil its charitable purpose.

UKROEd will further strengthen its position as the governing body of the NDORS. In 2025–26, significant investment will go into reviewing and implementing new NDORS courses, alongside a governance review to support UKROEd's new legal status under the Police, Crime, Sentencing and Courts Act 2022. A parallel review of core information processing systems will also take place.

Taken together, these developments will require careful planning and significant investment in people, procurement and systems over the next three to five years.

# Principal risks and uncertainties

The Strategic Risk Register is reviewed at least three times a year by the Audit & Risk Committee and then reported to the Trust Board, highlighting any key developments.

The Board holds an Annual Board Risk Workshop. The workshop in February 2025 reviewed the risk appetite and key risk areas, this will result in a revised Risk Management Policy, Risk Register and Risk Appetite Matrix, which will be reported on next year. The Risk Appetite Review enabled a clear definition of risk appetite and an increased openness to appropriate risk in the grant giving programme. This will inform work on the Grant Programme Review due for implementation over the course of the coming year. A Risk Management Audit is also proposed for the coming year.

## Financial Sustainability

The Trust depends on its trading subsidiary as its sole source of income. While its subsidiary is legally obliged to distribute all its surplus to the Trust, the amount of the surplus each year is variable and subject to risks which neither the Trust nor UKROEd can wholly control. The Trust holds reserves in respect of the risks associated with both the Trust and UKROEd. Care is taken with the three-year strategy and financial planning of the trading subsidiary to ensure its viability so that the Trust can continue its grant-making activity. A number of measures and monitoring tasks across governance and operations are in place to mitigate this risk.

Mitigation and assurances for this risk include the annual review of budget (encompassing grant programme allocations), reserve policy monitoring and review and cost recovery and admin fee reviews. Work was instigated this year to implement grant giving policies to mitigate the risk of reserves being held at too high a level, given RST's charitable purpose. Income has risen over the last ten years and organisational viability has been tested by events, such as the Covid pandemic, in recent years.

UKROEd course data is still showing strong performance, and the anticipated surplus position is strong for the coming year.

## Compliance

The Road Safety Trust or its trading subsidiary could inadvertently become non-compliant by not identifying, planning for or accommodating regulatory or legislative requirements, current or future.

Mitigation and assurances for this risk include: a comprehensive suite of organisational policies with regular clear review process; a Data Governance review by the external DPO service; a Data Protection audit this year; a new Data Governance Group set up for the SMT, Information Governance Officer and Governance & Compliance Officer to focus on data governance risk; Data Governance reporting to A&RC; a GDPR rolling staff training programme; a health and safety staff training programme and risk assessments; a Governance Programme Review including assessing the impact of the new PCSC Act 2022; a Grants Programme Review including grant terms and conditions legal evaluation and due diligence operations; and management training for line managers.

A Risk Management Audit is planned for the coming year, and the Governance Programme Review is ongoing.

## Purpose and Impact

If projects funded by the Trust do not achieve their objectives, this could impact on our charitable purpose. If there are issues with the way funds are

awarded and managed, we could be unable to evidence impact of our core activity.

Mitigation and assurances for this risk include the development of a new RST Strategy for 2026 onwards via consultation with staff and Trustees and informed by our recent Stakeholder Survey and our first Symposium event, which was held this year to celebrate the impact of our work; grant management framework of policies, procedures and documentation. Also included are: a grant management software package to assist in monitoring projects; close liaison with grantees and regular interim reporting during grant award period so we remain informed and can facilitate adjustments if appropriate; and two grant programme audits, which took place this year and feed into the Grant Programme Review currently underway. Our communications and engagement framework includes policies and procedures relating to communications and crisis communications, while the Communications and Engagement Committee was set up this year and our first Director of Communications and Engagement was appointed.

A new Communications and Engagement Strategy is in development and a new Impact Report has been commissioned for publication in 2026. The Grants Programme Review is ongoing.

## Reputation

There is the potential for negative perception of The Road Safety Trust by others e.g. negative media coverage, unreasonably high reserve levels, jeopardised core NDORS relationship, conflicts of interest. Mitigation and assurances for this risk include all those applied to other risk areas e.g. Grant Management, Audit Programme, Governance Programme Review and Crisis Management to minimise any potential reputational damage. The Governance & Delegated Authorities Policy and framework is under review subject to the provisions of the PCSC Act 2022.

Two grant programme audits were carried out this year including assessing implications of the higher value Large Grants awards. Our new Strategy for 2026 onwards is currently in development. A Risk Management Audit is planned for the coming year.

## Governance

Ineffective governance could impact RST's ability to meet its charitable purpose, sustainability and reputation. In addition to governing the charity, RST Trustees need to have oversight of the charity's trading subsidiary, UKROEd, and be assured of its good governance and management.

Mitigation and assurances for this risk include a clear governance and financial structure and relationship between the two companies and clear delegation of authorities and controls. We have also implemented effective performance reporting processes across both organisations, one Trustee holds a dual role as Trustee and UKROEd non-executive director, while we also conduct audit programmes and provide a Trustee. governance training offer. This year we embarked on a Governance Programme Review and review of Governance & Delegated Authorities Policy; the Trustee induction programme was revamped, and a Succession Plan has been developed.

The Governance Programme Review is ongoing and includes assessing the impact of the new PCSC Act 2022, which presents new opportunities and risks in terms of legal compliance alongside scope for wider activity and involvement in the road safety sector. The Grant Programme Review is underway and includes key governance aspects of the programme.

## People and Resources: Staff Resilience

RST core operations could be adversely impacted by the loss of key staff or reduced staff capacity to implement the Delivery Plan and meet its charitable objectives. Lengthy or unexpected abstraction of a key role could have significant impact on oversight of UKROEd and the successful implementation, monitoring, and dissemination of the Grant Programme and RST's profile in the road safety landscape and with key stakeholders. This could also impact on staff wellbeing and motivation.

Mitigation and assurances for this risk include the risk management framework; HR framework; appraisal and personal development annual and interim reviews; access to an Employee Assistance Programme (EAP) service for staff; health and safety training and annual assessment. This year a succession plan has been developed; and a pension provision review has taken place resulting in increased benefit to staff with financial advice made available. We have recruited to two new roles to support the resilience of the team – a Director of Communications

& Engagement and an Administration & Information Officer and there has been significant development of our shared service approach - in particular for communications, data governance, HR and finance, which supports capacity and resilience. Our Diversity, Equality & Inclusion Policy has been reviewed and anti-racism statement added. Development activities have taken place with independent facilitators including a 'Your Voice Counts' session, strategy development session and team building days incorporating new staff members and reflecting the shared service approach.

The Succession Plan implementation is ongoing; well-being activities for staff are planned throughout the year as well as further team building days for the developing team to support effective communication and collaboration across service areas. Staff involvement in strategy development and implementation is ongoing and a review of our suite of HR policies is underway.

## Fraud

Financial loss due to fraud has the potential for significant impact on operations, compliance, reputation and staff and could result in the Trust's inability to carry out its core function and meet its charitable objectives.

Mitigation and assurances for this risk include the financial management and controls frameworks, fraud risk management framework, GDPR framework and grants management framework.

The GDPR training programme which includes modules on phishing activities, spam email etc was completed by staff this year and our GDPR framework has been reviewed, and an audit was carried out. An IT Acceptable Use Policy is signed by each staff member and RST achieved CSE+ accreditation this year. A Fraud Audit took place for both organisations, with key actions including fraud training to be implemented for staff and fraud risk assessments on relevant policies. Grant Terms and Conditions have been reviewed, two Grant Audits took place and there is a full Grant Programme Review underway, including reviewing due diligence assessments for grantees. All finance policies have been reviewed as well as the Conflict-of-Interest Policy and declarations are signed off by the A&RC Chair annually. RST has now moved to the invoicing software system for improved processing of payments.

# Statement of Internal Financial Control

The Board acknowledges its ultimate responsibility for ensuring that The Road Safety Trust has in place a system of internal financial control that is appropriate to the business environment in which it operates. Although no system of internal financial control can provide absolute reassurance against material misstatement or loss, the Trust's system is designed to provide the Board with reasonable reassurance that:

- The financial information used within The Road Safety Trust or for publication is reliable
- Proper accounting records are maintained
- Assets are safeguarded against unauthorised use or disposition
- Problems are identified on a timely basis and dealt with appropriately

In addition, the Board is reassured by the following:

- Formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and restrict the unauthorised use of the Trust's assets. This includes strict controls for the authorisation of personal expense claims.
- Experienced and suitable staff take responsibility for important business functions.
- Forecasts and budgets are prepared which allow the Board and Senior Management Team (SMT) to monitor key business risks, financial objectives and progress towards financial plans set for the year through preparation of regular management accounts.
- All significant new initiatives and grant awards are subject to formal authorisation procedures, through the Board and its relevant committees.
- Regular reporting to the Board and sub-committees, including management accounts and detailed reports on the grant programmes.
- The Audit & Risk Committee reviews reports from management staff, the internal auditors and the external auditors, to provide reasonable assurance that control procedures are in place and are being followed.
- Formal procedures have been established for instituting appropriate action to correct weaknesses from the above reports.



## Auditors

A resolution to re-appoint Crowe U.K. LLP will be put to the members at the forthcoming Annual General Meeting.

## Statement as to disclosure of information to the auditor

The Trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the Trustees has confirmed that they have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

The Trustees' Report, which contains the Directors' Report required by company law, and the incorporated Strategic Report, were approved by the Trustees on 5th September 2025 and are signed on their behalf by:

**Tony Fuller**
Chair

# Statement of Trustees' Responsibilities

The Trustees (which comprises the directors for the purpose of company law) are responsible for preparing the Trustees' Report (incorporating the Strategic Report) and the financial statements in accordance with applicable law and regulations.

Company and charity law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company and charity law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the group and the charitable company for that period.

In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and accounting 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 group and the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the group's and the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the group and 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 group and the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on The Road Safety Trust website.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.



# Independent Auditor's Report

## Opinion

We have audited the financial statements of The Road Safety Trust ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Charity Statement of Financial Activities, the Consolidated and Charity Balance Sheets and the Consolidated Cashflow Statement 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 2025 and of the group's 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 Trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the 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.

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 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.

## Opinion 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, which includes the directors' report and the strategic report prepared for the purposes of company law, 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 included within the Trustees' report have been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or 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 and proper accounting records have not been kept; 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.

## Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 21, 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 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 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

## Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were taxation legislation, employment legislation, health and safety legislation and General Data Protection Legislation (GDPR).

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of grant expenditure and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing

on the posting of journals, reviewing accounting estimates for biases, sample testing of grant expenditure and specific testing around timing of recognition, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

## 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 and the charitable company's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

**Vincent Marke**
Senior Statutory Auditor
for and on behalf of
Crowe U.K. LLP
Statutory Auditor
55 Ludgate Hill
London
EC4M 7JW

Date: 22nd September 2025

# Consolidated Statement Of Financial Activities

(Incorporating Income And Expenditure Account)
For The Year Ended 31 March 2025

| | Notes | **Total Funds 2025** **£** | *Total Funds 2024* £ |
|---|---|---|---|
| **Income from:** | | | |
| Other trading activities | 11 | 102,117,204 | *94,580,412* |
| Investments | 4 | 343,817 | *291,341* |
| **Total income** | | 102,461,021 | *94,871,753* |
| **Expenditure on:** | | | |
| Raising funds | | | |
| Other trading activities | 11 | 101,029,273 | *92,973,259* |
| Charitable activities | 5 | 2,912,302 | *3,494,105* |
| **Total expenditure** | | 103,941,575 | *96,467,364* |
| **Net income/ (expenditure) before gains on investments** | | (1,480,554) | *(1,595,611)* |
| Net gains on investments | | - | - |
| **Net movement in funds** | | (1,480,554) | *(1,595,611)* |
| **Reconciliation of funds:** | | | |
| Total funds brought forward | | 3,695,053 | *5,290,664* |
| Net movement in funds | | (1,480,554) | *(1,595,611)* |
| **Total funds carried forward** | | 2,214,499 | *3,695,053* |

The Charity Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 58 to 67 form part of these Financial Statements.



# Consolidated Balance Sheet

| | Notes | **2025** **£** | **£** | *2024* £ | £ |
|---|---|---|---|---|---|
| **Current assets** | | | | | |
| Debtors | 12 | 16,365,473 | | *14,739,350* | |
| Cash at bank and in hand | | 10,642,285 | | *9,136,476* | |
| | | 27,007,758 | | *23,875,826* | |
| **Current liabilities** | | | | | |
| Creditors: amounts falling due within one year | 13 | (22,406,207) | | *(17,760,361)* | |
| **Net current assets** | | | 4,601,551 | | *6,115,465* |
| Creditors: amounts falling due after more than one year | 14 | | (2,387,052) | | *(2,420,412)* |
| **Total net assets** | | | 2,214,499 | | *3,695,053* |
| **Charity funds** | | | | | |
| **Unrestricted funds** | | | 2,214,499 | | *3,695,053* |
| **Total funds** | | | 2,214,499 | | *3,695,053* |

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

The net income/(expenditure) in the charitable entity for 2025 was a deficit of £1,480,554 (2024 deficit: £1,595,611).

The financial statements were approved and authorised for issue by the Trustees on 5th September 2025 and signed on their behalf by:

**Tony Fuller**
Chair

The notes on pages 58 to 67 form part of these Financial Statements.

# Charity Balance Sheet

| | Notes | 2025 £ | 2025 £ | *2024* £ | *2024* £ |
|---|---|---|---|---|---|
| **Current assets** | | | | | |
| Debtors | 12 | 1,796,065 | | *2,312,138* | |
| Cash at bank and in hand | | 5,585,664 | | *5,590,939* | |
| | | 7,381,729 | | *7,903,077* | |
| **Current liabilities** | | | | | |
| Creditors: amounts falling due within one year | 13 | (2,780,178) | | *(1,787,612)* | |
| **Net current assets** | | | 4,601,551 | | *6,115,465* |
| Creditors: amounts falling due after more than one year | 14 | | (2,387,052) | | *(2,420,412)* |
| **Total net assets** | | | 2,214,499 | | *3,695,053* |
| **Charity funds** | | | | | |
| **Unrestricted funds** | | | 2,214,499 | | *3,695,053* |
| **Total funds** | | | 2,214,499 | | *3,695,053* |

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

The financial statements were approved and authorised for issue by the Trustees on 5th September 2025 and signed on their behalf by:

**Tony Fuller**
Chair

The notes on pages 58 to 67 form part of these Financial Statements.



# Consolidated Statement of Cash Flows

| | Notes | 2025 £ | *2024* £ |
|---|---|---|---|
| Cash flows from operation activities | | | |
| Net cash used in operating activities | 18 | 1,161,992 | *(2,457,538)* |
| Cash flows from investing activities | | | |
| Interest received | | 343,817 | *291,341* |
| Disposal of investments | | - | - |
| Net cash provided by investing activities | | 343,817 | *291,341* |
| Change in cash and cash equivalents in the year | | 1,505,809 | *(2,166,197)* |
| Cash and cash equivalents at the beginning of the year | | 9,136,476 | *11,302,673* |
| Cash and cash equivalents at the end of the year | | 10,642,285 | *9,136,476* |

The notes on pages 58 to 67 form part of these Financial Statements.

# Notes to the Financial Statements

## 1. General Information

The Road Safety Trust is a private limited company limited by guarantee, and is registered, domiciled and incorporated in England. The registered address is Colwyn Chambers, York Street, Manchester, M2 3BA.

## 2. Accounting policies

### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the 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) (second edition - October 2019) (effective 1 January 2019), FRS 102 and the Companies Act 2006.

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

The accounts are prepared under the historical cost convention, modified to include certain financial instruments at fair value.

The financial statements are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £1.

The financial statements consolidate the results of the charitable company and its wholly controlled subsidiary, UKROEd Limited, on a line-by-line basis. The Road Safety Trust is the sole member of UKROEd Limited and by virtue of this wholly controls UKROEd Limited. In accordance with section 408 of Companies Act 2006, no separate Statement of Financial Activities has been presented for The Road Safety Trust.

### 2.2 Going concern

At the time of approving the financial statements the Trustees have a reasonable expectation that the charity and the group have adequate resources to continue in operational existence for the foreseeable future based on forecasts which have been stress tested in relation to the key uncertainties and assumptions. UKROEd has overseen an increase in the capacity of the Scheme to service moderate growth in demand for courses, leading to strong and stable revenues for the company. The costs of administering the Scheme are well controlled, based on a fully articulated strategy, with flexible scheduling of developments alongside robust management of risk. The Trustees therefore have assurance that its primary income stream is sustainable and reliable. The Trust has managed its affairs to increase grant making activity to reduce the level of its substantial reserves to within the target range set out in its policy. The Trustees therefore continue to adopt the going concern basis of accounting in preparing the financial statements.



### 2.3 Income

Income from commercial trading activities consists of the income generated by the trading subsidiary UKROEd Limited. The income received for the management and operation of the National Driver Offender Retraining Scheme (NDORS), consisting of the collection of the Scheme Participation Charge, is recognised when the course occurs.

### 2.4 Investment income

Income from investments consists of interest earned on bank deposits and current accounts and distributions made by the subsidiary undertaking under gift aid and loans to the subsidiary undertaking. Income from fixed asset investments consists of dividend income. The charity recognises all investment income on an accruals basis.

### 2.5 Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis and allocated according to the nature of the expense.

Costs of charitable activities include grants made, governance costs and support costs as shown in note 5.

Costs of the commercial trading activities include the costs of the subsidiary's operations and are shown in note 11. The element of the Scheme Participation Charge recovered by police forces is shown as cost of sales. The running costs of UKROEd Limited are shown as administrative expenses. The interest payable on the inter-company loan is shown as interest payable.

Expenditure on items of office equipment and computers whose cost is less than the threshold amount of £2,000 is charged as an expense. Items costing more than the threshold amount are capitalised as tangible fixed assets.

### 2.6 Grants

Grants payable are payments made to UK based organisations, registered charities and university departments in the furtherance of the charitable objectives of the charitable company. Grant commitments are recognised once an application for a grant has been approved, the recipient notified of the grant and a legal or constructive obligation thereby created. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the Trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and any condition attaching to the grant is outside the control of the charitable company.

### 2.7 Allocation of support and governance costs

Support costs are those functions that assist the work of the group but do not directly undertake charitable activities.

Governance costs are costs associated with the governance arrangements of the group. Included within this category are costs associated with the strategic as opposed to day to day management of the group's activities.

### 2.8 Funds

Unrestricted funds are income receivable or generated for the objects of the group without further specified purpose.

### 2.9 Fixed asset investments

Investments are a basic financial instrument and are included in the balance sheet initially at transaction value and subsequently recognised at their fair value at the end of the financial period which is the bid price quoted on a recognised stock exchange. Realised and unrealised gains and losses are credited or debited to the Statement of Financial Activities in the year in which they arise.

### 2.10 Financial instruments

Financial instruments are classified and accounted for according to the substance of the contractual arrangement as financial assets or financial liabilities.

Basic financial assets, which include trade debtors, accrued income and amounts owed by group undertakings, are initially measured at the transaction price and are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Loans to the subsidiary undertaking are initially measured at transaction price and subsequently measured at amortised cost using the effective interest rate.

Basic financial liabilities, which include trade creditors, grants payable, other creditors and accruals, are initially measured at the transaction price and are subsequently measured at amortised cost, being the transaction price less any amounts settled.

### 2.11 Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### 2.12 Retirement benefits

For defined contribution schemes the amount charged to profit or loss are the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

## 3. Critical accounting estimates and areas of judgment

In the application of the charitable group'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.



In determining whether the subsidiary undertaking is acting as agent or principal with regard to an element of the 'Scheme Participation Charge' income, the Trustees have assessed whether it is the subsidiary undertaking or the relevant police force that has exposure to the significant risks and rewards associated with the provision of the NDORS scheme. The Trustees have determined that the subsidiary undertaking is acting as principal based on this assessment.

The element of the 'Scheme Participation Charge' income recovered by the police forces during the year was £93,959,242 (2024: £86,830,353).

## 4. Investment income

| | **Group 2025 £** | Group 2024 £ | **Charity 2025 £** | Charity 2024 £ |
|---|---|---|---|---|
| Bank interest | **343,817** | 291,341 | **228,725** | 212,326 |
| Interest on loan to group undertaking | **-** | - | **30,000** | 30,000 |
| Dividends | **-** | - | **-** | - |
| | **343,817** | 291,341 | **258,725** | 242,326 |

## 5. Expenditure on charitable activities

| | **Group 2025 £** | Group 2024 £ | **Charity 2025 £** | Charity 2024 £ |
|---|---|---|---|---|
| Grants (see note 6) | **2,282,037** | 3,099,907 | **2,282,037** | 3,099,907 |
| Direct costs | **287,548** | 226,736 | **287,548** | 226,736 |
| Support costs | **342,717** | 167,462 | **342,717** | 167,462 |
| | **2,912,302** | 3,494,105 | **2,912,302** | 3,494,105 |

Support costs include the following:

| | **Group 2025 £** | Group 2024 £ | **Charity 2025 £** | Charity 2024 £ |
|---|---|---|---|---|
| Office costs | **91,792** | 26,188 | **91,792** | 26,188 |
| Other costs | **193,441** | 77,072 | **193,441** | 77,072 |
| Governance costs including legal and professional fees | **57,484** | 64,202 | **57,484** | 64,202 |
| | **342,717** | 167,462 | **342,717** | 167,462 |

Support costs and governance costs have been allocated against the charitable activity.

## 6. Grants – Group and charity

| | **Grants awarded 2025** | No. of grants 2025 | *Grants awarded 2024* | *No. of grants 2024* |
|---|---|---|---|---|
| | **£** | £ | £ | £ |
| BCfm Radio | **39,725** | **1** | - | - |
| Brake | **7,500** | **1** | - | - |
| Business in the Community Northern Ireland | **50,000** | **1** | - | - |
| Coventry University | **-** | **-** | *409,319* | *1* |
| Derby City Council | **-** | **-** | *10,000* | *1* |
| Devon Air Ambulance | **-** | **-** | *492,058* | *1* |
| Dryman Community Development Trust | **(9,857)** | **-** | - | - |
| Foresight | **-** | **-** | *36,540* | *1* |
| Hampshire & IOW Constabulary | **25,000** | **1** | - | - |
| Imperial College London | **407,429** | **3** | *524,369* | *3* |
| Kent Fire and Rescue Service* | **-** | **-** | *(4,394)* | |
| Lancashire Constabulary | **25,000** | **1** | - | - |
| Leeds Older People's Forum | **-** | **-** | *49,371* | *1* |
| Lincolnshire Police* | **-** | **-** | *(1,264)* | - |
| Loughborough University Enterprise Limited | **-** | **-** | *22,358* | *1* |
| Loughborough University, Transport Safety Research Group | **42,500** | **1** | - | - |
| National Young Rider Forum | **46,063** | **1** | *51,594* | *1* |
| Norfolk County Council* | **-** | **-** | *(14,582)* | - |
| Nottingham Trent University | **393,721** | **2** | *99,464* | *2* |
| Parliamentary Advisory Council for Transport Safety (PACTS) | **-** | **-** | *231,650* | *2* |
| RAC Foundation | **110,000** | **1** | - | - |
| Road Safety Foundation* | **-** | **-** | *50,000* | *1* |
| Road Safety GB | **-** | **-** | *46,000* | *1* |
| So Mo | **5,569** | **1** | - | - |
| Staffordshire University | **9,716** | **1** | - | - |
| Sussex Police | **28,000** | **1** | - | - |
| The Bikeability Trust | **(2,453)** | **-** | - | - |
| The British Horse Society | **-** | **-** | *213,325* | *1* |
| The Kier Foundation | **-** | **-** | *5,049* | *1* |
| University College London | **(65,851)** | **-** | *313,300* | *1* |
| University of East Anglia | **-** | **-** | *249,635* | *1* |
| University Hospital Southampton | **406,888** | **1** | - | - |
| University of Leeds | **425,596** | **2** | *(5,249)* | - |
| University of Oxford | **238,399** | **1** | - | - |
| University of Sheffield | **49,999** | **1** | - | - |
| University of Southampton* | **-** | **-** | *268,617* | *1* |
| University of Surrey | **49,093** | **1** | - | - |
| Wilsden Parish Council | **-** | **-** | *52,747* | *1* |
| **Grants awarded recognised as expenditure** | **2,282,037** | 22 | *3,099,907* | *22* |
| Grants payable at 1 April | **4,169,719** | | *2,028,106* | |
| Grants paid during the year | **(1,310,163)** | | *(958,294)* | |
| Grants payable at 31 March | **5,141,593** | | *4,169,719* | |



## 6. Grants – Group and charity (continued)

*Grants paid from the Impact Fund represent a small number of additional grants paid for existing recipients to help enhance the impact of their projects.

**Grant commitments may be amended as the requirements of the project change, with the approval of the Road Safety Initiatives Committee.

Grants payable is the amount provided in respect of grants committed to recipients which had not yet been paid by the end of the year. The projects which are funded by the grants made are typically carried out over a period of more than one year and occasionally more than two years, with grant instalments payable in arrears when the projects reach agreed milestones. The amount of grants payable therefore reflects the grants committed in prior years, as well as the grants committed in the year.

Information about the nature of the projects being supported can be found in the Trustees' Report.

## 7. Net income

| | **Group 2025** | *Group 2024* | **Charity 2025** | *Charity 2024* |
|---|---|---|---|---|
| | **£** | £ | **£** | £ |
| **Net income is stated after charging:** | | | | |
| *Fees payable to the auditors as follows:* | | | | |
| Audit services | **35,375** | 34,050 | **14,875** | 14,300 |
| *Other services:* | | | | |
| Taxation compliance services | **2,480** | 3,500 | **-** | 1,850 |
| Other non-audit services | **9,570** | 9,200 | **6,135** | 5,900 |
| | **47,425** | 46,750 | **21,010** | 22,050 |

## 8. Staff costs

| | **Group 2025** | *Group 2024* | **Charity 2025** | *Charity 2024* |
|---|---|---|---|---|
| | **£** | £ | **£** | £ |
| Salaries and wages | **2,144,151** | 1,897,164 | **286,535** | 197,661 |
| Social security costs | **237,963** | 191,965 | **24,943** | 19,933 |
| Pension costs | **190,703** | 105,487 | **21,630** | 9,142 |
| | **2,572,817** | 2,194,616 | **333,108** | 226,736 |

## 8. Staff costs (continued)

| | **Group 2025** | *Group 2024* | **Charity 2025** | *Charity 2024* |
|---|---|---|---|---|
| Average number of employees | **40** | 35 | **7** | 5 |

During the year, 5 (2024: 6) Trustees were reimbursed expenses of £1,680 (2024: £2,516). This related to travel and other out of pocket expenses. No Trustees were paid during the year (2024: £Nil)

The key management personnel of the group comprise the directors of UKROEd Limited and the Chief Operating Officer and the Chief Information Officer, and the Director of Grants and Impact and the Director of Communications of the charity. The total employment benefits of the key management personnel including National Insurance of the group were £760,907 (2024: £560,519).

The key management personnel of the charity comprise the Director of Grants and Impact and the Director of Communications and Engagement. The total employment benefits of the key management personnel of the charity including National Insurance were £135,608 (2024: £50,986).

The number of employees whose total employee benefits exceeded £60,000 during the year for the charitable group was:

| | **2025** | 2024 |
|---|---|---|
| £60,001 - £70,000 | **3** | 6 |
| £70,001 - £80,000 | **4** | 3 |
| £80,001 - £90,000 | **-** | - |
| £90,001 - £100,000 | **1** | 1 |
| £100,001 - £110,000 | **1** | - |
| £110,001 - £120,000 | **1** | - |
| £120,001 - £130,000 | **-** | - |
| £130,001 - £140,000 | **-** | 1 |
| £140,001 - £150,000 | **-** | - |
| £150,001 - £160,000 | **-** | 1 |
| £160,001 - £170,000 | **1** | - |
| | **11** | 12 |

## 9. Retirement benefit scheme

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

The employer's pension costs charged to the Statement of Financial Activities during the year amounted to £190,703 (2024: £105,487).



## 10. Taxation

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

## 11. Subsidiary undertaking

The charity controls and is the sole member of UKROEd Limited, a company limited by. guarantee, incorporated in the United Kingdom (company number 08773977). Its registered office address is: Colwyn Chambers, York Street,  Manchester, England, M2 3BA. A summary of the trading results are shown below:

| | **2025** | 2024 |
|---|---|---|
| | **£** | £ |
| Aggregate assets | **21,317,717** | 18,133,338 |
| Aggregate liabilities | | |
| Net assets | **-** | - |
| Income | | 94,580,412 |
| Cost of sales | | |
| Administrative expenses | **(7,070,031)** | (6,142,906) |
| Interest receivable | **115,092** | 79,015 |
| Interest payable | **(30,000)** | (30,000) |
| Surplus for the year | **1,173,023** | 1,656,168 |

The income and expenditure of UKROEd Limited are shown under the heading 'Other trading activities' in the consolidated statement of income and expenditure account. The subsidiary made a distribution of £1,173,023 during the year to the charitable parent under gift aid (2024: £1,656,168).

## 12. Debtors

| | **Group 2025** | *Group 2024* | **Charity 2025** | *Charity 2024* |
|---|---|---|---|---|
| | **£** | £ | **£** | £ |
| **Due within one year** | | | | |
| Trade debtors | **6,581,983** | 7,291,852 | **-** | - |
| Amounts owed by group undertakings | **-** | - | **1,673,023** | 2,156,168 |
| Other debtors | **-** | - | **-** | - |
| Prepayments and accrued income | **9,783,490** | 7,447,498 | **123,042** | 155,970 |
| | **16,365,473** | 14,739,350 | **1,796,065** | 2,312,138 |

## 13. Creditors: Amounts falling due within one year

| | **Group 2025 £** | *Group 2024* £ | **Charity 2025 £** | *Charity 2024* £ |
|---|---|---|---|---|
| Trade creditors | **10,100,529** | 8,879,032 | **430** | 25,929 |
| Taxation and social security | **394,757** | 380,458 | **-** | 3,685 |
| Other creditors | **9,156,380** | 6,751,564 | **25,207** | 8,691 |
| Grants payable | **2,754,541** | 1,749,307 | **2,754,541** | 1,749,307 |
| | **22,406,207** | 17,760,361 | **2,780,178** | 1,787,612 |

## 14. Creditors: Amounts falling due after more than one year

| | **Group 2025 £** | *Group 2024* £ | **Charity 2025 £** | *Charity 2024* £ |
|---|---|---|---|---|
| Grants payable | **2,387,052** | 2,420,412 | **2,387,052** | 2,420,412 |

## 15. Operating lease commitments

At 31 March 2025 the group and the charity had commitments to make future minimum lease payments

under non-cancellable operating leases as follows:

| | **Group 2025 £** | Group 2024 £ |
|---|---|---|
| Not later than 1 year | **93,625** | 67,439 |
| Later than 1 year and not later than 5 years | **67,966** | 161,591 |
| | **161,591** | 229,030 |

## 16. Limited liability

The company is limited by guarantee and does not have share capital. Each member gives a guarantee to contribute a sum, not exceeding £1, to the company should it be wound up. At 31 March 2025 there were 43 members (2024: 43).



## 17. Related party transactions

During the year £1,173,027 was distributed under gift aid from UKROEd Limited, the wholly owned subsidiary (2024: £1,656,168). A total of £nil was paid during the year, leaving a sum of £1,173,027 due at 31 March 2025 and is included in amounts owed by group undertakings (2024: £1,656,168).

The charity recharged £nil of bank charges to UKROEd Limited (2024: £nil).

A loan of £500,000 was advanced to UKROEd in April 2021, repayable in October 2025, bearing interest annually at a rate of 6%. The balance on the loan to UKROEd Limited was £500,000 at 31 March 2025 (2024: £500,000).

Although not related parties as defined by FRS 102, in the interest of transparency the Trustees have the following other relationships;

according to the Trust's Articles of Association, the Police Force Trustee is the Chief Officer who is the National Lead for Roads Policing in England, Wales and Northern Ireland. The force which they lead will therefore be a recipient of income reflecting cost recovery arising from the NDORS Scheme payable by UKROEd Limited.

the police forces overseen by the Police and Crime Commissioner appointed to the board of Trustees will also be a recipient of income reflecting cost recovery arising from the NDORS Scheme payable by UKROEd Limited.

## 18. Reconciliation of net income to net cash flow from operating activities

| | **2025 £** | 2024 £ |
|---|---|---|
| Net income/ (expenditure) | **(1,480,554)** | |
| Adjustments for: | | |
| Interest receivable | **(343,817)** | (291,341) |
| (Increase) /Decrease in debtors | **(1,626,123)** | |
| Increase in creditors | **4,612,486** | |
| | **1,161,992** | |

## 19. Control

At 31 March 2025 there was no one ultimate controlling party.

Making Roads Safer

**THE ROAD SAFETY TRUST**

England & Wales - Charity number 1156300

# Accounts

THE ROAD SAFETY TRUST

# Making Roads Safer

# Annual Report

2023-24

# 2023-24 at a Glance

**£3,093,037.98**
Total grants awarded within the period

**20**
Projects awarded within the period

**25%**
% of applications approved within the period

**£3,695,053**
Charity & consolidated reserves at the end of the year

**£9,863,299**
Total awarded to date

**70+**
Number of completed projects to date

**100+**
Total projects awarded to date

## Completed projects and their impact on the Safe System:

## Funded Road Safety Project outputs & outcomes:

**45**
Resources & tools produced

**46**
Reports & academic publications

**164**
Conferences, workshops & events

**11**
New partnerships & collaborations

**6**
Policy influences

**6.1**
Number of FTE (Trust) staff

**1,858**
X followers at 31/3/24

**968**
LinkedIn followers at 31/3/24

**195**
Pieces of media

Company Number: 08837451
Registered Charity Number: 1156300

# The Road Safety Trust
(A company limited by guarantee)

# Report and Financial Statements
for the year ended 31 March 2024

The Road Safety Trust (RST) is a grant-funding charity committed to making UK roads safer, achieving impact through the funding of practical measures, research, dissemination and education. We have funded over 100 projects and awarded £9.9 million in grants since the Charity was established in 2014, becoming the largest independent grant funder of road safety initiatives in the UK. Our trading subsidiary company, UKROEd Limited ("UKROEd"), enables us to meet our charitable objectives through its education of road offenders and by distributing its surplus to the Charity to give out in grants. We share the same vision and this report shows what we've been doing this year to help make our vision a reality.

# Contents


Legal and administrative information .....1

Trustees' Report incorporating the Strategic Report .....2

From the Chair and Chief Executive.....2

Vision, Purpose and Activities.....8

Strategy Map.....9

Report of the Board of Trustees.....16

Financial Review.....24

Structure, Governance and Management.....28

Diversity, equality and inclusion .....32

Stakeholder representation and engagement.....34

Plans for Future Periods.....35

Principal Risks and Uncertainties.....37

Statement of Internal Financial Control.....40

Statement of Trustees' Responsibilities .....42

Independent Auditor's Report .....43

Consolidated statement of financial activities.....48

Consolidated balance sheet.....49

Charity balance sheet.....50

Consolidated statement of cash flows.....51

Notes to the financial statements..... 52 - 63

# Legal and Administrative Information

**Trustees**

**Anthony Blackman**
(appointed 9th May 2023)

**Victoria Coker MSc**
(appointed 9th May 2023)

**Tanya Fosdick**

**Tony Fuller, Chair**

**Shaun Helman** (resigned 14th November 2023)

**Dr Neil Hoose FIHT**

**Marc Jones**
(appointed 6 August 2024)

**James Kean** (resigned 31st December 2023)

**Emma Kelly MBA BA (Hons)**
(appointed 28th May 2024)

**Dr Nick Reed MA DPhil CSci MCIHT**
(appointed 15th May 2024)

**Deirdre O'Reilly**

**Matthew Scott**
(resigned 10th August 2023)

**Jo Shiner**

**Marlena Stefańska**

**Lisa Townsend**
(resigned 12 July 2024)

**Heather Ward**

**Kathy Webster**
**Vice Chair**

**Peter Williams MA Hons Cantab FCA, CMIIA**
(appointed 15th May 2024)

**Company secretary**

**Hugh Sutherland**

**Chief Executive**

**Sonya Hurt**
(resigned 8th November 2023)

**Ruth Purdie OBE**
(appointed 14th November 2023)

**Company Number**
08837451

**Registered Charity Number**
1156300

**Registered Office**
Colwyn Chambers
York Street
Manchester
M2 3BA

**Website**
www.roadsafetytrust.org.uk

**Statutory Auditor**
Crowe U.K. LLP
55 Ludgate Hill
London EC4M 7JW

**Bankers**
NatWest,
City of London Office
PO Box 12258
1 Princes Street
London EC2R 8BP

**Legal Advisors**
Pannone Corporate LLP
378-380 Deansgate
Manchester M3 4LY

# From the Chair and Chief Executive

## Welcome to our consolidated Annual Report and Accounts for the year ended 31st March 2024.

This year has been a particularly busy year for the Trust and through our successful grant programme we have continued to grow.

During the 2023-2024 year we ran two grant rounds, a Small Grants Programme round in the Spring of 2023 and a Large Grants - Open Application round in the Autumn of 2023. There were two routes for funding in the Autumn round – Small Grants of up to £50,000 and Large Grants of up to £500,000. After three years of themed rounds, the Autumn round was 'open' meaning applications could be on any road safety related topic. The £500,000 maximum amount for applications was an increase on the earlier limit of £300,000. This reflected our aim of scaling up our grant-giving this year and meeting demand for an open funding round.

The main aim of the Small Grants Programme is to improve road safety at a practical level. The maximum project length for the Small Grants Programme is 24 months. The minimum amount that can be applied for is £10,000 and the maximum is £50,000. The Large Grants strand for applications greater than £50,000, funds research and development of innovative practical interventions. The maximum project length for a Large Grant is 36 months and the maximum amount available this year was £500,000. All applications must meet our funding criteria including plans for monitoring and evaluation.

Each application was carefully assessed, with due diligence carried out by the grants team and then reviewed by the Road Safety Initiatives Committee (RSIC) to ensure that the Trust achieves its purpose of maximum impact on UK road safety through the initiatives it funds.

With a small grants team of 4 FTE and a voluntary Board of Trustees, we have built upon our progress of last year and much has been achieved.

This year grant applicants were informed by a webinar explaining the grant process and further supported by the opportunity to undertake 1:1 meetings with the grants team, resulting in a high number of submissions from a more diverse range of applicants.

Across the two application rounds in the year of the Small Grants Programme, 47 eligible applications were submitted and eight were awarded funding totalling £385,550. The Large Grant - Open Application round received 30 applications and following assessment eight were successful with over £2,211,820 being awarded.

Three strategic priority grants were also awarded this year totalling £490,619. A further grant of £5,049 was also awarded to a previously funded project for evaluation, underlining our commitment to supporting projects through to practical implementation.

As a result of this year's funding I am delighted to report that a total of 20 new road safety projects have been awarded funding to a value of £3.1m. In total The Road Safety Trust has awarded £9.9 million in grants since its inception in 2014.

Several Trust funded projects have gained recognition at national and international awards. A motorcycle safety project in Scotland, which received funding from The Road Safety Trust, has been awarded a prestigious road safety award by a panel of international experts. Project PRIMEs has been given a Prince Michael International Road Safety Award, which is presented to organisations in recognition of their outstanding contribution to improving road safety. Transport Scotland worked with The Road Safety Trust, BEAR Scotland and globally recognised expert Professor Alex Stedmon to create 22 trial sites across Scotland where new road markings were installed to improve the riding behaviour of motorcyclists taking left hand bends.

The DriveFit film and workshop, aimed at pre-driving-age young people, also won a Prince Michael International Road Safety Award. The intervention was designed by Dr Elizabeth Box, research director at the RAC Foundation. DriveFit was funded by national level partners including the DfT, The Road Safety Trust, Road Safety GB, the National Fire Chiefs Council, the RAC Foundation, Kent Fire and Rescue Service. Surrey Fire and Rescue Service and Devon and Somerset Fire and Rescue Service.

In November 2023, The Road Safety Trust was delighted to have been presented with the Road Safety GB Corporate Award, recognising its significant contribution to saving lives on the road. The award was presented to the Trust by Sam Merison, Chair of Road Safety GB, at the National Road Safety Conference.

It is vital for charities to be able to articulate the difference they make with their funding, and The Road Safety Trust works diligently to achieve this. We have a system and framework in place, that ensures that we capture results and carry out meaningful monitoring. This is supported by a rigorous audit programme.

During this year, the Charity bade farewell to a number of Trustees:  James Kean, Chair of the Audit and Risk Committee; Shaun Helman, a member of the RSIC; and Matthew Scott, who represented the Association of Police and Crime Commissioners. We are grateful for their commitment, skills and support and the time they have given us.

We welcomed Lisa Townsend, Police and Crime Commissioner for Surrey, as the new representative for the Association of Police and Crime Commissioners.

Tony Fuller, Chair

# Note from the Chair

In March 2024, The Road Safety Trust opened the new Manchester offices. These premises are to be shared with our trading subsidiary UKROEd and will support the activities of both organisations going forward.

In November 2023, we were sorry to say goodbye to our Chief Executive, Sonya Hurt. Sonya was a Trustee and Vice Chair of The Road Safety Trust prior to taking up her Chief Executive post in July 2022. We are very grateful for Sonya's contribution and leadership both as a Trustee and Chief Executive, as we continue to deliver on our Strategy and Grant Programme.

In November 2023, following a period acting in an interim capacity, we welcomed Ruth Purdie OBE (pictured) as the new Chief Executive. Ruth is the Joint Chief Executive of both UKROEd and The Road Safety Trust.

UKROEd
UK Road Offender Education

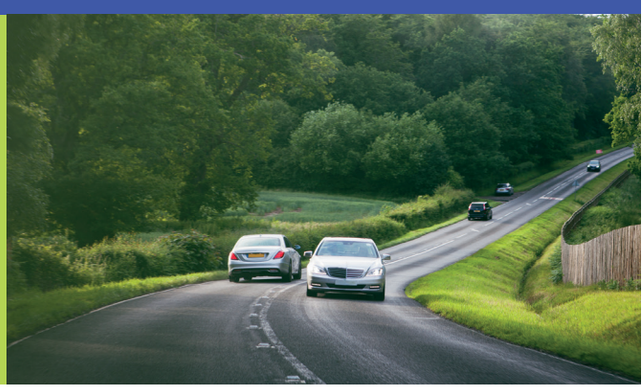
## About UKROEd

With all of its activities, the Trust continues to work towards the vision that it shares with its trading subsidiary, UKROEd:

## ‘Zero deaths and zero serious injuries on UK roads’

UKROEd provides the central assurance, standards and consistency of NDORS (the National Driver Offender Retraining Scheme). While the scheme has run for more than 20 years, UKROEd’s governance structures were only established in 2016 after The Road Safety Trust was created as its parent charity. Through its activities educating road offenders, UKROEd carries out primary purpose trading for the Charity and helps meet its charitable objectives. UKROEd is a not-for-profit company which distributes all its surpluses up to The Road Safety Trust for distribution through the Trust’s grants strategy.

The Police, Crime Sentencing and Courts Act 2022 makes specific provision for a policing body to charge a fee for approved courses offered as an alternative to prosecution for a fixed penalty road traffic offence. The Act sets out powers for the Secretary of State to make regulations exercisable by statutory instrument in relation to a number of matters pertaining to the operation, administration and funding of the provision of approved courses. This primary legislation places the Scheme on a firm statutory foundation, simplifying and clarifying the legal and financial basis of the Scheme. Secondary legislation in the form of statutory instruments will in due course be brought forward for parliamentary approval, further specifying detailed aspects of the provision of courses. The directors will liaise with police forces and other stakeholders to ensure compliance with the new legislation and to maximise the opportunity for improving road safety.



## Public Benefit

During 2023-24, Trustees continued to review the Charity Commission's guidance in relation to public benefit and were again able to give assurance that The Road Safety Trust had met the requirements of that guidance throughout the year.

In particular, Trustees concluded that the Trust demonstrates public benefit through its support of projects that address a range of road issues for different road users including hazard perception training for motorcyclists, post-collision triage, older driver training and advocacy to cite a few recent examples. Its grant-funded projects and development plans illustrate how The Road Safety Trust aims to benefit all UK road users and pass the test of whether the Trust makes a valuable difference to our society.

The Board confirms that it has complied with the duty in section 17(5) of the 2011 Charities Act to have due regard to guidance published by the Charity Commission (i.e., public benefit statement).

## Thank you to our members, grantees and stakeholders

Our members are the UK-based police forces that participate in the National Driver Offender Retraining Scheme (NDORS). Their support of the Trust's work is vital to enable the Charity to make the difference in its mission. Member police forces work in partnership with road safety organisations and local communities, encouraging grant applications and spreading awareness about successful projects and initiatives. We are grateful to Chief Constable Jo Shiner for representing the membership on the Board of Trustees.

We have so far funded over 100 road safety projects being run by more than 60 different organisations - our grantees. This amounts to £9.9m of grants awarded since 2016.

We work in partnership with all our grantees who understand that their project objectives are our charitable objectives, and it is in the interest of our beneficiaries (the road using public) that we work with grantees to help achieve those aims.

Each project is a journey we embark on together. It commences prior to the grant acceptance stage where we offer support and advice to assist applicants. We thank our grantees for respecting the honest, transparent and collaborative approach that a genuine partnership requires. This approach consistently aligns with the values that the Trust is committed to:

**RIGOUR**

**INDEPENDENCE AND CHALLENGE**

**KNOWLEDGE**

**EFFECTIVENESS**

**COLLABORATION**

**FLEXIBILITY**

**PROACTIVITY**

The Road Safety Trust has been awarding grants for over 7 years and during that time has developed key stakeholder relationships with organisations such as Road Safety GB and Parliamentary Advisory Council for Transport Safety (PACTS), in addition to its members and grantees, for whose support we are grateful.

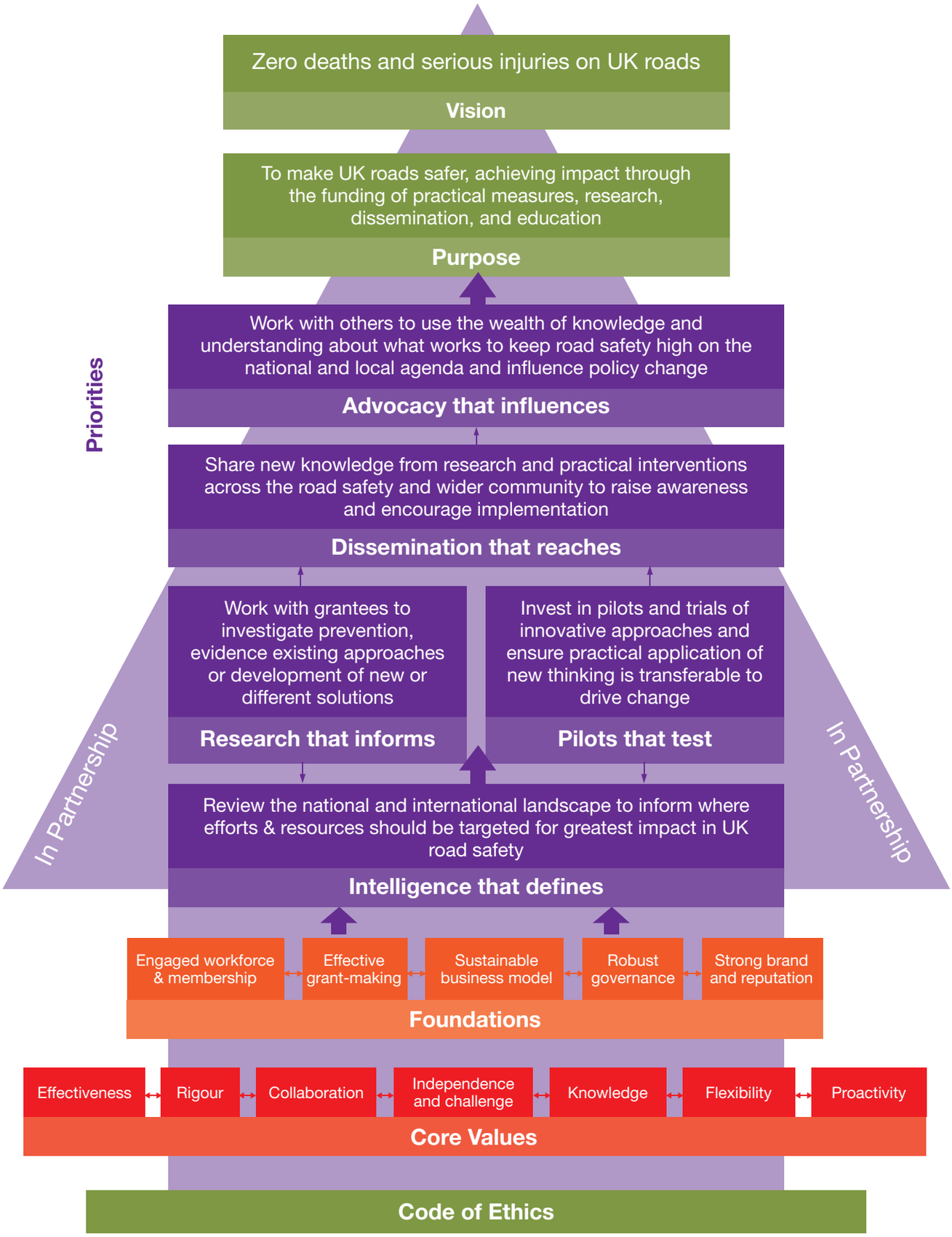
The Trust's sole source of income for grants is its trading subsidiary company, UKROEd. So, it is important that we express our sincere thanks to the UKROEd team and Board of Directors for continuing to govern and develop NDORS efficiently and effectively across the UK.

Anyone who attends an NDORS course - physically or virtually - can be assured that the scheme is of a consistent standard and is being run cost effectively. All surplus funds are directed to the Charity's purpose of making UK roads safer. The partnership between UKROEd and the Trust forms a virtuous circle of research, course development, governance, training, funding and research.

# Vision, Purpose and Activities

The Vision, Purpose and Strategic Priorities of the Trust are outlined in the Strategy Map in the figure on the next page. A review of the Charity's strategy was carried out in 2023, engaging with and recognising our key stakeholders, resulting in some new initiatives for implementation from April 2023.

# Strategy Map 2021-2024



Each year the Trust runs a Small Grants round in the Spring and a Large Grants round in the Autumn. This year saw us scale up our grant making through increasing the size of eligible large grants to £500,000 and simultaneously running a second Small Grants round alongside our main Autumn funding round. The share of projects awarded compared to applications received was approximately 1 in 4 and strikes a balance between encouraging a variety of projects and applicants to apply while providing support to applicants to ensure their projects are eligible and meet the criteria for the grants programmes. To achieve this, we have continued to run webinars, workshops and 1:1 meetings, to support applicants through the grants process.

## Progress made against the strategic priorities and objectives through 2023-24 is summarised below:

1 Strategic Priority:
# Intelligence that defines

### a) Determine where grants are best targeted to make a difference to UK road safety

**MET:** Road safety is relevant to everyone, but there are known inequalities in health, sex and gender, age, society and economic circumstances which mean that use of the roads is not equally safe for everyone. In recognition of this, our 2024-25 Autumn Grants round will focus on the theme of Inequalities in Road Safety.

The aim of this grant programme is to bring to light areas of inequality and investigate ways they can be addressed to save lives and prevent injury on UK Roads. In this round, we are interested in how the interplay of various interconnected factors, including human, vehicle, and environmental elements may give rise to inequalities in road safety. We are also interested in how practitioners and policy makers may be supported to address inequalities in road safety through following a safe system approach.

In order to define areas of focus and specific topics within the theme and to target our funding to where it can make the most difference a scoping report was commissioned from University College London.

# 2 Strategic Priority: Research that informs

## a) Attract high quality research applications

**MET:** This year's Large Grants round was an 'open' round rather than a themed round which meant projects on any road safety issue which met our funding criteria were eligible to apply. This formed part of our five-year strategic plan which was to hold an open round following 3-4 years of themed rounds. We also raised the maximum amount that could be applied for from £300,000 to £500,000 for Large Grants. Eight exciting new Large Grants were funded in the year (as shown on pages 8-9) focusing on a range of road safety issues.

## b) A clear, agreed pathway for projects to progress from research to practical or policy intervention

**MET:** Of the 15 projects that closed in the year, 12 resulted in practical tools or interventions and 3 were policy focused projects where further work is ongoing.

To support projects on their journey to practical implementation we have launched a dedicated area of our website for grant holders: **www.roadsafetytrust.org.uk/for-grantees**. This includes a new 'Knowledge Sharing Toolkit' and a 'Project Briefing Guidance' as well as our Reporting Guidance, a useful guide to the grant process.

# 3 Strategic Priority: Pilots that test

## a) The Small Grants Programme is used to encourage piloting of potentially high impact initiatives

**MET:** This year there were two opportunities to apply for funding for Small Grants. As well as our usual Spring round, Small Grants could also be applied for during our Autumn round. In total across both rounds we funded eight Small Grants over the year. Six were trials or pilots and the remaining two were supporting the roll out of evidence-based interventions.

## b) The Trust is considered a vital support and awareness-raising partner in the project's journey to practical intervention

**MET:** Support has been provided in the form of funding for tools, resources and practitioners' guides and through support for webinars and conferences.

# 4 Strategic Priority: Dissemination that reaches

## a) Collaborate with grantees to ensure dissemination that maximises the opportunity to reach target audiences and achieve impact

**MET**: Projects have dissemination plans which show how they will share learning and promote and make available outputs of projects, such as tools and resources. Projects have produced short promotional videos and attended conferences and other events. These include the Road Safety GB National Conference and UKROEd National Conference. Two RST funded projects won the prestigious Prince Michael International Road Safety Awards, further providing an opportunity to highlight their excellent contribution to Road Safety: Transport Scotland PRIMEs Motorcycle Safety Project and Kent Fire and Rescue/RAC Foundation DriveFit Young Driver Training Intervention.

## b) The road safety community is clear about the difference the Trust makes and its role in grant-funding, convening and its partnership potential

**PARTIALLY MET**: The Trust undertakes a number of initiatives to raise awareness of the difference made by its funding and to attract good quality applications. This includes producing guidance on grant rounds and running webinars and offering 1:1s for potential applicants. Our website was revamped to make information about projects and funding easier to access. Press releases, use of social media, e-Bulletins, conference attendance and webinars all support the Trust to convey its purpose within the road safety community and other stakeholders. Work is also underway on a Symposium to take place in September 2024 to showcase the work of the Trust and help provide a steer on our future strategy. We have an ambition to raise the profile of The Trust and the projects we fund further.

## c) The Trust's impact and difference made through its funded projects is gathered and articulated on a regular basis

**MET:** The Trust gathers all information for projects annually and produces an at-a-glance overview. We marked our first five years of grant-giving in 2021 with our Impact Report and will produce our second publication in 2025. The 2025 report will outline further how we have developed our framework for measuring and monitoring the impact of a grant and the projects it funds. A Symposium planned for September 2024 will be an opportunity to focus on the impact which the different projects have made as well as providing a platform for projects to reach new audiences.

# 5 Strategic Priority: Advocacy that influences

## a) Identify advocacy opportunities for completed and ongoing projects

**MET:** The Trust works in partnership with PACTS (Parliamentary Advisory Council for Transport Safety) to advocate on key road safety policy issues with a particular focus on those that are included in recommendations in RST funded projects. This year we renewed a two-year grant to PACTS to fund a dedicated Advocacy Officer post. The postholder has played a key role in a wide range of activities including policy briefings, conferences, convening events, responding to consultations and providing expert advice to government committees.

Along with other road safety organisations we support PACTS 'Manifesto for Road Safety 2024' and its four life-saving commitments of Developing a National Road Safety Strategy, Establishing a Road Safety Investigation Branch, Introducing Graduated Driver Licensing and Adopting Advanced Vehicle Safety Regulation. We have seen all these priorities consistently reflected in recommendations across the sector, including in projects we have funded. We believe that progress on these life-saving measure is now in sight.

## b) Work in partnership with others to achieve greater impact

**MET:** A key priority for The Road safety Trust is to work in partnership and to form collaborations that support our strategic aims and objectives.

Our advocacy agreement with PACTS is a key feature of our approach. This is supported by our partnership philosophy when working with different organisations and individuals who have been awarded grants.

This year we have continued to run webinars, workshops and 1:1 meetings, to support applicants through the grants process.

During this year we have further developed our partnership working with UKROEd, National Roads Policing Operations, Intelligence and Investigation (NRPOII), The National Fire Service Road Policy lead, National Highways, National Police Chiefs' Council (NPCC) Road Policing Board, DFT, Road Safety GB, Brake, and the devolved governments of Wales, Northern Ireland and Scotland.

Work is underway on a pilot programme for roads policing projects which will be used to learn lessons about widening the reach of our funding and the type of support that can be provided to enable this.

The Trust has also joined the European Transport Safety Council (ETSC) to further disseminate its work and also to gain an understanding of road safety research, and projects across Europe. Through the appointment of our new Director of Communications we have ambitions to further develop our partnership footprint.

# Report of the Board of Trustees

## In the year under review, the Trust continued to run its grant application rounds as well as considering and awarding follow-up funding.

The Trust invites applications for grants by announcing either a Large Grants themed round or a Small Grants programme round. Details of how to make an application are available on the Trust's website, including formal policies, guidance, tips and videos. Applicants are asked to register on our website and respond to a questionnaire to ensure that their organisation is eligible according to our published criteria. The content of grant applications is specified in instructions to applicants, including objectives, beneficiaries, outcomes, methodology, evaluation, collaboration, innovation, schedule and budget. Applications are assessed by the staff on the grants team and the Trustees on the Road Safety Initiatives Committee.

Applications for Small Grants are approved by the RSIC and Large Grant applications which most closely align with our criteria are put forward for approval by the full Board of Trustees.

During the year 2023-24 we ran two grant rounds, a Small Grants round in the Spring and a Large Grants round in the Autumn. There were two routes for funding in the Autumn round – Small Grants of up to £50,000 and Large Grants of up to £500,000. After three years of themed rounds, the Autumn round was 'open' meaning applications could be on any road safety related topic. We also increased the maximum amount that could be applied for Large Grants from £300,000-£500,000. This reflected our aim of scaling up our grant-giving this year and meeting demand for the open funding round.

The Trust has now funded over 100 projects up to 31st March 2024, of which 73 have completed.

Every organisation that runs a project is our partner; we work together throughout the project's lifetime to achieve mutual objectives. Full details of every project funded are featured on the Trust's website.

The 20 new grants awarded during 2023-24 are listed below.

## LARGE GRANTS - OPEN APPLICATION 2023-24

1

**IMPACT - the centre for post-collision research, innovation and translation**

Amount Awarded: £492,058

Lead Organisation:
Devon Air Ambulance Trust

4

**Enhancing Novice Drivers' Safety: Innovative Training to Improve Hazard Anticipation Skills**

Amount Awarded: £268,617

Lead Organisation:
University of Leeds

2

**In-Situ Mobile Application for the Triage of Pedestrians in Vehicle Collision (SENTINEL)**

Amount Awarded: £409,319

Lead Organisation:
Coventry University

5

**Maximising learning from child road fatalities: evidence for action**

Amount Awarded: £249,635

Lead Organisation:
University College London

3

**Children Cycle Helmet Rating**

Amount Awarded: £280,991

Lead Organisation:
Imperial College London

### A Virtual Rider Training Tool to Improve Children's and Parents' Cycling Awareness, Attentiveness, Attitudes and Safety

Amount Awarded: £213,325

Lead Organisation: The Bikeability Trust

### Road Traffic Injury impacts of Clean Air Zones/Low Emission Zones

Amount Awarded: £193,825

Lead Organisation: Imperial College London

### Standardised Mature Driver Assessments to Improve Road Safety: An evaluation of implementation, delivery, and benefits across five English regions

Amount Awarded: £104,050

Lead Organisation: PACTS - The Parliamentary Advisory Council for Transport Safety

## SMALL GRANTS 2023-24

### Centre Line Removal Trialling for Safer Roads

Amount Awarded: £52,747

Lead Organisation: University of the West of England (UWE) - Bristol

### The view from the saddle: What perspective works best for a motorcycle hazard perception test?

Amount Awarded: £51,594

Lead Organisation: National Young Rider Forum

### DriveFit 2.0

Amount Awarded: £50,000

Lead Organisation: RAC Foundation

### Development of an on-road tractor-based VR assessment and training tool for agricultural drivers

Amount Awarded: £49,745

Lead Organisation: Nottingham Trent University

## STRATEGIC PRIORITY GRANTS

### Enhancing Road Safety: Automatic Vehicle Triage in the NHS Ambulance Service for Improved Post-Crash Care and Injury Prediction

Amount Awarded: £49,553

Lead Organisation: Imperial College London

### Safeguarding Vulnerable Road Users: Motorcycle Safety in Scotland using Applied Psychology to Influence Rider Behaviour: Phase 2

Amount Awarded: £313,300

Lead Organisation: Transport Scotland

### Driving Change Together

Amount Awarded: £49,371

Lead Organisation: Leeds Older People's Forum

### Advocacy

Amount Awarded: £127,600

Lead Organisation:
PACTS - The Parliamentary Advisory Council for Transport Safety

### Extending the reach of RSGB Ageing Driver Training

Amount Awarded: £46,000

Lead Organisation: Road Safety GB

### Understanding and explaining the differences between the mental-models of motorcyclists and car drivers for detecting hazards: From theory to training

Amount Awarded: £49,719

Lead Organisation: Nottingham Trent University

### Making Me Proficient at Walking and Cycling

Amount Awarded: £36,540

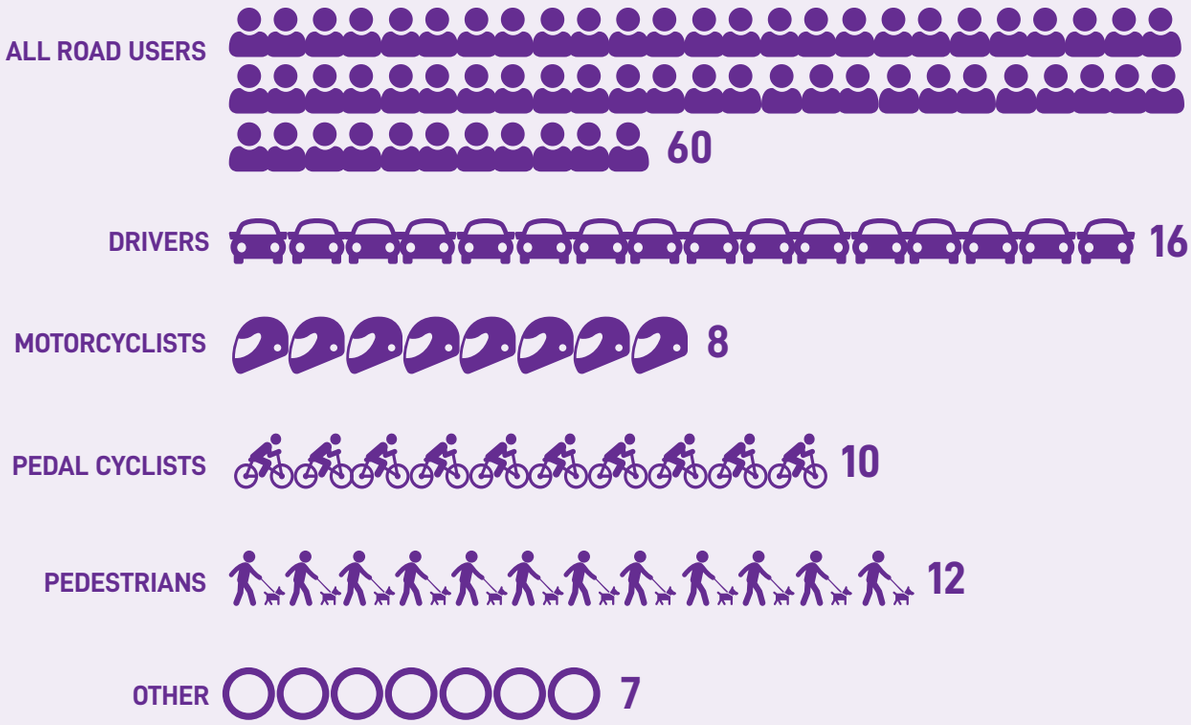
Lead Organisation: Foresight

### Look out for Laura - follow-up evaluation

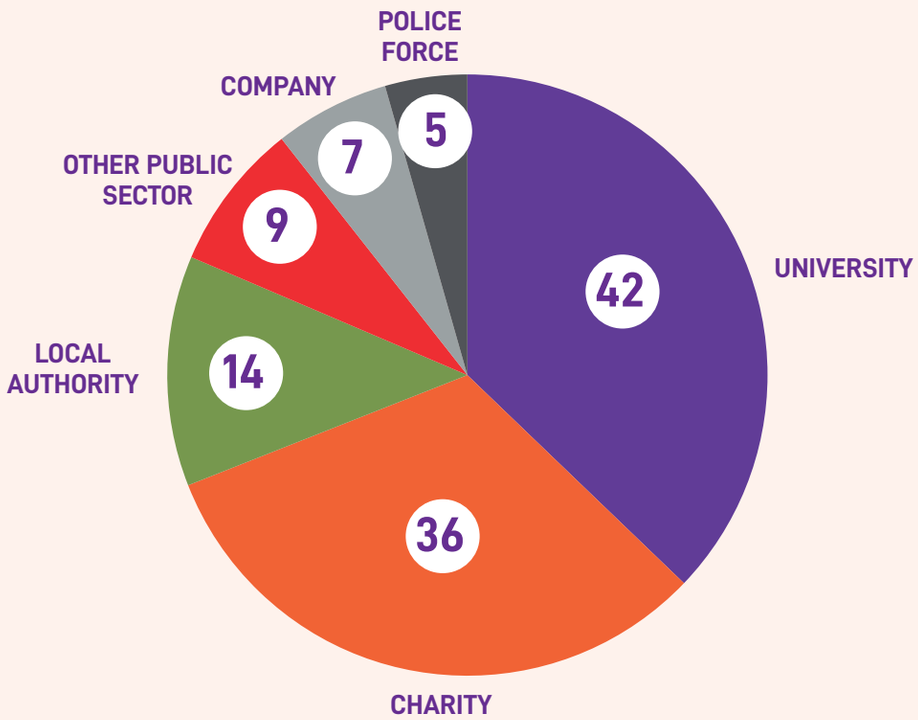
Amount Awarded: £5,049

Lead Organisation:
The British Horse Society (BHS)

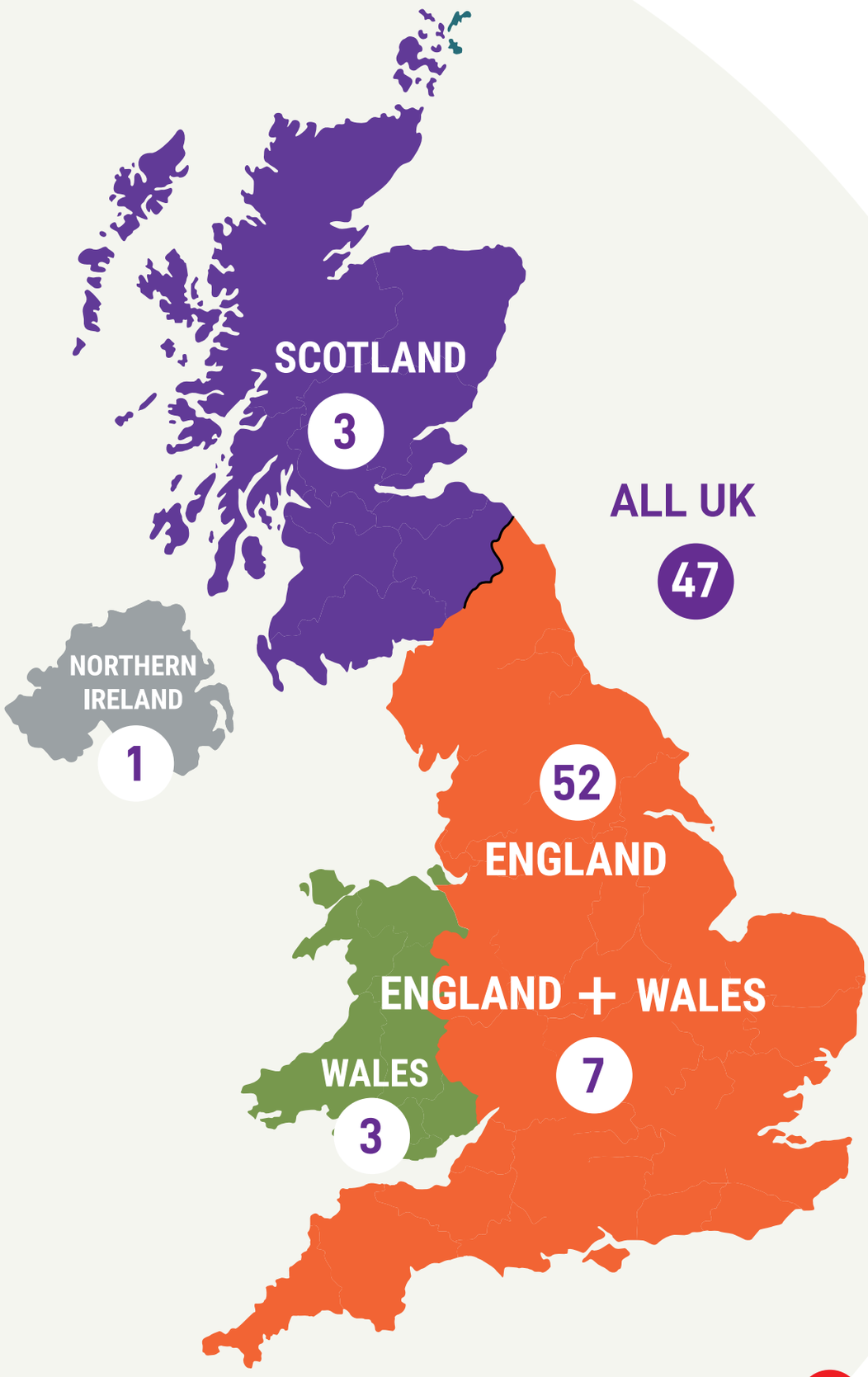
## Number Of Grants Awarded By Road User



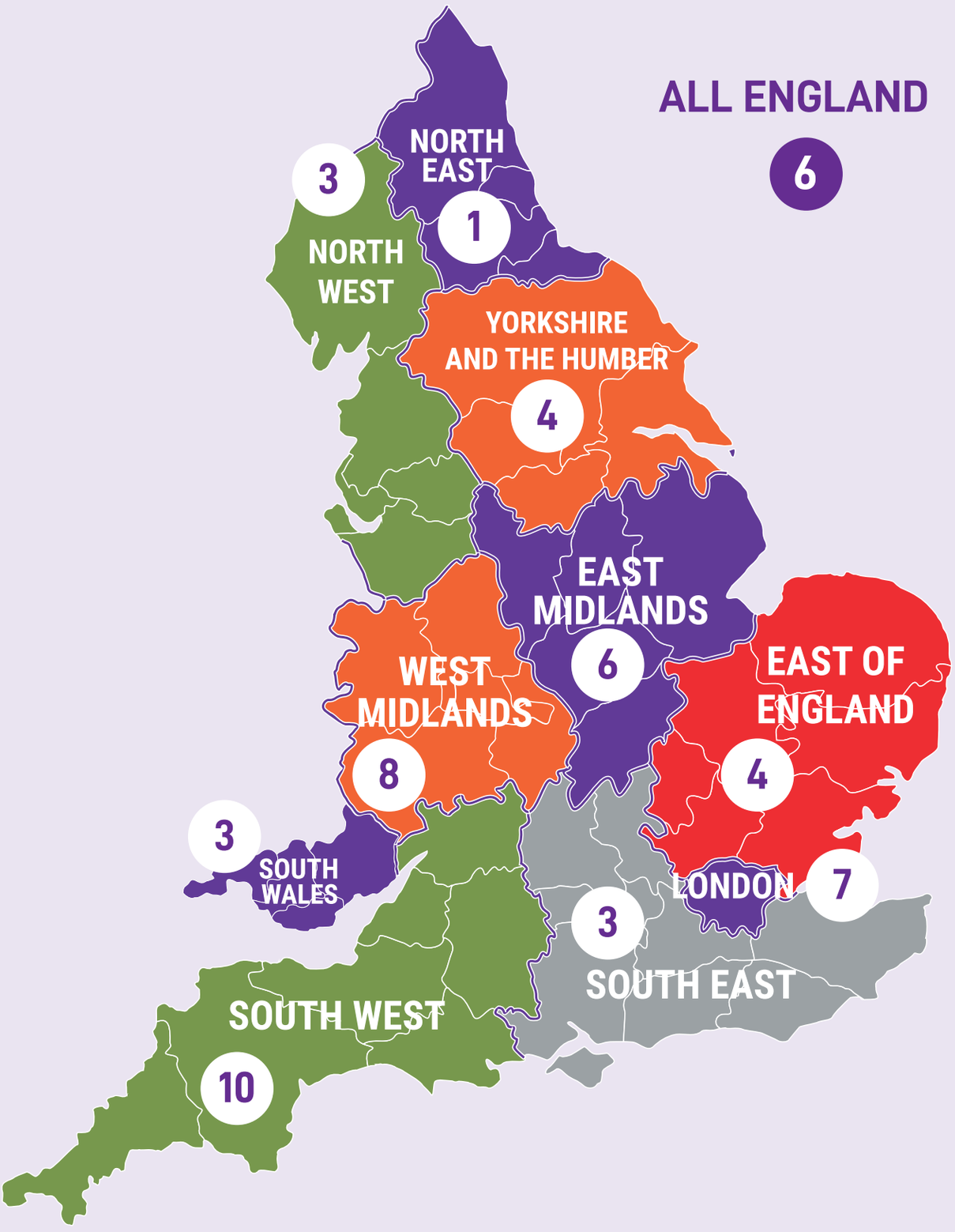

## Number Of Grants Awarded By Organisation Type



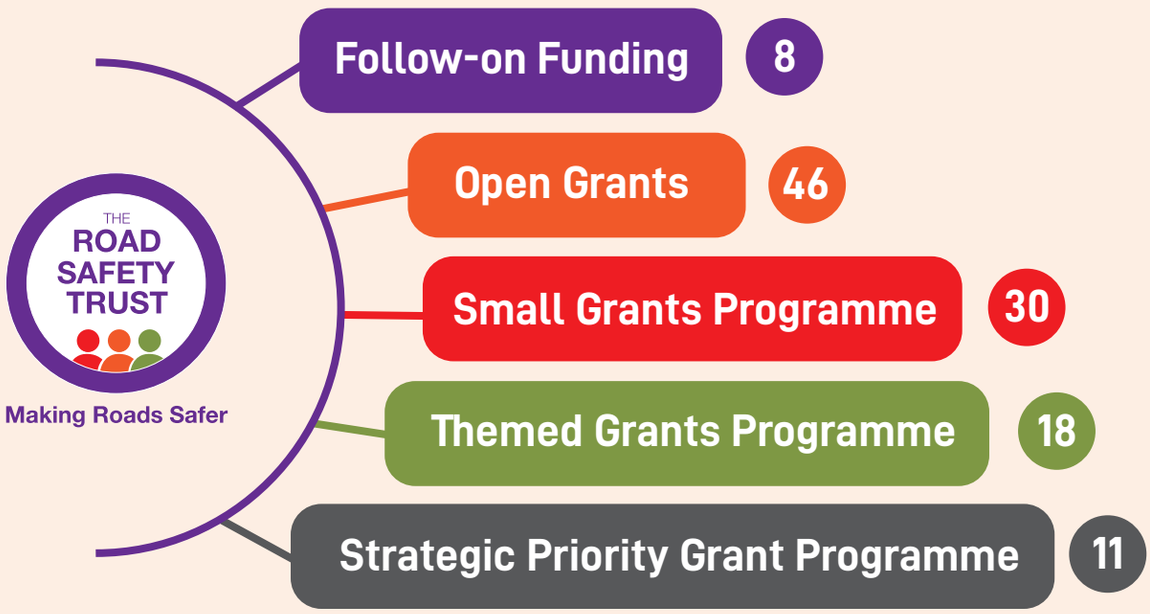
# Grants by Geographical area



# Number of Grants by the different areas of England



# Number of Grants by Road Safety Trust Grant Programmes



# Financial Review

## Since its establishment, The Road Safety Trust has awarded £9.9m to over 100 projects and has incurred running costs of £2.5m.

It has set a prudent level of reserves and manages its investment in its trading subsidiary with a focus on governance and control over costs.

The Road Safety Trust relies on surpluses generated by its wholly owned trading subsidiary company, UKROEd, to carry out its grant-giving activity and meet its charitable objectives and does not undertake any fundraising activities with the public.

The Charity is conscious of keeping its operational overheads in proportion to grants awarded, as it is the allocation of grants that reaches the ultimate beneficiaries of the Trust via the projects it funds: the UK road user.

The cost of operating the Trust's grant-giving activity came to £394,198 in 2023-24 (2022-23 £397,237). Most of this was salaries for the five staff of £226,736 (2022-23 £204,273), other operating costs of £103,260 (2022-23 £112,330) and governance costs of £64,202 (2022-23 £80,634).

In operating the NDORS scheme, UKROEd generated a surplus of £1,656,168 for the year 2023-24 (2022-23 £1,649,095). A loan facility of £500,000 (2023 £500,000) was approved by the Charity to its trading subsidiary in February 2024 to assist with working capital requirements.

## Going concern

The Trust has not borrowed any money, has established a prudent level of reserves, is maintaining control over costs and continues to receive income from its trading subsidiary. On this basis the Board confirms that it is appropriate to continue to adopt the going concern method of accounting for the group.

## Reserves Policy

The Reserves Policy demonstrates the compliance of The Road Safety Trust with its legal duties to act in the interests of the Charity and its beneficiaries, to protect and safeguard the assets of the Charity, to act with reasonable care and skill and to ensure that the Charity is accountable. The Policy is designed to:

- Justify and clearly explain the keeping or not keeping of reserves;
- Identify and plan for the maintenance of grants for beneficiaries;

- Reflect the risks of unplanned closure associated with the business model, spending commitments, potential liabilities and financial forecasts of the Trust and of its trading subsidiary, which operates NDORS; and,
- Help to address the risks of unplanned closure on projects we fund, staff and suppliers.

The Reserves Policy is monitored annually to review its effectiveness and application in light of changing road safety research needs and priorities, as well as changes affecting NDORS.
The Trust keeps a level of reserves that is sufficient to:

- Meet a minimum of one year of operating expenditure in case of unplanned closure of the Trust;
- Mitigate the financial aspects of risk in the activities of NDORS; and,
- Commit to large road safety projects of long duration.

Reserves are unrestricted and are not formally designated for a specific purpose.

- One year of operating expenditure in case of unplanned closure of the Trust £0.4m;
- Mitigating the financial aspects of risk in the activities of NDORS £2.5m; and,
- Commit to large road safety projects of long duration £2m.

The targeted range of reserves in the policy reflects the fact that the contingencies identified refer to circumstances which may occur separately or at the same time. The Trust will therefore aim to hold reserves between £2.5m and £5m.
At 31st March 2024, the free reserves held by the Charity amounted to £3,695,053 (2023 £5,290,664). The consolidated reserves of the group are £3,695,053 (2023 £5,290,664).

Trustees consider that the level of reserves remains satisfactory and is compliant with the Reserves Policy.

## Investment Policy and Performance

The secondary income source to the Trust was dividends and interest from investments which totalled £242,326 (2022-23 £93,706). The Trust confirmed an unsecured loan of £500,000 to its trading subsidiary on 7th February 2024 at an interest rate of 6% as an investment within its portfolio which was outstanding at the end of the year. £5,400,000 (2023 £4,942,610) was held in interest bearing deposit accounts with National Westminster Bank plc.

The Trust's Investment Policy states that the long-term investment objective is to generate a total return in excess of inflation (as measured by CPI), while generating an income to support the ongoing activities of the Trust, the level of which will be determined by Trustees from time to time, subject to acceptable levels of risk. The Trust also can invest in its trading subsidiary in order to provide sufficient funds for its continued operation of the NDORS scheme.

Trustees place a high priority on maintaining the real value of capital funds and of income returns over the long term, subject to acceptable levels of risk. They accept that at times this will mean accepting short or medium-term fluctuations in capital value. The key risk to the long-term reserves is inflation, and surplus assets should be invested to mitigate this risk over the long term.

A review of the Trust's Investment Policy set out investment time horizons over which funds may be required. The policy sets out events which require a review of time horizons and allocation of funds. Funds held to meet short-term (within one year) needs are held in bank current accounts and short-term deposits. Funds held to meet medium-term (between one and five years) are held in bank deposit accounts with up to three years notice. Long-term funds, which are needed after more than five years, may be invested in financially regulated assets which may be subject to risk in their capital value.

Investment in the Trust's trading subsidiary is in the form of a loan. The Trustees considered the risks associated with the loan facility of £500,000 confirmed in February 2024, determined the appropriateness of advancing loans under the facility and set the terms of repayment and interest accordingly. A loan of £500,000 was confirmed on 7th February 2024 and was outstanding at the year-end. The loan bears interest at 6% and the facility expires on 31 October 2025.

Short term cash reserves are held to provide financial security and may be required at short notice. As such, capital volatility is avoided by choosing instant access and short-term bank deposits. The balance of funds in pooled investments, term bank deposits and instant access bank deposits are reviewed periodically. The overall return on invested assets (i.e. capital gains and dividends from investments, deposit accounts and instant access accounts) was 3.9% (3.9% in 2022-23). Prevalent economic conditions presented a challenge to achieving the policy objectives in the year, as risk-free interest rates dipped below 4%, while inflation as measured by the CPI index reduced to 3.2% by March 2024. The Trustees continue to monitor the most prudent way to meet the policy objectives with regard to balancing risks and returns.

# Structure, governance and management

The Road Safety Trust is a company limited by guarantee, not having a share capital (Company number 08837451) incorporated on 8 January 2014 and is a charity registered in England and Wales on 20 March 2014 (Charity Number 1156300). Its governing document is its Articles of Association, and its members are the Police Forces of the United Kingdom which participate in the NDORS Scheme.

## Recruitment, training and appointment of new Trustees

The Directors of The Road Safety Trust are also the Trustees for the purposes of charity law.

There were three resignations and one appointment to the Trust Board during 2023-2024.

The new Trustee is Lisa Townsend who replaced Matthew Scott as the APCC representative on the Board. James Kean (Chair of the Audit and Risk Committee) and Shaun Helman were the resignations. Marlena Stefańska replaced James Kean as Chair of the Audit and Risk Committee.

Chief Constable Jo Shiner, who is the NPCC lead for the Roads Policing portfolio, continues to ensure that the Police Force membership is represented on the Trust Board. The Trust employ a skill led, approach to recruitment and this supports a key objective under Diversity, Equality and Inclusion. This is monitored as part of the Trust's commitment to the Charity Governance Code.

On the 31st of March 2024, the Board's minimum requirement of a number of Trustees with skills and experience was exceeded in all 22 out of 24 areas identified as necessary for an effective Board.

The Charity recognises the importance of a comprehensive induction for new Trustees and learning and development for existing Trustees. This enables Trustees to discharge their duties and fulfil their roles properly.

To support this approach the Trust have an Induction, Training and Development Procedure in place. This outlines how individual Trustees will be supported in their development during their term of office.

Part of this involves a number of subscriptions and memberships that benefit Trustees' learning and development. Examples include National Council of Voluntary organisations (NVCO), Association of Charitable Foundations (ACF), Civil Society Governance and Leadership magazine and online access, The Association of Chairs and VICE chair, as well as a number of road safety specific subscriptions.

Opportunities for Trustee learning and development are circulated to the Board by the Chief Executive as they arise. This includes an insight into courses developed by UKROEd for the NDORS Scheme.

## Board governance

The Board meets quarterly on a virtual basis three times per year and once as a face-to-face meeting at the May Board. The Chair and Trustees have managed to run and hold effective meetings virtually and the in-person meeting helps the Board to build cohesiveness and improve communication. Having fielded Trustee opinions and preferences through a survey, a blended approach seems to be the most popular going forward and the Trust will continue to hold face-to-face Board and virtual Board meetings.

Trustees are encouraged to be members of at least one Committee. The Audit & Risk (A&R) and Road Safety Initiatives (RSI) Committees meet three or four times per year. The Remuneration Committee meets annually unless otherwise required. In accordance with its Terms of Reference, the Remuneration Committee ensures that Trust staff are remunerated in line with the Remuneration Policy. The Nominations Committee meets at least twice a year or more often as necessary.

In addition to the above, an RST review of risk and risk appetite was held in person in February 2024. This session was facilitated by specialist consultants and enabled the Trustees to discuss risk and risk appetite with particular reference to both the governance role and grant programme.

Work has commenced on a planned symposium which is to be held on 10th of September 2024. This will both celebrate the work of the Trust over the past 10 years and also determine how we look forward for the next 5 years. Further, it will help inform our planned strategy review in November 2024.

There is also an established feedback system following the Charity's and UKROEd Board meetings. The Trustee representative together with the Joint CEO play a crucial role in this flow of information and communications supported by the Head of Finance.

In the Charity, senior management members report to the committees that relate to their areas of responsibility (E.g. The CEO and Head of Finance report to the Audit and Risk Committee and Remuneration Committee. The Grants and Impact Director reports to the RSI Committee). RST team members also provide updates to the full Trustee Board agenda.

In this way Trustees are kept updated on the practical and pertinent issues affecting the Trust directly by staff other than the Chief Executive and can make decisions on an informed basis. Minutes from Board and Committees are issued in time and posted on the online Trustees' Login Area for the quarterly Board meetings. Committee Chairs bring significant items to the Board for discussion and decisions accordingly. Each of the Committees have reviewed their terms of reference within the period, with changes brought to the full Board for approval.

Due to the changeover of Chief Executive and Trustees, the effectiveness review of each Committee will be undertaken in 2024 alongside a review of the RST Strategy which expires in 2024.

The Directors and Officers insurance and third-party indemnity insurance for Trustees remains in place and was renewed on the 29th of July 2023. The nature and scale of the indemnity will continue to be under review. The cost of the insurance for the year was £3,095. (£10,930 in 2023)

The Charity continues to be supported by a small team through the period, consisting of 5 part time employees. The Trust have invested in further support for the grants team to support an increasing grants programme.

Ruth Purdie was appointed as Joint Chief Executive of both the Trust and UKROEd, replacing Sonya Hurt as Chief Executive of the Trust.

Current staff include Louise Palomino (Grants and Impact Director), Tanya Qadir Dodgson (Grants Programme Manager), Victoria Sinclair (Governance and Compliance Officer) Dr Lindsay Eckley (Grants Officer) and Angharad Williams (Grants Officer).

Hugh Sutherland is Head of Finance and also Finance Director for UKROEd, where most of his time is allocated.

Trustees are grateful to the staff team for their professional support and ongoing commitment throughout the year.

In addition, communications, website, PR and HR support is provided by contracts and support from UKROEd.

## Board and Committee Attendance Records
for the period 1st April 2023 to 31st March 2024

**The Board**

**89%**
(80% in 2022-23)

4 scheduled
+1 strategic session

**Audit & Risk Committee (A&RC)**

**73%**
(82% in 2022-23)

3 scheduled

**Road Safety Initiatives Committee (RSIC)**

**76%**
(86% in 2022-23)

4 scheduled
+ 1 unscheduled meeting

**Nominations Committee (NomCom)**

**n/a**
(100% in 2022-23)

Not met

**Remuneration Committee (RemCom)**

**89%**
(89% in 2022-23)

3 meetings
(incl 2 joint meetings)

**UKROEd Board (Trustee representative)**

**75%**
(100% in 2022-23)

4 meetings

## Individual attendance records 2023-24

**Tony Fuller**
Chair

Board **100%**

NomCom **n/a**

**Heather Ward,**
Chair RSIC

Board **100%**

RSIC **100%**

RemCom **100%**

**Kathy Webster,**
UKROEd rep, Chair RemCom

Board **100%**

UKROEd Board **75%**

RemCom **100%**

**Marlena Stefańska**

Board **50%**

A&RC **67%**

RemCom **66%**

**Neil Hoose**

Board **100%**

RSIC **100%**

**Jo Shiner**

Board **80%**

RSIC **0%**

A&RC **100%**

**Tanya Fosdick**

Board **100%**

RSIC **100%**

**Deirdre O'Reilly**

Board **100%**

RSIC **80%**

**Victoria Coker**
(appointed May 2023)

Board **100%**

A&RC **66%**

**Anthony Blackman**
(appointed May 2023)

Board **100%**

A&RC **33%**

**Lisa Townsend**
(appointed August 2023)

Board **33%**

# Diversity, equality and inclusion

The Charity recognises the importance and benefits of embracing diversity, equality and inclusion. It is important as the organisation is responsible for a significant grants programme, and governance of a subsidiary, along with our own internal governance.

It is also vital, that we ensure that our approach to policies, our people, governance documents, stakeholder management, systems and data and course development reflects our approach to making the grant programme "fair and transparent for everyone".

Secondly, by considering how we can work both internally and externally with key stakeholders, and the public, to improve access and inclusivity we are ensuring the development of our people, processes, and culture.

Those who engage with the scheme and The Road Safety Trust represent over 2 million people. By ensuring that their experience is inclusive and respectful we are supporting their choices and requirements.

The lead Trustee for Diversity is the Chair of the Board.

The Charity's Board have the following Diversity, Equality and Inclusion objectives:

1. To meet the skills and experience identified as necessary at Board and Committee level:

2. To actively encourage and seek out individuals from under-represented groups who are able to fill the skills and experience gaps as and when Trustee vacancies arise.

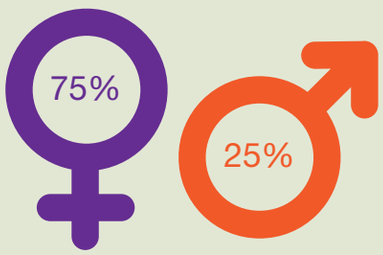
3. To strive for a balanced and diverse Board in its widest sense.

4. To reflect as far as possible the community of interest of the Charity's ultimate beneficiaries – the public.

The following page outlines the Trust's performance against these objectives as of the 31st of March 2024 (11 Trustees holding office in March 2024)

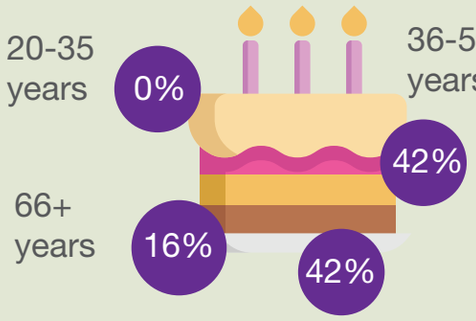
# 2023-24 Board

## Gender

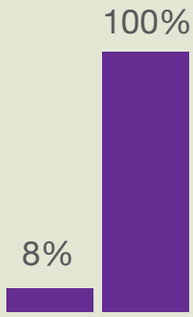



Female Male

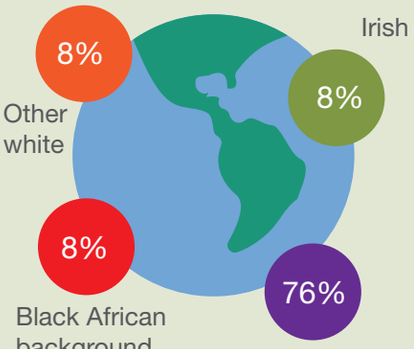
## Age



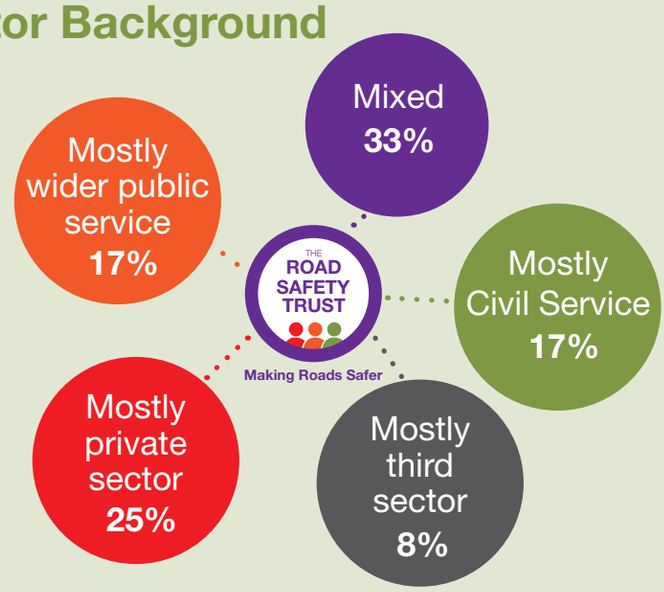

## Disability



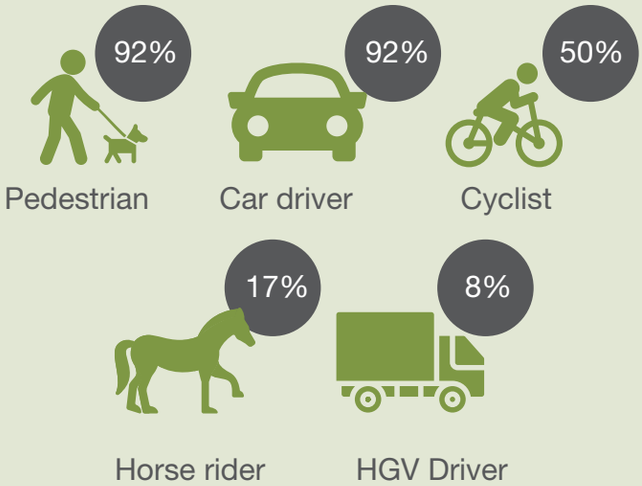

## Ethnic Origin




## Sector Background




## Type of Road User




## Skills

Board Skills Matrix identifies 24 areas e.g. Financial Control, Business Planning etc.

**Met: minimum number of Trustees required as having these skills met in all 24 areas identified**

# Stakeholder representation and engagement

Our police force members are represented on the Board of Trustees by Jo Shiner, Chief Constable of Sussex Police and NPCC Lead on Roads Policing. The Association of Police and Crime Commissioners (APCC) also have representation on the Trustee Board, thanks to Lisa Townsend PCC for Surrey from August 2023.
During the year and prior to the 2023 AGM, we engaged with and held constitutional correspondence with police force members. The AGM, which was held virtually was attended by members and or their representatives.

During 2023, we re-established our key stakeholder bulletin the “Talk of the Trust”, this has enabled us to reach a wider range of stakeholders. By working in collaboration with UKROEd and NRPOII (National Roads Policing Operations, Intelligence and Investigations) we have contributed to bulletins and held RST webinars to further disseminate the work of the Trust and the grant programme.

A new contracted collaboration with Stennick, has enable the Trust to expand its reach through media releases, radio interviews and television appearances.

This has enabled the Trust to further its objectives to:

- Raise the Profile of the Trust
- Highlight the difference we are making to achieving safer roads.
- To increase the interest and engagement with potential grant applicants with a view to receiving high quality grant applications that promote road safety.

To improve the Trust’s reach with dissemination and advocacy we have entered into a collaboration with PACTS (Parliamentary Advisory Council on Transport).

During 2023-2024 we have reported 195 pieces of media coverage containing at least one of the Trust’s key messages.

# Plans for future periods

The Charity has an agreed strategy for the period 2021 – 2024. This has proven robust and relevant and driven grant and governance activity.

Plans are now in place to review our strategy in November 2024 to develop The RST strategy to 2027.
Alongside delivery of the strategy the focus will be on developing our future grants programme and identifying key themes aligned to our stated objectives and vision. Building on our success during 2024, in relation to grant applicant support and advice, we will continue to seek to engage with new organisations and individuals who may wish to make an application.

Investments in the grants team to meet growth in the grants programme and the introduction of a new post, 'Director of Communications', will enable the Trust to develop a new communications strategy with a focus on dissemination and advocacy.

The introduction of a new 'Governance and Compliance Officer' will enable support for the Trust's Governance responsibilities and help develop our approach to governance review, the audit programme and risk management.

During 2024-2025 we will plan a year's programme to celebrate and disseminate the work of the Trust on what is our tenth year of operation. This will be supported by the development of an 'Impact 2' report on the outcome of grant projects. The appointment of new Trustees will add further support to Audit and Risk Committee, Road Safety Initiatives Committee and Communications.

The partnership that we have developed with PACTS as part of our ambition and strategic priority on dissemination and advocacy will be developed and supported by the experience and insights of the new Director of Communications.

The new CEO brings experience of UKROEd and NDORs and also extensive experience within the road safety sector and this will support our ambition to further develop out footprint and deepen existing relationships.

We have extended our presence at key road safety events and embraced membership of the ETSC (European Transport Safety Council) to extend our dissemination reach and to equally benefit from research and outcomes from across Europe.

A key priority for the Charity is to develop an informed approach to grant themes and commissioning. By extending our contribution and presence at forums, events and discussions we will become more informed by a wider and more diverse plethora of stakeholders.

This will also be enabled by our continuing collaboration with Stennik as consulting partner on communications and dissemination.

By increasing our profile, building on our progress during 2023, we will demonstrate value and invest in road safety through funded projects, commissioning of research and collaborations to increase advocacy. We have seen an increase in submission of high quality, practically focused and potentially impactful applications and wish to maintain this momentum.

The grant programme for Autumn 2024 will focus on ‘Inequalities in Road Safety’. Through this approach, we, The Road Safety Trust, will deliver our charitable purpose and vision.

The directors of UKROEd have commissioned a review of core system requirements and the development of new NDORS courses. This work has commenced, and we will ensure focus on identifying a focused, sequential and cost-effective process is in place. This will be supported by an agreed resource and capacity plan over the next 3 – 5 years and will in turn inform our approach to risk, data and system governance.

# Principal risks and uncertainties

The Strategic Risk Register is reviewed three times a year by the Audit & Risk Committee and then reported to the Trust Board with a summary of the operational risks that are, or have become, significant. The Annual Board Risk Workshop in February 2024 continued to provide a firm base for assessing risks and the mitigations implemented.  The potential impact of each of the strategic risks outlined below is considerable.

## 1. Financial sustainability

The Trust depends on its trading subsidiary as its sole source of income. While its subsidiary is legally obliged to distribute all of its surplus to the Trust, the amount of the surplus each year is variable and subject to risks which neither the Trust nor UKROEd can wholly control. The Trust holds reserves in respect of the risks associated with both the Trust and UKROEd and made a loan of £500,000 to UKROEd in April 2021 and extended the duration of the facility by one year in February 2024, which was outstanding at the year end. Care has been taken with the 3-year strategy and financial planning of the trading subsidiary to ensure its viability so that the Trust can continue its grant-making activity. A number of measures and monitoring tasks across governance and operations are in place to mitigate this risk.

## 2. Compliance

The Road Safety Trust or its trading subsidiary could inadvertently become non-compliant by not identifying, planning for or accommodating regulatory or legislative requirements, current or future. Work on Freedom of Information requests (including training for staff and Trustees) and General Data Protection Regulation (GDPR) took place during the year. Mitigating measures include: taking a collective responsibility for keeping abreast of existing and future legislative and future requirements and changes that might affect the Trust; taking relevant professional advice; using internal audits to identify gaps and improvement opportunities; maintaining up to date policies and procedures for staff and Trustees to follow; providing Trustees with oversight on audit and risk matters via the Audit & Risk Committee; managing staff effectively and carrying out staff training.

## 3. Purpose and impact

The risk is about projects funded by the Trust not achieving their objectives, or the way in which funds are awarded and managed by the Trust not being done properly. If either of these situations happen then the project objectives and their outcomes risk not being achieved, resulting in the

Charity not achieving its purpose and not being able to prove impact of its core activity (grant-making). Mitigating actions include close liaison with grantees to support and service their queries and concerns around their projects and facilitating adjustments that may be necessary so that we can remain informed and report on impact to the Trust, while aiming to complete projects on schedule as far as possible. Other mitigating actions include the online application software which serves to monitor and manage ongoing projects, internal audit checks, improved documentation/ guidance for applicants and regular staff supervision and training/support. To address the small staff team's capacity of managing more than the optimum number of projects and grant application rounds, as well as other strategic priority initiatives, the Trust has in 2024 invested in increased resources and support.

## 4. Reputation

All of the above would have a reputational impact on the Trust, as would any significant events within UKROEd. In the event of a serious incident, the organisation as a whole has taken steps to ensure it is prepared to deal with and manage internal and external communications as a means of not making an already bad situation worse and to minimise the damage to its reputation.

## 5. Governance

In addition to governing the Charity, Trustees need to have oversight of the Charity's trading subsidiary and be assured of its governance and management. Ineffective governance comprises a risk to the group. A clear governance structure, framework and relationship between the two companies and clear delegation of authorities and controls as well as effective performance reporting processes has been established. The recently approved legislation of the Police, Crime, Sentencing and Courts Act 2022 also presents new opportunities and risks for the group in terms of legal compliance alongside the scope for a wider set of activities and involvement in the road safety sector.

## 6. People and resources: Staff resilience

During 2023 a new risk was agreed by the Audit and Risk Committee and endorsed by the full Trustee Board. This risk captures the risk around resilience when delivering core operations with a small team and assesses that RST core operations will be affected by the loss, abstraction of key staff or a reduced capacity to deliver RST Delivery Plan.

RST have a small team (5) who all work less than full time. Total Full-Time-Equivalent resource allocation ("FTE") of the team is 4.3 FTE. Any

lengthy or unexpected abstraction of a key role will have significant impact on the ability of the RST to deliver on its core governance purpose and oversight of UKROEd, and the successful implementation, monitoring, and dissemination of the grant programmes.

Further, a key ambition of the Trust is to raise its profile amongst both the road safety landscape and amongst key stakeholders. A reduction in staff numbers or availability will have significant impact in this ambition.

This risk was highlighted recently as a key staff member was absent for a significant period. Increased workload may result in further staff losses through resignations and sickness. In order to mitigate this risk a succession plan has been developed.

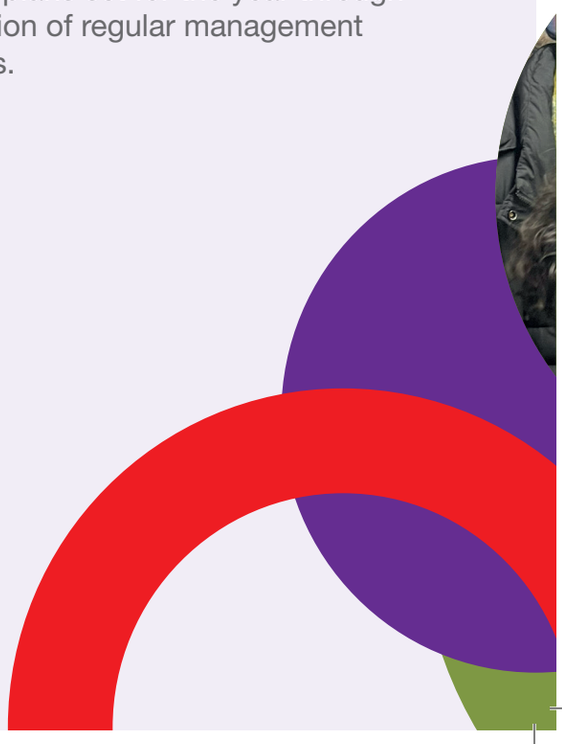
# Statement of internal financial control

The Board acknowledges its ultimate responsibility for ensuring that The Road Safety Trust has in place a system of internal financial control that is appropriate to the business environment in which it operates. Although no system of internal financial control can provide absolute reassurance against material misstatement or loss, the Trust's system is designed to provide the Board with reasonable reassurance that:

- The financial information used within The Road Safety Trust or for publication is reliable
- Proper accounting records are maintained
- Assets are safeguarded against unauthorised use or disposition
- Problems are identified on a timely basis and dealt with appropriately

In addition, the Board is reassured by the following:

- Formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and restrict the unauthorised use of the Trust's assets. This includes strict controls for the authorisation of personal expense claims.
- Experienced and suitable staff take responsibility for important business functions.
- Forecasts and budgets are prepared which allow the Board and Senior Management Team (SMT) to monitor key business risks, financial objectives and progress towards financial plans set for the year through preparation of regular management accounts.



- All significant new initiatives and grant awards are subject to formal authorisation procedures, through the Board and its relevant committees.
- Regular reporting to the Board and sub-committees, including management accounts and detailed reports on the grant programmes.
- The Audit & Risk Committee reviews reports from management staff, the internal auditors and the external auditors, to provide reasonable assurance that control procedures are in place and are being followed.
- Formal procedures have been established for instituting appropriate action to correct weaknesses from the above reports.

## Auditors

A resolution to re-appoint Crowe U.K. LLP will be put to the members at the forthcoming Annual General Meeting.

## Statement as to disclosure of information to the auditor

The Trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the Trustees has confirmed that they have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

The Trustees' Report, which contains the Directors' Report required by company law, and the incorporated Strategic Report, were approved by the Trustees and are signed on their behalf by:

**Tony Fuller, Chair**
**21st August 2024**

# Statement of Trustees' Responsibilities

The Trustees (which comprises the directors for the purpose of company law) are responsible for preparing the Trustees' Report (incorporating the Strategic Report) and the financial statements in accordance with applicable law and regulations.

Company and charity law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company and charity law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the group and the charitable company for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and accounting 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 group and the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the group's and the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the group and 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 group and the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on The Road Safety Trust website.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

# Independent Auditor's Report

## to the members of The Road Safety Trust

### Opinion

We have audited the financial statements of The Road Safety Trust ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Charity Statement of Financial Activities, the Consolidated and Charity Balance Sheets and the Consolidated Cashflow Statement 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 of the parent 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 charitable company and 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 Group's or the parent 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 contained within the annual report. The other information comprises the information included in the 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.

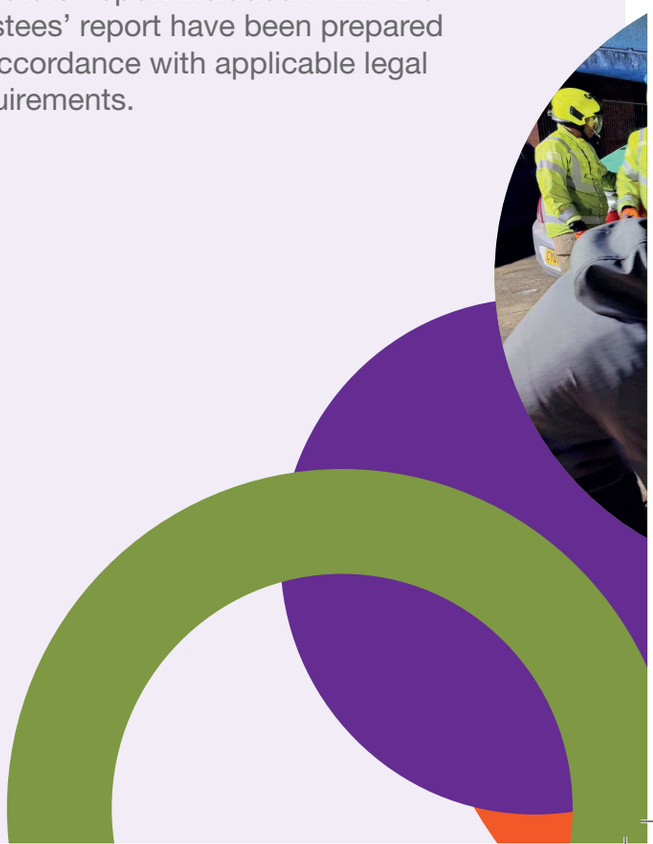
Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

## Opinion 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 for the financial year for which the financial statements are prepared is consistent with the financial statements
- the information given in the Trustees' report, which includes the Directors' report and the strategic report prepared for the purposes of company law, 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 included within the Trustees' report have been prepared in accordance with applicable legal requirements.



## Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or 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 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; 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.

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 16, 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 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 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

## Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR) and taxation legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities,

including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing noncompliance and cannot be expected to detect non-compliance with all laws and regulations.

## 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.

**Vincent Marke**
Senior Statutory Auditor
for and on behalf of
Crowe U.K. LLP
Statutory Auditor
55 Ludgate Hill
London
EC4M 7JW

Date: 3rd September 2024

The Road Safety Trust (Limited by Guarantee)

# Consolidated Statement of Financial Activities

## (Incorporating Income and Expenditure Account) for the year ended 31 March 2024

| | Notes | **Total Funds 2024** £ | *Total Funds 2023* £ |
|---|---|---|---|
| **Income from:** | | | |
| Other trading activities | 11 | 94,580,412 | 88,262,606 |
| Investments | 4 | 291,341 | 63,706 |
| **Total income** | | 94,871,753 | 88,326,312 |
| **Expenditure on:** | | | |
| Raising funds | | | |
| Other trading activities | 11 | 92,973,259 | 86,583,511 |
| Charitable activities | 5 | 3,494,105 | 1,694,811 |
| **Total expenditure** | | 96,467,364 | 88,278,322 |
| **Net income/ (expenditure) before gains on investments** | | (1,595,611) | 47,990 |
| Net gains on investments | | - | - |
| **Net movement in funds** | | (1,595,611) | 47,990 |
| **Reconciliation of funds:** | | | |
| Total funds brought forward | | 5,290,664 | 5,242,674 |
| Net movement in funds | | (1,595,611) | 47,990 |
| **Total funds carried forward** | | 3,695,053 | 5,290,664 |

The Charity Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 52 to 63 form part of these Financial Statements.

The Road Safety Trust (Limited by Guarantee)

# Consolidated Balance Sheet

## As at 31 March 2024

| | Notes | 2024 £ | 2024 £ | 2023 £ | 2023 £ |
|---|---|---|---|---|---|
| **Current assets** | | | | | |
| Debtors | 12 | 14,739,350 | | *12,286,137* | |
| Cash at bank and in hand | | 9,136,476 | | *11,302,673* | |
| | | 23,875,826 | | *23,588,810* | |
| **Current liabilities** | | | | | |
| Creditors: amounts falling due within one year | 13 | (17,760,361) | | *(17,606,180)* | |
| **Net current assets** | | | 6,115,465 | | *5,982,630* |
| Creditors: amounts falling due after more than one year | 14 | | (2,420,412) | | *(691,966)* |
| **Total net assets** | | | 3,695,053 | | *5,290,664* |
| **Charity funds** | | | | | |
| **Unrestricted funds** | | | 3,695,053 | | *5,290,664* |
| **Total funds** | | | 3,695,053 | | *5,290,664* |

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

The net income/(expenditure) in the charitable entity for 2024 was a deficit of £1,595,611 (2023 surplus: £47,990).

The financial statements were approved and authorised for signature by the Trustees and are signed on their behalf by:

**Tony Fuller, Chair**
**21st August 2024**

The notes on pages 52 to 63 form part of these Financial Statements

The Road Safety Trust (Limited by Guarantee)

# Charity Balance Sheet

## for the year ended 31 March 2024

| | Notes | 2024 £ | 2024 £ | *2023 £* | *2023 £* |
|---|---|---|---|---|---|
| **Current assets** | | | | | |
| Debtors | 12 | 2,312,138 | | *2,193,624* | |
| Cash at bank and in hand | | 5,590,939 | | *5,157,693* | |
| | | 7,903,077 | | *7,351,317* | |
| **Current liabilities** | | | | | |
| Creditors: amounts falling due within one year | 13 | (1,787,612) | | *(1,368,687)* | |
| **Net current assets** | | | 6,115,465 | | *5,982,630* |
| Creditors: amounts falling due after more than one year | 14 | | (2,420,412) | | *(691,966)* |
| **Total net assets** | | | 3,695,053 | | *5,290,664* |
| **Charity funds** | | | | | |
| **Unrestricted funds** | | | 3,695,053 | | *5,290,664* |
| **Total funds** | | | 3,695,053 | | *5,290,664* |

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

The financial statements were approved and authorised for signature by the Trustees and are signed on their behalf by:

**Tony Fuller, Chair**
**21st August 2024**

The notes on pages 52 to 63 form part of these Financial Statements

The Road Safety Trust (Limited by Guarantee)

# Consolidated Statement of Cash Flows

## for the year ended 31 March 2024

| | Notes | 2024 £ | *2023 £* |
|---|---|---|---|
| **Cash flows from operation activities** | | | |
| Net cash used in operating activities | 18 | (2,457,538) | *3,048,572* |
| **Cash flows from investing activities** | | | |
| Interest received | | 291,341 | *63,706* |
| Disposal of investments | | - | *-* |
| **Net cash provided by investing activities** | | 291,341 | *63,706* |
| **Change in cash and cash equivalents in the year** | | (2,166,197) | *3,112,278* |
| Cash and cash equivalents at the beginning of the year | | 11,302,673 | *8,190,395* |
| **Cash and cash equivalents at the end of the year** | | 9,136,476 | *11,302,673* |

The notes on pages 52 to 63 form part of these Financial Statements.

# Notes to the Financial Statements

## for the year ended 31 March 2022

## 1. General Information

The Road Safety Trust is a private limited company limited by guarantee, and is registered, domiciled and incorporated in England. The registered address is Colwyn Chambers, York Street, Manchester, M2 3BA.

## 2. Accounting policies

### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the 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) (second edition - October 2019) (effective 1 January 2019), FRS 102 and the Companies Act 2006.

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

The accounts are prepared under the historical cost convention, modified to include certain financial instruments at fair value.

The financial statements are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £1.

The financial statements consolidate the results of the charitable company and its wholly controlled subsidiary, UKROEd Limited, on a line-by-line basis. The Road Safety Trust is the sole member of UKROEd Limited and by virtue of this wholly controls UKROEd Limited. In accordance with section 408 of Companies Act 2006, no separate Statement of Financial Activities has been presented for The Road Safety Trust.

### 2.2 Going concern

At the time of approving the financial statements the Trustees have a reasonable expectation that the Charity and the group have adequate resources to continue in operational existence for the foreseeable future based on forecasts which have been stress tested in relation to the key uncertainties and assumptions. UKROEd has

overseen an increase in the capacity of the Scheme to service moderate growth in demand for courses, leading to strong and stable revenues for the company. The costs of administering the Scheme are well controlled, based on a fully articulated strategy, with flexible scheduling of developments alongside robust management of risk. The Trustees therefore have assurance that its primary income stream is sustainable and reliable. The Trust has managed its affairs to increase grant making activity to reduce the level of its substantial reserves to within the target range set out in its policy. The Trustees therefore continue to adopt the going concern basis of accounting in preparing the financial statements.

### 2.3 Income

Income from commercial trading activities consists of the income generated by the trading subsidiary UKROEd Limited. The income received for the management and operation of the National Driver Offender Retraining Scheme (NDORS), consisting of the collection of the Scheme Participation Charge, is recognised when the course occurs.

### 2.4 Investment income

Income from investments consists of interest earned on bank deposits and current accounts and distributions made by the subsidiary undertaking under gift aid and loans to the subsidiary undertaking. Income from fixed asset investments consists of dividend income. The Charity recognises all investment income on an accruals basis.

### 2.5 Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis and allocated according to the nature of the expense.

Costs of charitable activities include grants made, governance costs and support costs as shown in note 5.

Costs of the commercial trading activities include the costs of the subsidiary's operations and are shown in note 11. The element of the Scheme Participation Charge recovered by police forces is shown as cost of sales. The running costs of UKROEd Limited are shown as administrative expenses. The interest payable on the inter-company loan is shown as interest payable.

Expenditure on items of office equipment and computers whose cost is less than the threshold amount of £2,000 is charged as an expense. Items costing more than the threshold amount are capitalised as tangible fixed assets.

### 2.6 Grants

Grants payable are payments made to UK based organisations, registered charities and university departments in the furtherance of the charitable objectives of the charitable company. Grant commitments are recognised once an application for a grant has been approved, the recipient notified of the grant and a legal or constructive obligation thereby created. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the Trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and any condition attaching to the grant is outside the control of the charitable company.

### 2.7 Allocation of support and governance costs

Support costs are those functions that assist the work of the group but do not directly undertake charitable activities.

Governance costs are costs associated with the governance arrangements of the group. Included within this category are costs associated with the strategic as opposed to day to day management of the group's activities.

### 2.8 Funds

Unrestricted funds are income receivable or generated for the objects of the group without further specified purpose.

### 2.9 Fixed asset investments

Investments are a basic financial instrument and are included in the balance sheet initially at transaction value and subsequently recognised at their fair value at the end of the financial period which is the bid price quoted on a recognised stock exchange. Realised and unrealised gains and losses are credited or debited to the Statement of Financial Activities in the year in which they arise.

### 2.10 Financial instruments

Financial instruments are classified and accounted for according to the substance of the contractual arrangement as financial assets or financial liabilities.
Basic financial assets, which include trade debtors, accrued income and amounts owed by group undertakings, are initially measured at the transaction price and are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Loans to the subsidiary undertaking are initially measured at transaction price and subsequently measured at amortised cost using the effective interest rate.
Basic financial liabilities, which include trade creditors, grants payable, other creditors and accruals, are initially measured at the transaction price and are subsequently measured at amortised cost, being the transaction price less any amounts settled.

### 2.11 Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### 2.12 Retirement benefits

For defined contribution schemes the amount charged to profit or loss are the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

## 3. Critical accounting estimates and areas of judgment

In the application of the charitable group'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.

In determining whether the subsidiary undertaking is acting as agent or principal with regard to an element of the 'Scheme Participation Charge' income, the Trustees have assessed whether it is the subsidiary undertaking or the relevant police force that has exposure to the significant risks and rewards associated with the provision of the NDORS scheme. The Trustees have determined that the subsidiary undertaking is acting as principal based on this assessment.

The element of the 'Scheme Participation Charge' income recovered by the police forces during the year was £86,830,353 (2023: £81,087,547).

## 4. Investment income

| | **Group 2024 £** | Group 2023 £ | **Charity 2024 £** | Charity 2023 £ |
|---|---|---|---|---|
| Bank interest | **291,341** | 63,706 | **212,326** | 63,706 |
| Interest on loan to group undertaking | **-** | - | **30,000** | 30,000 |
| Dividends | **-** | - | **-** | - |
| | **291,341** | 63,706 | **242,326** | 93,706 |

## 5. Expenditure on charitable activities

| | **Group 2024 £** | Group 2023 £ | **Charity 2024 £** | Charity 2023 £ |
|---|---|---|---|---|
| Grants (see note 6) | **3,099,907** | 1,297,576 | **3,099,907** | 1,297,576 |
| Direct costs | **226,736** | 241,915 | **226,736** | 241,915 |
| Support costs | **167,462** | 155,320 | **167,462** | 155,320 |
| | **3,494,105** | 1,694,811 | **3,494,105** | 1,694,811 |

Support costs include the following:

| | **Group 2024 £** | Group 2023 £ | **Charity 2024 £** | Charity 2023 £ |
|---|---|---|---|---|
| Office costs | **26,188** | 27,970 | **26,188** | 27,970 |
| Other costs | **77,072** | 46,716 | **77,072** | 46,716 |
| Governance costs including legal and professional fees | **64,202** | 80,634 | **64,202** | 80,634 |
| | **167,462** | 155,320 | **167,462** | 155,320 |

Support costs and governance costs have been allocated against the charitable activity.

## 6. Grants – Group and charity

| | **Grants awarded 2024** | No. of grants 2024 | *Grants awarded 2023* | *No. of grants 2023* |
|---|---|---|---|---|
| | **£** | £ | £ | £ |
| Birmingham City Council | **-** | **-** | *5,000* | *1* |
| Brunel University, London | **-** | **-** | *19,330* | *1* |
| Coventry University | **409,319** | **1** | - | - |
| Derby City Council | **10,000** | **1** | - | - |
| Devon Air Ambulance | **492,058** | **1** | - | - |
| Dryman Community Development Trust | **-** | **-** | *30,000* | *1* |
| Foresight | **36,540** | **1** | - | - |
| Imperial College London | **524,369** | **3** | - | - |
| Kent Fire and Rescue Service* | **(4,394)** | | | |
| Leeds Beckett University | **-** | **-** | *182,878* | *1* |
| Leeds Older People's Forum | **49,371** | **1** | - | - |
| Lincolnshire Police* | **(1,264)** | **-** | - | - |
| London Borough of Waltham Forest* | **-** | **-** | *(5,000)* | - |
| Loughborough University Enterprise Limited | **22,358** | **1** | *22,730* | *1* |
| Loughborough University | **-** | **-** | *349,450* | *2* |
| National Young Rider Forum | **51,594** | **1** | *12,000* | *1* |
| Norfolk County Council* | **(14,582)** | **-** | - | - |
| Nottingham Trent University | **99,464** | **2** | *292,950* | *1* |
| Parliamentary Advisory Council for Transport Safety (PACTS) | **231,650** | **2** | *16,750* | *1* |
| Road Safety Foundation* | **50,000** | **1** | *(3,454)* | - |
| Road Safety GB | **46,000** | **1** | - | - |
| Shiny Side Up Partnership | **-** | **-** | *5,874* | *1* |
| So Mo | **-** | **-** | *25,000* | *1* |
| Suffolk County Council* | **-** | **-** | *(4,000)* | - |
| Sustrans* | **-** | **-** | *(31,536)* | - |
| The Bikeability Trust | **213,325** | **1** | - | - |
| The British Horse Society | **5,049** | **1** | *30,000* | *1* |
| The Kier Foundation | **-** | **-** | *29,839* | *1* |
| The Open University | **-** | **-** | *23,898* | *1* |
| Transport Scotland | **313,300** | **1** | - | - |
| University College London | **249,635** | **1** | *23,000* | *1* |
| University of East Anglia | **-** | **-** | *283,627* | *1* |
| University of Greenwich* | **(5,249)** | **-** | - | - |
| University of Leeds | **268,617** | **1** | - | - |
| University of Southampton* | **-** | **-** | *(6,100)* | - |
| University of the West of Bristol | **52,747** | **1** | - | - |
| Wilsden Parish Council | **-** | **-** | *6,964* | *1* |
| Wirral* | **-** | **-** | *(11,624)* | - |
| **Grants awarded recognised as expenditure** | **3,099,907** | 22 | *1,297,576* | *18* |
| Grants payable at 1 April | **2,028,106** | | *2,001,204* | |
| Grants paid during the year | **(958,294)** | | *(1,270,674)* | |
| | **4,169,719** | | *2,028,106* | |

## 6. Grants – Group and charity (cont'd)

*Grants paid from the Impact Fund represent a small number of additional grants paid for existing recipients to help enhance the impact of their projects.

**Grant commitments may be amended as the requirements of the project change, with the approval of the Road Safety Initiatives Committee.

Grants payable is the amount provided in respect of grants committed to recipients which had not yet been paid by the end of the year. The projects which are funded by the grants made are typically carried out over a period of more than one year and occasionally more than two years, with grant instalments payable in arrears when the projects reach agreed milestones. The amount of grants payable therefore reflects the grants committed in prior years, as well as the grants committed in the year.

Information about the nature of the projects being supported can be found in the Trustees' Report.

## 7. Net income

| | **Group 2024 £** | *Group 2023 £* | **Charity 2024 £** | *Charity 2023 £* |
|---|---|---|---|---|
| **Net income is stated after charging:** | | | | |
| *Fees payable to the auditors as follows:* | | | | |
| Audit services | **34,050** | 32,150 | **14,300** | 13,500 |
| *Other services:* | | | | |
| Taxation compliance services | **3,500** | 3,500 | **1,850** | *1,850* |
| Other non-audit services | **9,200** | 9,750 | **5,900** | - |
| | **46,750** | 45,400 | **22,050** | 15,350 |

## 8. Staff costs

| | **Group 2024 £** | Group 2023 £ | **Charity 2024 £** | Charity 2023 £ |
|---|---|---|---|---|
| Salaries and wages | **1,897,164** | 1,528,698 | **197,661** | 176,625 |
| Social security costs | **191,965** | 163,479 | **19,933** | 18,895 |
| Pension costs | **105,487** | 94,094 | **9,142** | 8,753 |
| | **2,194,616** | 1,786,271 | **226,736** | 204,273 |

## 8. Staff costs (cont'd)

| | **Group 2024** | Group 2023 | **Charity 2024** | Charity 2023 |
|---|---|---|---|---|
| Average number of employees | **35** | 33 | **5** | 4 |

During the year, 6 (2023: 6) Trustees were reimbursed expenses of £2,516 (2023: £2,494). This related to travel and other out of pocket expenses. No Trustees were paid during the year (2023: £Nil)

The key management personnel of the Group comprise the directors of UKROEd Limited and the Chief Executive Officer of the Charity. The total employment benefits of the key management personnel including National Insurance of the Group were £560,519 (2023: £500,419).

The key management personnel of the Charity comprise the Chief Executive Officer and the Head of Finance. The total employment benefits of the key management personnel of the Charity including National Insurance were £50,986 (2023: £75,270).

The number of employees whose total employee benefits exceeded £60,000 during the year for the charitable group was:

| | **2024** | 2023 |
|---|---|---|
| £60,001 - £70,000 | **6** | 3 |
| £70,001 - £80,000 | **3** | 2 |
| £80,001 - £90,000 | **-** | - |
| £90,001 - £100,000 | **1** | 1 |
| £100,001 - £110,000 | **-** | - |
| £110,001 - £120,000 | **-** | 1 |
| £120,001 - £130,000 | **-** | - |
| £130,001 - £140,000 | **1** | - |
| £140,001 - £150,000 | **-** | - |
| £150,001 - £160,000 | **1** | **-** |
| | **12** | 7 |

## 9. Retirement benefit scheme

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

The employer's pension costs charged to the Statement of Financial Activities during the year amounted to £105,487 (2023: £94,094).

## 10. Taxation

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

## 11. Subsidiary undertaking

The Charity controls and is the sole member of UKROEd Limited, a company limited by. guarantee, incorporated in the United Kingdom (company number 08773977). Its registered office address is: Colwyn Chambers, York Street,  Manchester, England, M2 3BA. A summary of the trading results are shown below:

| | **2024** | 2023 |
|---|---|---|
| | **£** | £ |
| Aggregate assets | **18,133,338** | 18,393,519 |
| Aggregate liabilities | | (18,393,519) |
| Net assets | **-** | - |
| Income | **94,580,412** | 88,262,606 |
| Cost of sales | | (81,087,547) |
| Administrative expenses | **(6,142,906)** | (5,495,964) |
| Interest receivable | **79,015** | - |
| Interest payable | **(30,000)** | (30,000) |
| Surplus for the year | **1,656,168** | 1,649,095 |

The income and expenditure of UKROEd Limited are shown under the heading 'Other trading activities' in the consolidated statement of income and expenditure account. The subsidiary made a distribution of £1,656,168 during the year to the charitable parent under gift aid (2023: £1,649,095).

## 12. Debtors

| | Group 2024 £ | Group 2023 £ | Charity 2024 £ | Charity 2023 £ |
|---|---|---|---|---|
| **Due within one year** | | | | |
| Trade debtors | **7,291,852** | 4,260,321 | **-** | - |
| Amounts owed by group undertakings | **-** | - | **2,156,168** | 2,149,099 |
| Other debtors | **-** | - | **-** | - |
| Prepayments and accrued income | **7,447,498** | 8,025,816 | **155,970** | 44,525 |
| | **14,739,350** | 12,286,137 | **2,312,138** | 2,193,624 |

## 13. Creditors: Amounts falling due within one year

| | Group 2024 £ | Group 2023 £ | Charity 2024 £ | Charity 2023 £ |
|---|---|---|---|---|
| Trade creditors | **8,879,032** | 8,277,743 | **25,929** | 11,787 |
| Taxation and social security | **380,458** | 339,411 | **3,685** | 4,560 |
| Other creditors | **6,751,564** | 7,652,886 | **8,691** | 16,200 |
| Grants payable | **1,749,307** | 1,336,140 | **1,749,307** | 1,336,140 |
| | **17,760,361** | 17,606,180 | **1,787,612** | 1,368,687 |

## 14. Creditors: Amounts falling due after more than one year

| | Group 2024 £ | Group 2023 £ | Charity 2024 £ | Charity 2023 £ |
|---|---|---|---|---|
| Grants payable | **2,420,412** | **691,966** | **2,420,412** | **691,966** |

## 15. Operating lease commitments

At 31 March 2024 the group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | **Group 2024 £** | Group 2023 £ |
|---|---|---|
| Not later than 1 year | **67,439** | - |
| Later than 1 year and not later than 5 years | **161,591** | - |
| | **229,030** | - |

## 16. Limited liability

The company is limited by guarantee and does not have share capital. Each member gives a guarantee to contribute a sum, not exceeding £1, to the company should it be wound up. At 31 March 2024 there were 43 members (2023: 43).

## 17. Related party transactions

During the year £1,656,168 was distributed under gift aid from UKROEd Limited, the wholly owned subsidiary (2023: £1,649,095). A total of £nil was paid during the year, leaving a sum of £1,656,168 due at 31 March 2024 and is included in amounts owed by group undertakings (2023: £1,649,095).

The Charity recharged £nil of bank charges to UKROEd Limited (2023: £nil).

A loan of £500,000 was advanced to UKROEd in April 2021, repayable in October 2025, bearing interest annually at a rate of 6%. The balance on the loan to UKROEd Limited was £500,000 at 31 March 2024 (2023: £500,000).

Although not related parties as defined by FRS 102, in the interest of transparency the Trustees have the following other relationships;

- according to the Trust's Articles of Association, the Police Force Trustee is the Chief Officer who is the National Lead for Roads Policing in England, Wales and Northern Ireland. The force which they lead will therefore be a recipient of income reflecting cost recovery arising from the NDORS Scheme payable by UKROEd Limited.
- the police forces overseen by the Police and Crime Commissioner appointed to the Board of Trustees will also be a recipient of income reflecting cost recovery arising from the NDORS Scheme payable by UKROEd Limited.

## 18. Reconciliation of net income to net cash flow from operating activities

| | **2024** **£** | 2023 £ |
|---|---|---|
| Net income | **(1,595,611)** | 47,990 |
| Adjustments for: | | |
| Interest receivable | **(291,341)** | (63,706) |
| (Increase) /Decrease in debtors | **(2,453,213)** | 1,829,716 |
| Increase in creditors | **1,882,627** | 1,234,572 |
| | **(2,457,538)** | 3,048,572 |

## 19. Control

At 31 March 2024 there was no one ultimate controlling party.

Making Roads Safer

**THE ROAD SAFETY TRUST**

England & Wales - Charity number 1156300

# Accounts

**THE ROAD SAFETY TRUST**
**(A company limited by guarantee)**

Annual report and financial statements
for the year ended 31 March 2023

Registered number 08837451
Charity number 1156300

**THE ROAD SAFETY TRUST**
**(A company limited by guarantee)**

**FOR THE YEAR ENDED 31 MARCH 2023**

The Road Safety Trust is a grant-funding charity committed to making UK roads safer, achieving impact through the funding of practical measures, research, dissemination and education. We have funded 85 projects and awarded £6.8 million in grants since the charity was established in 2014, becoming the largest independent grant funder of road safety initiatives in the UK. Our trading subsidiary company, UKROEd Limited ("UKROEd"), enables us to meet our charitable objectives through its education of road offenders and by distributing its surplus to the charity to give out in grants. We share the same vision and this report shows what we've been doing this year to help make our vision a reality.

THE ROAD SAFETY TRUST
(A company limited by guarantee)

CONTENTS


| | Page |
|---|---|
| Trustees' report | 1-16 |
| Independent auditors' report | 17-19 |
| Consolidated statement of financial activities | 20 |
| Consolidated balance sheet | 21 |
| Charity balance sheet | 22 |
| Consolidated statement of cash flows | 23 |
| Notes to the financial statements | 24-33 |

**THE ROAD SAFETY TRUST**
**(A company limited by guarantee)**

## LEGAL AND ADMINISTRATIVE INFORMATION

**Trustees**

Rachel Aldred resigned 20th October 2022
Jagdeep Singh Chaggar resigned 20th October 2022
Tanya Fosdick (appointed 10th May 2022)
Tony Fuller, Chair
Shaun Helman (appointed 10th May 2022)
Neil Hoose
Sonya Hurt, Vice Chair (resigned 5th April 2022)
James Kean
Deirdre O'Reilly (appointed 10th May 2022)
Matthew Scott (appointed 10th May 2022)
Philip Seccombe (resigned 5th April 2022)
Jo Shiner
Marlena Stefańska
Heather Ward
Kathy Webster, Vice Chair
Anthony Blackman (appointed 9th May 2023)
Victoria Coker (appointed 9th May 2023)

**Company secretary**

Hugh Sutherland

**Chief Executive**

Sonya Hurt (appointed 18th July 2022)

Sally Lines (resigned 29th July 2022)

**Company Number**

08837451

**Registered Charity Number**

1156300

**Registered Office**

Colwyn Chambers
York Street
Manchester
M2 3BA

**Website**

www.roadsafetytrust.org.uk

**Statutory Auditor**

Crowe U.K. LLP
55 Ludgate Hill
London EC4M 7JW

## LEGAL AND ADMINISTRATIVE INFORMATION

**Bankers**

NatWest, City of London Office
PO Box 12258
1 Princes Street
London EC2R 8BP

**Legal Advisors**

Pannone Corporate LLP
378-380 Deansgate
Manchester M3 4LY

## FROM THE CHAIR AND CHIEF EXECUTIVE

Welcome to our consolidated Annual Report and Accounts for the year ended 31st March 2023.

I'm delighted to be able to report that 13 new road safety projects have been awarded grants during this period along with 5 grant increases to existing projects to a value of £1,359,289. These were all applications that were carefully assessed and subjected to due diligence by our Road Safety Initiatives Committee (RSIC) and executive team to ensure that The Road Safety Trust achieves its purpose of maximum impact on UK road safety through the initiatives it funds. With a small staff team of only 3.5 FTE people and a voluntary board of Trustees, much has been achieved.

The Main Theme 'Fitness to Drive' application round resulted in 5 of the 15 applications being awarded grants to a total of £1,108,905. The year's Small Grants Programme opened in the Spring of 2022 and of the 14 eligible applications submitted 4 were awarded a total of £113,737. Continuing the new approach to increasing its impact in line with its strategic goals, the Trust also funded four Strategic Priority Grants within the period to a value of £73,080; and additional funding of £63,568 was awarded to existing projects.

It is vital for charities to be able to articulate the difference they make with their funding, and The Road Safety Trust works diligently to achieve this. We have a system and framework for achieving meaningful monitoring, capturing the results and enabling timely reporting. We have a strong and collaborative working relationship with our grantees and are continually developing our systems to ensure they are supported to complete their projects, assess their interventions and develop the impact of the findings.

The charity said goodbye to three of our Trustees during the year, Rachel Aldred, Jagdeep Chaggar and Philip Seccombe. We are grateful for their commitment, skills and support and the time they have given us. We welcomed Tanya Fosdick, Deirdre O'Reilly and Shaun Helman to our Trustee board in May 2022, and Victoria Coker and Anthony Blackman in May 2023, all recruited through a transparent process to meet our skills requirements at Audit & Risk Committee and Road Safety Initiatives Committee levels respectively. Matthew Scott joined the board in May 2022 to provide representation of the Association of the Police and Crime Commissioners. There is more detail about Trustee recruitment on p10 of the Trustees' Report. We also acknowledge Kathy Webster and Heather Ward who confirmed their second three-year term which commenced 20th October 2022.

## NOTE FROM THE CHAIR

I'm proud to report that it has been another fantastic growth year for the trust. Sonya Hurt has taken the reins in her role of Chief Executive and with a small, effective team and experienced board of trustees has continued to move the Trust forward. The Road Safety Trust celebrated success at the Prince Michael International Road Safety Awards which recognises outstanding achievement and innovation in road safety. One of our projects received the Premier Award which is presented to the organisation considered to have had the most impact on road safety during the year. An incredible achievement and one which recognises the importance of our grant giving activities.

## ABOUT UKROEd

With all of its activities, the Trust continues to work towards the vision that it shares with its trading subsidiary, UKROEd:

***'Zero deaths and zero serious injuries on UK roads'***

UKROEd provides the central assurance, standards and consistency of NDORS (the National Driver Offender Retraining Scheme). While the scheme has run for more than 20 years, UKROEd's governance structures were only established in 2016 after The Road Safety Trust was created as its parent charity. Through its activities educating road offenders, UKROEd carries out primary purpose trading for the charity and helps meet its charitable objectives. UKROEd is a not-for-profit company which distributes all its surpluses up to The Road Safety Trust for distribution through the Trust's grants strategy.

The Police, Crime Sentencing and Courts Act 2022 makes specific provision for a policing body to charge a fee for approved courses offered as an alternative to prosecution for a fixed penalty road traffic offence. The Act sets out powers for the Secretary of State to make regulations exercisable by statutory instrument in relation to a number of matters pertaining to the operation, administration and funding of the provision of approved courses. This primary legislation places the Scheme on a firm statutory foundation, simplifying and clarifying the legal and financial basis of the Scheme. Secondary legislation in the form of statutory instruments will in due course be brought forward for parliamentary approval, further specifying detailed aspects of the provision of courses. The directors will liaise with police forces and other stakeholders to ensure compliance with the new legislation and to maximise the opportunity for improving road safety.

**PUBLIC BENEFIT**

During 2022-23, Trustees continued to review the Charity Commission's guidance in relation to public benefit and were again able to give assurance that The Road Safety Trust had met the requirements of that guidance throughout the year.

In particular, Trustees concluded that the Trust demonstrates public benefit through its support of projects that benefit vulnerable road users such as professional drivers, cyclists, children, young drivers and horse riders, to cite a few recent examples. Its grant-funded projects and development plans illustrate how The Road Safety Trust aims to benefit all UK road users and pass the test of whether the Trust makes a valuable difference to our society.

The board confirms that it has complied with the duty in section 17(5) of the 2011 Charities Act to have due regard to guidance published by the Charity Commission (i.e., public benefit statement).

**THANK YOU TO OUR MEMBERS, GRANTEES AND STAKEHOLDERS**

Our members are the UK-based police forces that participate in the National Driver Offender Retraining Scheme (NDORS). Their support of the Trust's work is vital to enable the charity to make the difference it has as its mission. Member police forces work in partnership with road safety organisations and local communities, encouraging grant applications and spreading awareness about successful projects and initiatives. We are grateful to Chief Constable Jo Shiner for representing the membership on the board of Trustees.

We have so far funded 85 road safety projects being run by 60 different organisations – our grantees. We work in partnership with all our grantees who understand that their project objectives are our charitable objectives, and it is in the interest of our beneficiaries (the road-using public) that we work with grantees to help achieve those objectives. We thank our grantees for respecting the honesty, transparency and collaborative approach that a genuine partnership requires, sharing a commitment to:

- Rigour
- Independence and challenge
- Knowledge
- Effectiveness
- Collaboration
- Flexibility
- Proactivity

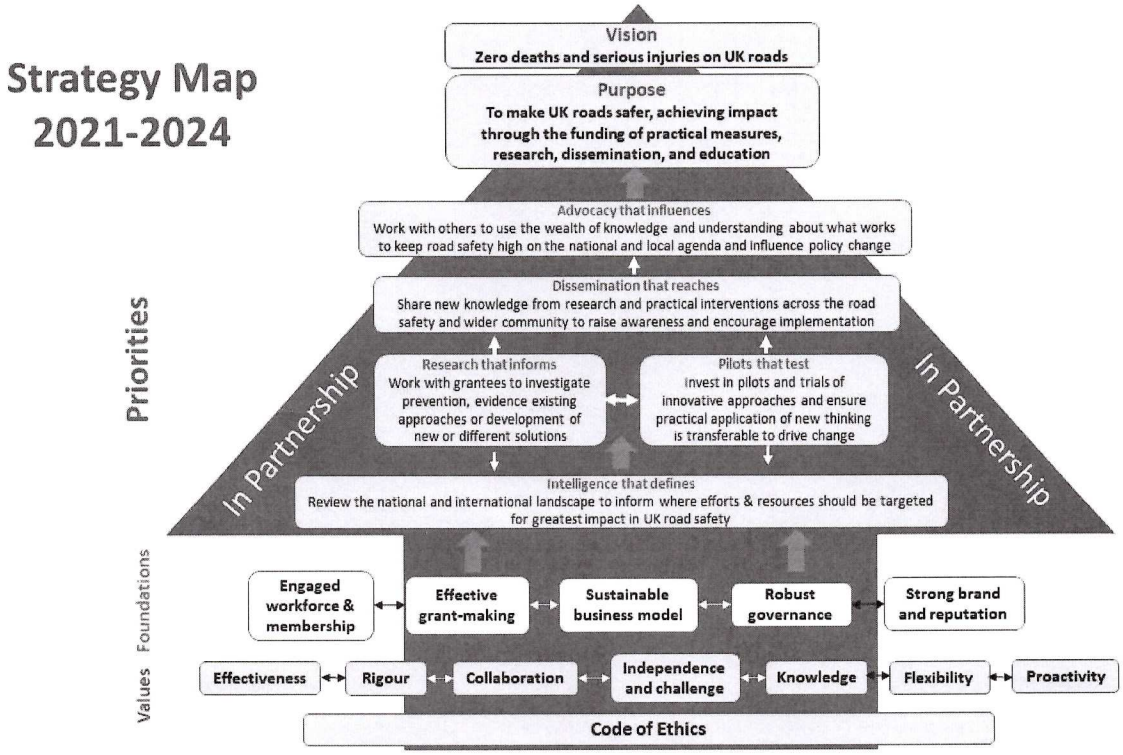
Even though it has been awarding grants now for 6 years, The Road Safety Trust remains a relatively young charitable grant funder and has some other key stakeholders e.g. PACTS and RSGB, with whom it works in partnership in addition to its members and grantees, for whose support we are grateful.

The Trust's sole source of income for grants is its trading subsidiary company, UKROEd, so we would like to express our thanks to the UKROEd staff team and board of directors for continuing to operate the NDORS scheme efficiently and effectively around the country. Anyone who attends an NDORS course – physically or virtually - can be assured that the Scheme is cost effective, while contributing any surplus generated directly to the charity's purpose of making UK roads safer. The partnership between UKROEd and the Trust forms a virtuous circle of training, funding and research.

## VISION, PURPOSE AND ACTIVITIES

The **Vision**, **Purpose** and **Strategic Priorities** of the Trust are outlined in the Strategy Map in the figure. A review of the charity's strategy was carried out in 2022, engaging with and recognising our key stakeholders, resulting in some new initiatives for implementation from April 2023.

Progress made against the strategic priorities and objectives through 2022-23 is summarised below:




**1. Strategic Priority: Intelligence that defines**

**a) Determine where grants are best targeted to make a difference to UK road safety**

Met: This year's theme, Fitness to Drive, was initially identified through consultation with stakeholders. Specific areas of focus were developed through a piece of targeted commissioned research which we then published. As part of our updated strategy next year's main grants round will be open: applications may address any road safety issues without the structure of a theme, so long as they meet our funding criteria. In 2024-25 the subsequent main theme grant round will be centred on Road Safety and Equality and Deprivation. This is in response to gaps in research and provision and to bridge the gap between organisations working with diverse groups and the road safety profession and academics.

**2. Strategic Priority: Research that informs**

**a) Attract high quality research applications**

Met: The approach of commissioning research to help shape the Fitness to Drive funding round helped improve the quality of applications received, which were consistently of a good standard. The focus was to emphasise areas where more research is needed and to bridge gaps between evidence and practice. Fourteen applications were received and five were funded.

**b) A clear, agreed pathway for projects to progress from research to practical or policy intervention**
Partially met: Our application guidance and process has been further developed to highlight that projects need to demonstrate how they will lead to either a practical road safety intervention or inform and influence policy.

Projects are supported by the Trust to progress along the path, as demonstrated by the increasing number of follow-on grants. Of the 18 projects that closed in the year, 12 resulted in practical tools or interventions or were supported on their journey to practical implementation through follow on fundings.

**3. Strategic Priority: Pilots that test**
a) Met: The Small Grants Programme is used to encourage piloting of potentially high impact initiatives. This year's Small Grants round focused on taking forward previously funded areas of work. Four awards were made. A live webinar was offered when the round was opened together with 1:1 online clinics for prospective applicants.

The Small Grants application form was re-written and re-designed to make it more accessible to practical projects. This includes a new 'Workbook for Applicants' with definitions and worked examples. A particular focus was on supporting applicants to write clear project aims and objectives. Small grants have been successful in increasing the number of pilots/projects with a practical component in our portfolio.

**b) The Trust is considered a vital support and awareness-raising partner in the project's journey to practical intervention**
Met: The Trust has continued to raise awareness of its projects, with webinars which help to promote the potential and grantees to continue to be more effective in their efforts.

**4. Strategic Priority: Dissemination that reaches**
**a) Collaborate with grantees to ensure dissemination that maximises the opportunity to reach target audiences and achieve impact**
Met: Projects have dissemination plans which show how they will share learning and promotion and make available outputs such as tools and resources. Projects have produced short promotional videos, and these have been shared on national conference platforms namely Road Safety GB National Conference and NPCC/UKROEd conference in 2022. This brought the projects to life and in the words of the grantees. They shared their experience of working with the Trust, how positive this was and the difference the funding had made to their road safety initiatives. This will be an area of focus going forward into 2024, our 10-year anniversary. A symposium is planned to share and expand upon the reach of our projects and maximise the ongoing impact of the work funded and is a key opportunity for the Trust.

**b) The road safety community is clear about the difference the Trust makes and its role in grant-funding, convening and partnership potential**
Partially Met: By undertaking consistent messaging, press releases, eBulletins, case study production, website and social media activities (directly and in partnership), the Trust has been able to clearly convey its purpose within the road safety community and amongst other stakeholders. We covered 104 pieces of media in 2022/23 with 100% of all coverage delivering key messages to ensure that the overarching aims were being delivered.

**c) The Trust's impact and difference made through its funded projects is gathered and articulated on a regular basis**
Met: The Trust gathers all information for projects annually and produces an at-a-glance overview. We marked our first five years of grant-giving in 2021 and will produce our second publication in 2024. The 2024 report will outline further how we have developed our framework for measuring and monitoring the impact of a grant and the projects it funds. The Grants & Impact Director role reflects the importance placed on impact by the Trust, now and in the future.

**5. Strategic Priority: Advocacy that influences**
**a) Identify advocacy opportunities for completed and ongoing projects**
Met: In addition to the advocacy work the Trust carries out itself, such as responses to relevant government consultations and media activity, the Trust has entered into a partnership with PACTS (Parliamentary Advisory Council for Transport Safety) to maximise advocacy potential of projects it has funded. An Advocacy Officer has been employed by PACTS on a trial basis for two years to focus on progressing projects which have the potential to have a legislative

and/or policy impact and regular reviews are held to monitor how well this approach is working. This policy role supports our strategic objective of 'Advocacy that Influences' by working on key recommendations as identified in previous RST funded projects in order to contribute to reducing death and serious injury on UK Roads. This has been achieved through support for wide range of activities which include policy briefings, conferences and convening events and providing expert advice to government committees.

Road Safety Policy Briefings

- Briefing on Vehicle Safety Regulations for GB: Vaccine for Vehicles 2022
- Briefing on the safety of private e-scooters: E-scooters
- Briefing on Vehicle Safety Regulations for GB: Vaccine for Vehicles
- Briefing on Seat belts: Seat belts: Time for Action

Road Safety Conferences and Convening Events

- PACTS spring conference, March 2022: Safe System – from principle to practice – 17/03/2022
- 30th Westminster Lecture: Simon French - Reflections on 18 years as a railway accident investigator 11/04/2022 (useful as the Road Safety Investigation Branch is developed)
- PACTS council of members meeting and 40th-anniversary reception – 17/07/2022
- PACTS autumn conference: Equality in transport safety conference – 19/10/2022
- Project EDWARD parliamentary reception – Attended by 10 parliamentarians including the road safety minister 12/12/2022
- PACTS Spring conference – Micromobility: Sustainability and Safety - Safety regulation needed as micromobility use grows - PACTS – 30/03/2023

Provision of expert advice to Consultations and Government Committees

- DfT Consultation: Establishing a GB type-approval scheme for road vehicles – 30/06/2022
- DfT Call for Evidence: Protecting the public from repeat drug driving offenders – 28/06/2022
- Law Commission Consultation on Remote Driving - 05/09/2022
- CCAV Consultation: Safety standards for autonomous vehicles – 10/10/2022
- Transport Select Committee Inquiry: Self-driving vehicles – 17/10/2022
- PACTS joint response with RoSPA to DfT consultation on driving licensing review.

## STRATEGIC REPORT

## REPORT OF THE BOARD OF TRUSTEES

In the year under review, the Trust continued to run its grant application rounds as well as consideration and awarding of follow-up funding.

The Trust invites applications for grants by announcing either a main themed round or a small grants programme round. Details of how to make an application are available on the Trust's website, including formal policies, guidance, tips and videos. Applicants are asked to register on our website, responding to a questionnaire to ensure that their organisation is eligible according to our published criteria. The content of grant applications is specified in instructions to applicants, including objectives, beneficiaries, outcomes, methodology, evaluation, collaboration, innovation, schedule and budget. Applications are assessed by the staff on the Grants Team and the Trustees on the Road Safety Initiatives Committee. Grant applications which most closely align with our criteria are put forward for approval by the full board of Trustees.

The Main Theme 'Fitness to Drive' closed to applications in October 2022, having attracted 15 applications to a total value of £2,589,941. Following a robust process of due diligence by the Executive and Road Safety Initiatives Committee (RSIC), the board approved the total award of £1,108,905 to five projects in February 2023. The Small Grants Programme opened in the Autumn of 2022, attracted 14 eligible applications and resulted in four of those being awarded grants to a total value of £113,737.

The Trust has now funded 85 projects up to 31st March 2023, of which 51 completed and one closed but was uncompleted. In 2021-2022 there were delays to completion of projects attributed to Covid-19 and some of the restrictions that were in place during the period., Projects are back on track and 23 projects are scheduled to complete during 2023-24.

Every organisation that runs a project is our partner; we work together throughout the project's lifetime to achieve mutual objectives. Full details of every project funded are featured on the Trust's website.

The 13 new grants awarded during 2022-23 are listed below, together with 5 additional grants to existing recipients.

### MAIN THEME GRANTS 2022-23

| Title | Amount Awarded | Lead Organisation |
|---|---|---|
| INDICATE - Introduction of an oNline cognitive battery for fitness to Drive In mild Cognitive impAirmenT and dEmentia | £283,627 | University of East Anglia |
| How can we stop people drug driving? | £182,878 | Leeds Beckett University |
| Self-administered caffeine-nap intervention for driver sleepiness: efficacy for obstructive sleep apnoea patients | £142,846 | Loughborough University |
| Development and validation of sleep-related driving risk prediction tools | £292,950 | Nottingham Trent University |
| Development of an effective screening test to identify individuals in the early stages of dementia who are unfit to drive | £206,604 | Loughborough University |

**SMALL GRANTS 2022-23**

| Title | Amount Awarded | Lead Organisation |
|---|---|---|
| We need to talk about handsfree: Officer understanding of the dangers of handsfree and handheld mobile phone use by drivers | £23,898 | The Open University |
| Persuading professional drivers that hands-free phones are as dangerous as hand-held phone calls | £29,839 | The Kier Foundation |
| De-escalating road rage when passing vulnerable road users (VRU) | £30,000 | The British Horse Society (BHS) |
| Drymen Speed reduction and Community space gain through roadway softening layout changes trial | £30,000 | Drymen Community Development Trust |

**STRATEGIC PRIORITY GRANTS**

| Title | Amount Awarded | Lead Organisation |
|---|---|---|
| National Young Rider Forum - continuation grant | £12,000 | National Young Rider Forum - continuation grant |
| An Immersive VR Intervention to Improve Child Cyclists' Looking Behaviour and Situation Awareness and its Effects on Child and Parent/Carer Confidence and Attitudes: A Nationwide Community-Based Study | £19,330 | The Bikeability Trust |
| Message Not Received Evaluation | £25,000 | So-Mo |
| E-scooter safety and wider implications for understanding casualty data | £16,750 | PACTS - The Parliamentary Advisory Council for Transport Safety |

**ADDITIONAL GRANTS**

| Title | Amount Awarded | Lead Organisation |
|---|---|---|
| "Message not received": Seatbelts, the unseen problem | £5,000 | Birmingham City Council |
| Re-definition of the London HGV direct vision standard | £22,730 | Loughborough University Enterprise |
| Know the dangers – social media campaign evaluation | £5,874 | Shiny Side Up Partnership |
| Understanding near miss reporting | £23,000 | University College London |
| Harecroft: an evaluation of how to apply psychological speed reductions | £6,964 | Wilsden Parish Council |

## FINANCIAL REVIEW

Since its establishment, The Road Safety Trust has awarded £6.8m to 85 projects. It has set a prudent level of reserves and manages its investment in its trading subsidiary with a focus on governance and control over costs.

The Road Safety Trust relies on surpluses generated by its wholly owned trading subsidiary company, UKROEd, to carry out its grant-giving activity and meet its charitable objectives and does not undertake any fundraising activities with the public.

The charity is conscious of keeping its operational overheads in proportion to grants awarded, as it is the allocation of grants that reaches the ultimate beneficiaries of the Trust via the projects it funds: the UK road user.

The cost of operating the Trust's grant-giving activity came to £397,237 in 2022-23 (2021-22 £316,640). Most of this was salaries for the five staff (3.5 FTE) of £204,273 (2021-22 £173,306), other operating costs of £112,330 (2021-22 £91,096) and governance costs of £80,634 (2021-22 £52,238). Costs increased to cover additional staff and resources to manage the growing number of active projects.

In operating the NDORS scheme, UKROEd generated a surplus of £1,649,095 for the year 2022-23 (2021-22 £2,285,239). A loan facility of £500,000 (2022 £500,000) was approved by the charity to its trading subsidiary in April 2021 to assist with working capital requirements.

**Going concern**
The Trust has not borrowed any money, has established a prudent level of reserves, is maintaining control over costs and continues to receive income from its trading subsidiary. On this basis the board confirms that it is appropriate to continue to adopt the going concern method of accounting for the group.

## RESERVES POLICY

The Reserves Policy demonstrates the compliance of The Road Safety Trust with its legal duties to act in the interests of the charity and its beneficiaries, to protect and safeguard the assets of the charity, to act with reasonable care and skill and to ensure that the charity is accountable. The Policy is designed to:

- Justify and clearly explain the keeping or not keeping of reserves;
- Identify and plan for the maintenance of grants for beneficiaries;
- Reflect the risks of unplanned closure associated with the business model, spending commitments, potential liabilities and financial forecasts of the Trust and of its trading subsidiary, which operates NDORS; and,
- Help to address the risks of unplanned closure on projects we fund, staff and suppliers.

The Reserves Policy is monitored annually to review its effectiveness and application in light of changing road safety research needs and priorities, as well as changes affecting NDORS.
The Trust keeps a level of reserves that is sufficient to:

- Meet a minimum of one year of operating expenditure in case of unplanned closure of the Trust;
- Mitigate the financial aspects of risk in the activities of NDORS; and,
- Commit to large road safety projects of long duration.

Reserves are unrestricted and are not formally designated for a specific purpose.

- One year of operating expenditure in case of unplanned closure of the Trust £0.4m;
- Mitigating the financial aspects of risk in the activities of NDORS £2.5m; and,
- Commit to large road safety projects of long duration £2m.

The targeted range of reserves in the policy reflects the fact that the contingencies identified refer to circumstances which may occur separately or at the same time. The Trust will therefore aim to hold reserves between £2.5m and £5m. As at 31st March 2023, the free reserves held by the charity amounted to £5,290,664 (2022 £5,242,674). The consolidated reserves of the group are £5,290,664 (2022 £5,242,674).

Trustees consider that the level of reserves remains satisfactory and is compliant with the Reserves Policy.

**INVESTMENT POLICY AND PERFORMANCE**

The secondary income source to the Trust was dividends and interest from investments which totalled £93,706 (2021-22 £35,473). The Trust advanced an unsecured loan of £500,000 to its trading subsidiary on 20th April 2021 at an interest rate of 6% as an investment within its portfolio which was outstanding at the end of the year. £4,942,610 (2022 £4,601,811) was held in interest bearing deposit accounts with National Westminster Bank plc.

The Trust's Investment Policy states that the long-term investment objective is to generate a total return in excess of inflation (as measured by CPI), while generating an income to support the ongoing activities of the Trust, the level of which will be determined by Trustees from time to time, subject to acceptable levels of risk. The Trust also can invest in its trading subsidiary in order to provide sufficient funds for its continued operation of the NDORS scheme.

Trustees place a high priority on maintaining the real value of capital funds and of income returns over the long term, subject to acceptable levels of risk. They accept that at times this will mean accepting short- or medium-term fluctuations in capital value. The key risk to the long-term reserves is inflation, and surplus assets should be invested to mitigate this risk over the long term.

A review of the Trust's Investment Policy set out investment time horizons over which funds may be required. The policy sets out events which require a review of time horizons and allocation of funds. Funds held to meet short-term (within one year) needs are held in bank current accounts and short-term deposits. Funds held to meet medium-term (between one and five years) are held in bank deposit accounts with up to three years notice. Long-term funds, which are needed after more than five years, may be invested in financially regulated assets which may be subject to risk in their capital value.

Investment in the Trust's trading subsidiary is in the form of a loan. The Trustees considered the risks associated with the loan facility of £500,000 made during 2020-21, determined the appropriateness of advancing loans under the facility and set the terms of repayment and interest accordingly. A loan of £500,000 was advanced on 20th April 2021 and was outstanding at the year end. The Trustees extended the duration of the facility by one year in July 2023. The loan bears interest at 6% and the facility expires on 31 October 2024.

Short term cash reserves are held to provide financial security and may be required at short notice. As such, capital volatility is avoided by choosing instant access and short-term bank deposits. The balance of funds in pooled investments, term bank deposits and instant access bank deposits are reviewed periodically. The overall return on invested assets (i.e. capital gains and dividends from investments, deposit accounts and instant access accounts) was 3.9% (0.7% in 2021-22). Prevalent economic conditions presented a challenge to achieving the policy objectives in the year, as risk-free interest rates increased to nearly 4%, but remained well below inflation as measured by the CPI index at 10%, while investment markets continued to experience an elevated level of risk and volatility. The Trustees continue to monitor the most prudent way to meet the policy objectives with regard to balancing risks and returns.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

The Road Safety Trust is a company limited by guarantee, not having a share capital (Company number 08837451) incorporated on 8 January 2014 and is a charity registered in England and Wales on 20 March 2014 (Charity Number 1156300). Its governing document is its Articles of Association, and its members are the Police Forces of the United Kingdom which participate in the NDORS Scheme.

## RECRUITMENT, TRAINING AND APPOINTMENT OF NEW TRUSTEES

The Directors of The Road Safety Trust are also the Trustees for the purposes of charity law.

There were four resignations and four appointments to the Trust board during 2022-23. The four new trustees are Tanya Fosdick, Deirdre O'Reilly, Shaun Helman and PCC representative Matthew Scott. Rachel Aldred, Jagdeep Chaggar, Philip Seccombe and Sonya Hurt were the resignations. Tanya Fosdick, Deirdre O'Reilly and Shaun Helman bring their extensive expertise and experience as road safety research practitioners to the Road Safety Initiatives Committee. We began the recruitment for new trustees for the Audit and Risk Committee in August 2022, following the resignation of Jagdeep Chaggar. This recruitment process was completed in the fourth quarter of 2022-23 and resulted in the recent appointment in May 2023 of Victoria Coker and Anthony Blackman. Chief Constable Jo Shiner NPCC Roads Policing portfolio continues to ensure that the Police Force membership are represented on the Trust board.

The skills-led approach to Trustee recruitment forms the basis of one of the Trust's key objectives under Diversity, Equality and Inclusion which is monitored as part of the Trust's commitment to the Charity Governance Code. At 31st March 2023, the board's minimum required number of Trustees with skills/experience was exceeded in all 22 out of 24 areas identified as necessary for an effective board.

The charity recognises the importance of a comprehensive induction for new Trustees and learning and development for new and existing Trustees to be able to discharge their duties and fulfil their roles properly. There is a Trustee Induction, Training & Development Procedure in place which outlines how individual Trustees will be supported in their development during their term of office. Part of this involves a number of subscriptions and memberships that benefit Trustees' learning and development. Examples include National Council of Voluntary Organisations (NCVO), Association of Charitable Foundations (ACF), Civil Society Governance & Leadership magazine and online access, and the Association of Chairs for the Chair and Vice Chair, as well as a number of road safety specific subscriptions. Opportunities for Trustee learning and development are circulated to the board by the Chief Executive as they arise.

## BOARD GOVERNANCE

The board meets quarterly on a virtual basis three times per year and once as a face-to-face meeting at the May board. The Chair and Trustees have managed to run and hold effective meetings virtually and the in-person meeting helps the board to build cohesiveness and improve communication. Having fielded Trustee opinions and preferences through a survey, a blended approach seems to be the most popular going forward and the Trust will continue to hold face-to-face board and virtual board meetings.

Trustees are encouraged to be members of at least one Committee. The Audit & Risk (A&R) and Road Safety Initiatives (RSI) Committees meet three or four times per year. The Remuneration Committee meets annually unless otherwise required. In accordance with its Terms of Reference, the Remuneration Committee ensures that Trust staff are remunerated in line with the Remuneration Policy. The Nominations Committee meets at least twice a year or more often as necessary.

In addition to the above, an RST board strategy session was held in person in February 2023 to galvanise our vision and purpose and to develop beyond 2023. The session was facilitated, and the board met in person to discuss next steps and areas to focus on. This includes a symposium event planned for 2024 which will celebrate the achievements of The Trust over the past 10 years and determine how we look forward to the next 5 years of funding. With Covid restrictions relaxed, a face-to-face social event for both boards was held on 9th May 2023 because Directors and Trustees both valued the opportunity to meet and discuss matters together. There is also an established feedback system following the charity's and UKROEd's individual board meetings. The Trustee representative on the UKROEd board, Kathy Webster, plays a crucial role in this flow of communication, supported by the Trust's Chief Executive and Head of Finance.

In the charity, senior management members report to the committees that relate to their areas of responsibility (e.g. the Head of Finance reports to the Audit & Risk Committee and the Grants & Impact Director reports to the RSI Committee). In this way Trustees are kept abreast of the practical and pertinent issues affecting the Trust directly by staff other than the Chief Executive and can make decisions on an informed basis. Minutes from Committee meetings are issued in time to be posted onto the secure online Trustee Login Area for the quarterly board meeting and Committee chairs bring significant items arising to the board for discussion and decisions accordingly. Each of the Committees reviewed their Terms of Reference within the period, with changes brought to the full board for approval. Due to turnover of Committee members within the period, effectiveness reviews will be carried out in 2023 when new members should have settled into their new roles.

The Directors and Officers insurance and third party indemnity insurance for Trustees remains in place and was renewed 29th July 2022. The nature and scale of the policy will continue to be kept under review. The cost of the insurance for the year was £10,930 (2021 £9,990).

The charity continued to be supported by a small team through the period, consisting of 5 part-time employees (3.5 FTE): Sonya Hurt (Chief Executive), Louise Palomino (Grants & Impact Director), Tanya Qadir (Grants Officer), Victoria Sinclair (Administration & Information Officer) and Lindsay Eckley (Grants Officer). Hugh Sutherland is Head of Finance and is employed by the Trust's trading company, UKROEd, where most of his time is spent as Finance Director. The capacity of the Grants Team has been bolstered by the recruitment of a second Grants Officer in May 2022 to help with the administration and management of grant programmes and projects going forward.

Trustees are grateful to the team for the professional support that the team has provided throughout the year. In addition, HR, website, PR and graphic design support is provided on a consultancy basis.

**Board and Committee Attendance Records for the period 1st April 2022 to 31st March 2023**

**Collective Attendance:**

| | |
|---|---|
| **The board**, 4 scheduled meetings + strategic session | 80% (was 84% in 2021-22) |
| **Audit & Risk Committee (A&RC)**, 3 scheduled | 82% (was 100% in 2021-22) |
| **Road Safety Initiatives C'ttee (RSIC)**, 4 scheduled + 1 unscheduled meeting | 86% (was 86% in 2021-22) |
| **Nominations Committee (NomCom)**, 1 meeting | 100% (was 100% in 2021-22) |
| **Remuneration Committee (RemCom)**, 3 meetings | 89% (was 100% in 2021-22) |
| **UKROEd board (Trustee representative)**, 4 meetings | 100% (was 100% in 2021-22) |

**Individual attendance records 2022-23 (includes unscheduled meetings)**

| | |
|---|---|
| Tony Fuller, Chair | Board 100%, NomCom 100% |
| Heather Ward, Chair RSIC | Board 100%, RSIC 100% |
| Kathy Webster, Chair RemCom | Board 100%, UKROEd Board 100%, RemCom 100% |
| James Kean, Chair A&RC | Board 80%, A&RC 100% |
| Marlena Stefańska | Board 80%, A&RC 100%, RemCom 100% |
| Neil Hoose | Board 80%, RSIC 100% |
| Jo Shiner | Board 80%, RSIC, 40%, A&RC 100%, |
| Tanya Fosdick (appointed May 2022) | Board 100%, RSIC 60% |
| Shaun Helman | Board 60%, RSIC 100% |
| Deirdre O'Reilly | Board 80%, RSIC 100% |
| Matthew Scott | Board 40% |
| Sonya Hurt, Chair NomCom (resigned Apr 2022) | |
| Philip Seccombe (resigned Apr 2022) | |
| Victoria Coker (appointed May 2023) | |
| Anthony Blackman (appointed May 2023) | |

## DIVERSITY, EQUALITY AND INCLUSION

The charity recognises the importance and the benefits of embracing diversity, equality and inclusion. The Lead Trustee for Diversity is the Chair of the board. The charity's agreed Diversity, Equality and Inclusion objectives for its board are as follows:

1. To meet the skills and experience identified as necessary at board and committee level;
2. To actively encourage and seek out individuals from under-represented groups who are able to fill the skills and experience gaps as and when Trustee vacancies arise;
3. To strive for a balanced and diverse board in its widest sense;
4. To reflect as far as possible the community of interest of the charity's ultimate beneficiaries.

The table below outlines the Trust's performance against these objectives as at 31st March 2023 (11 Trustees holding office in March 2023):

| | |
|---|---|
| **Skills and experience**<br>Board Skills Matrix identifies 24 areas e.g. Financial Control, Business Planning etc. | Met: minimum number of Trustees required as having these skills met in all 24 areas identified |
| **Age** | 20-35yrs (0%), 36-50yrs (42%), 51-65yrs (42%), 66+ yrs (16%) |
| **Gender** | 58% Female, 42% Male |
| **Disability** | 100% do not consider themselves to be disabled |
| **Ethnic Origin** | 100% White English/Welsh/Scottish/Northern Irish/British |
| **Sector Background** | Mostly private sector 25%<br>Mostly wider public service 33%<br>Mostly civil service 8.5%<br>Mostly third sector 8.5%<br>Mixed 25% |
| **Road User Type** | Pedestrian 92%<br>Car driver 92%<br>Cyclist 50%<br>Horse rider 17%<br>HGV driver 8%<br>Motorcyclist 8% |

## STAKEHOLDER REPRESENTATION AND ENGAGEMENT

Our police force members are represented on the board of Trustees by Jo Shiner, Chief Constable of Sussex Police and NPCC Lead on Roads Policing. The Association of Police and Crime Commissioners (APCC) also has representation on the Trustee board, thanks Matthew Scott, PCC for Kent, from May 2022. There was constitutional correspondence with police force members prior to the 2022 AGM which was held virtually. Regular bulletins from NRPOII (National Roads Policing Operations, Intelligence and Investigations) to police members contained updates from The Road Safety Trust.

The charity has contracted with Campaign Collective, a social enterprise PR agency, for its media support role. The three key objectives given to Campaign Collective were to:

- Raise the profile of The Road Safety Trust and the difference it makes to road safety as a result of its grant-giving activity
- Encourage and invite interest in its grant funding with a view to receiving high quality applications
- Promote road safety

Campaign Collective reported 104 pieces of media coverage during 2022-23 (all positive pieces containing at least one of the Trust's key messages, with an 'opportunity to see' of 15m) and 38 separate media enquiries.

## PLANS FOR FUTURE PERIODS

The charity has an agreed strategy for the period 2021-24 which is robust and relevant for the upcoming period (refer to the Strategy Map on p4). Alongside delivery of the strategy, 2023-24 will be a year of exploring ways of increasing grant making activity, other types of grant and a broader set of charitable activities in dissemination and amplifying impact. The staff team will be enhanced, enlarged and supported by extra people and resources. Two new Trustees have joined the board in May 2023 and have started their induction process, bringing their expertise and experience to the Audit & Risk Committee.

The partnerships that the charity developed as part of meeting its strategic priorities around dissemination and advocacy will continue. As the new CEO has brought knowledge of the sector and contacts with a wide range of stakeholders, the opportunity to widen and deepen relationships will be further explored and extended. Extra presence at relevant road safety events and the convening of additional forums for discussion and exchange of ideas and evidence are ways to improve the way that grant making is informed by a diverse and relevant body of stakeholders. The charity has appointed Stennik as a new consulting partner to assist in developing its communications activity. The clear purpose of this increased profile and resource is not only to demonstrate the value to road safety delivered through its funded projects, but also to encourage the submission of high quality, practically focussed and potentially impactful applications which is how the Trust can deliver its charitable purpose.

The directors of UKROEd plan to undertake a review of core information processing systems in order to ensure that they may be renewed and improved in an orderly and cost-effective way, which will entail significant expenditure of financial resources, commitment of management resources and use of staff time over the coming years.

## PRINCIPAL RISKS AND UNCERTAINTIES

The Strategic Risk Register is reviewed three times a year by the Audit & Risk Committee and then reported to the Trust board with a summary of the operational risks that are, or have become, significant. The Audit & Risk Committee risk workshop in February 2022 continued to provide a firm base level for assessing risks and the mitigations implemented. The potential impact of each of the strategic risks outlined below is considerable.

*1) FINANCIAL SUSTAINABILITY*

The Trust depends on its trading subsidiary as its sole source of income. While its subsidiary is legally obliged to distribute all of its surplus to the Trust, the amount of the surplus each year is variable and subject to risks which neither the Trust nor UKROEd can wholly control. The Trust holds reserves in respect of the risks associated with both the Trust and UKROEd and made a loan of £500,000 to UKROEd in April 2021 and extended the duration of the facility by one year in July 2023, which was outstanding at the year end. Care has been taken with the 3-year strategy and financial planning of the trading subsidiary to ensure its viability so that the Trust can continue its grant-making activity. A number of measures and monitoring tasks across governance and operations are in place to mitigate this risk.

*2) COMPLIANCE*

The Road Safety Trust or its trading subsidiary could inadvertently become non-compliant by not identifying, planning for or accommodating regulatory or legislative requirements, current or future. Work on Freedom Of Information requests (including training for staff and Trustees) and GDPR took place during the year. Mitigating measures include: taking a collective responsibility for keeping abreast of existing and future legislative and future requirements and changes that might affect the Trust; taking relevant professional advice; using internal audits to identify gaps and improvement opportunities; maintaining up to date policies and procedures for staff and Trustees to follow; providing Trustees with oversight on audit and risk matters via the Audit & Risk Committee; managing staff effectively and carrying out staff training.

*3) PURPOSE AND IMPACT*

The risk is about projects funded by the Trust not achieving their objectives, or the way in which funds are awarded and managed by the Trust not being done properly. If either of these situations happen then the project objectives and their outcomes risk not being achieved, resulting in the charity not achieving its purpose and not being able to prove impact of its core activity (grant-making). Mitigating actions include close liaison with grantees to support and service their queries and concerns around their projects and facilitating adjustments that may be necessary so that we can remain informed and report on impact to the Trust, while aiming to complete projects on schedule as far as possible. Other mitigating actions include the online application software which serves to monitor and manage ongoing projects, internal audit checks, improved documentation/guidance for applicants and regular staff supervision and training/support. To address the small staff team's capacity of managing more than the optimum number of projects and grant application rounds, as well as other strategic priority initiatives, further staff and additional resources are planned for 2023-24.

*4) REPUTATION*

All of the above would have a reputational impact on the Trust, as would any significant events within UKROEd. In the event of a serious incident, the organisation as a whole has taken steps to ensure it is prepared to deal with and manage internal and external communications as a means of not making an already bad situation worse and to minimise the damage to its reputation.

*5) GOVERNANCE*

In addition to governing the charity, Trustees need to have oversight of the charity's trading subsidiary and be assured of its governance and management. Ineffective governance comprises a risk to the group. A clear governance structure, framework and relationship between the two companies and clear delegation of authorities and controls as well as effective performance reporting processes has been established. The recently approved legislation of the Police, Crime, Sentencing and Courts Act 2022 also presents new opportunities and risks for the group in terms of legal compliance alongside the scope for a wider set of activities and involvement in the road safety sector.

**STATEMENT OF INTERNAL FINANCIAL CONTROL**

The board acknowledges its ultimate responsibility for ensuring that The Road Safety Trust has in place a system of internal financial control that is appropriate to the business environment in which it operates. Although no system of internal financial control can provide absolute reassurance against material misstatement or loss, the Trust's system is designed to provide the board with reasonable reassurance that:

- The financial information used within The Road Safety Trust or for publication is reliable
- Proper accounting records are maintained
- Assets are safeguarded against unauthorised use or disposition
- Problems are identified on a timely basis and dealt with appropriately

In addition, the board is reassured by the following:

- Formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and restrict the unauthorised use of the Trust's assets. This includes strict controls for the authorisation of personal expense claims.
- Experienced and suitable staff take responsibility for important business functions.
- Forecasts and budgets are prepared which allow the board and SMT to monitor key business risks, financial objectives and progress towards financial plans set for the year through preparation of regular management accounts.
- All significant new initiatives and grant awards are subject to formal authorisation procedures, through the board and its relevant committees.
- Regular reporting to the board and sub-committees, including management accounts and detailed reports on the grant programmes.
- The Audit & Risk Committee reviews reports from management staff, the internal auditors and the external auditors, to provide reasonable assurance that control procedures are in place and are being followed.

- Formal procedures have been established for instituting appropriate action to correct weaknesses from the above reports.

**AUDITORS**
A resolution to re-appoint Crowe U.K. LLP will be put to the members at the forthcoming Annual General Meeting.

**STATEMENT AS TO DISCLOSURE OF INFORMATION TO THE AUDITOR**
The Trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the Trustees has confirmed that they have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

The Trustees' Report, which contains the Directors' Report required by company law, and the incorporated Strategic Report, were approved by the Trustees on 25th July 2023 and are signed on their behalf by:

X

**Tony Fuller**
**Chair**

Y 24/7/23

## STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (which comprises the directors for the purpose of company law) are responsible for preparing the Trustees' Report (incorporating the Strategic Report) and the financial statements in accordance with applicable law and regulations.

Company and charity law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company and charity law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the group and the charitable company for that period.

In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and accounting 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 group and the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the group's and the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the group and 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 group and the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on The Road Safety Trust website.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ROAD SAFETY TRUST

### Opinion

We have audited the financial statements of The Road Safety Trust ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Charity Statement of Financial Activities, the Consolidated and Charity Balance Sheets and the Consolidated Cashflow Statement 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 of the parent charitable company's affairs as at 31 March 2023 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 charitable company and 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 Group's or the parent 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 contained within the annual report. The other information comprises the information included in the 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.

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 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 THE ROAD SAFETY TRUST

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

**Matters on which we are required to report by exception**

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or 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 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; 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.

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 16, 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 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 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

**Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR) and taxation legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing noncompliance and cannot be expected to detect non-compliance with all laws and regulations.

**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.

**Vincent Marke**
Senior Statutory Auditor

for and on behalf of
**Crowe U.K. LLP**

Statutory Auditor

55 Ludgate Hill
London
EC4M 7JW

Date: 07/03/2023

**THE ROAD SAFETY TRUST LIMITED**
**(A company limited by guarantee)**

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2023

| | Notes | Total Funds 2023 £ | *Total Funds 2022 £* |
|---|---|---|---|
| **Income from:** | | | |
| Other trading activities | 11 | 88,262,606 | *76,083,182* |
| Investments | 4 | 63,706 | *5,473* |
| **Total income** | | 88,326,312 | *76,088,655* |
| **Expenditure on:** | | | |
| Raising funds | | | |
| Other trading activities | 11 | 86,583,511 | *73,767,944* |
| Charitable activities | 5 | 1,694,811 | *1,896,285* |
| **Total expenditure** | | 88,278,322 | *75,664,229* |
| **Net income before gains on investments** | | 47,990 | *424,426* |
| Net gains on investments | | - | - |
| **Net movement in funds** | | 47,990 | *424,426* |
| **Reconciliation of funds:** | | | |
| Total funds brought forward | | 5,242,674 | *4,818,248* |
| Net movement in funds | | 47,990 | *424,426* |
| **Total funds carried forward** | | 5,290,664 | *5,242,674* |

The Charity Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 24 to 33 form part of these Financial Statements

**THE ROAD SAFETY TRUST LIMITED**
**(A company limited by guarantee)**
**REGISTERED NUMBER 008837451**
**CONSOLIDATED BALANCE SHEET**
**AS AT 31 MARCH 2023**

| | Notes | 2023 £ | £ | *2022* £ | *£* |
|---|---|---|---|---|---|
| **Current assets** | | | | | |
| Debtors | 12 | 12,286,137 | | *14,115,853* | |
| Cash at bank and in hand | | 11,302,673 | | *8,190,395* | |
| | | 23,588,810 | | *22,306,248* | |
| Creditors: amounts falling due within one year | 13 | (17,606,180) | | *(16,668,966)* | |
| **Net current assets** | | | 5,982,630 | | *5,637,282* |
| Creditors: amounts falling due after more than one year | 14 | | (691,966) | | *(394,608)* |
| **Total net assets** | | | 5,290,664 | | *5,242,674* |
| **Charity funds** | | | | | |
| **Unrestricted funds** | | | 5,290,664 | | *5,242,674* |
| **Total funds** | | | 5,290,664 | | *5,242,674* |

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

The net income/(expenditure) in the charitable entity for 2023 was a surplus of £47,990 (2022 surplus: £424,426).

The financial statements were approved and authorised for issue by the Trustees on 25th July 2023 and signed on their behalf by:

X 25/7/23

**Tony Fuller**
Chair

The notes on pages 24 to 33 form part of these Financial Statements

**THE ROAD SAFETY TRUST LIMITED**
**(A company limited by guarantee)**
**REGISTERED NUMBER 008837451**
**CHARITY BALANCE SHEET**
**AS AT 31 MARCH 2023**

| | Notes | 2023 £ | £ | *2022* £ | *£* |
|---|---|---|---|---|---|
| **Current assets** | | | | | |
| Debtors | 12 | 2,193,624 | | *694,180* | |
| Cash at bank and in hand | | 5,157,693 | | *6,574,006* | |
| | | 7,351,317 | | *7,268,186* | |
| Creditors: amounts falling due within one year | 13 | (1,368,687) | | *(1,630,904)* | |
| **Net current assets** | | | 5,982,630 | | *5,637,282* |
| Creditors: amounts falling due after more than one year | 14 | | (691,966) | | *(394,608)* |
| **Total net assets** | | | 5,290,664 | | *5,242,674* |
| **Charity funds** | | | | | |
| **Unrestricted funds** | | | 5,290,664 | | *5,242,674* |
| **Total funds** | | | 5,290,664 | | *5,242,674* |

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

The financial statements were approved and authorised for issue by the Trustees on 25th July 2023 and signed on their behalf by:

**Tony Fuller**
Chair

The notes on pages 24 to 33 form part of these Financial Statements

**THE ROAD SAFETY TRUST LIMITED**
**(A company limited by guarantee)**

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

| | Notes | 2023<br>£ | *2022*<br>*£* |
|---|---|---|---|
| **Cash flows from operation activities** | | | |
| Net cash used in operating activities | 18 | 3,048,572 | *576,227* |
| **Cash flows from investing activities** | | | |
| Interest received | | 63,706 | *5,473* |
| Disposal of investments | | - | - |
| **Net cash provided by investing activities** | | 63,706 | *5,473* |
| **Change in cash and cash equivalents in the year** | | 3,112,278 | *581,700* |
| Cash and cash equivalents at the beginning of the year | | 8,190,395 | *7,608,695* |
| **Cash and cash equivalents at the end of the year** | | 11,302,673 | *8,190,395* |

The notes on pages 24 to 33 form part of these Financial Statements

## 1. General Information

The Road Safety Trust is a private limited company limited by guarantee, and is registered, domiciled and incorporated in England. The registered address is Colwyn Chambers, York Street, Manchester, M2 3BA.

## 2. Accounting policies

### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the 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) (second edition - October 2019) (effective 1 January 2019), FRS 102 and the Companies Act 2006.

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

The accounts are prepared under the historical cost convention, modified to include certain financial instruments at fair value.

The financial statements are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £1.

The financial statements consolidate the results of the charitable company and its wholly controlled subsidiary, UKROEd Limited, on a line-by-line basis. The Road Safety Trust is the sole member of UKROEd Limited and by virtue of this wholly controls UKROEd Limited. In accordance with section 408 of Companies Act 2006, no separate Statement of Financial Activities has been presented for The Road Safety Trust.

### 2.2 Going concern

At the time of approving the financial statements the Trustees have a reasonable expectation that the charity and the group have adequate resources to continue in operational existence for the foreseeable future based on forecasts which have been stress tested in relation to the key uncertainties and assumptions. The social and economic disruption caused by the Covid 19 pandemic has not altered the fundamental financial model of the charity nor its trading subsidiary. The subsidiary company has seen volumes of courses recover and grow as the effects of the pandemic have been mitigated. The charity and the group have put in place measures to enable them to respond flexibly to changed circumstances, including revisions to operations and financial arrangements. Recent events have validated the Trustees' policy of holding significant reserves in order to mitigate the risks it has identified. The Trustees therefore continue to adopt the going concern basis of accounting in preparing the financial statements.

### 2.3 Income

Income from commercial trading activities consists of the income generated by the trading subsidiary UKROEd Limited. The income received for the management and operation of the National Driver Offender Retraining Scheme (NDORS), consisting of the collection of the Scheme Participation Charge, is recognised when the course occurs.

### 2.4 Investment income

Income from investments consists of interest earned on bank deposits and current accounts and distributions made by the subsidiary undertaking under gift aid and loans to the subsidiary undertaking. Income from fixed asset investments consists of dividend income. The charity recognises all investment income on an accruals basis.

**2. Accounting policies (continued)**

**2.5 Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis and allocated according to the nature of the expense.

Costs of charitable activities include grants made, governance costs and support costs as shown in note 5.

Costs of the commercial trading activities include the costs of the subsidiary's operations and are shown in note 11. The element of the Scheme Participation Charge recovered by police forces is shown as cost of sales. The running costs of UKROEd Limited are shown as administrative expenses. The interest payable on the inter-company loan is shown as interest payable.

Expenditure on items of office equipment and computers whose cost is less than the threshold amount of £2,000 is charged as an expense. Items costing more than the threshold amount are capitalised as tangible fixed assets.

**2.6 Grants**

Grants payable are payments made to UK based organisations, registered charities and university departments in the furtherance of the charitable objectives of the charitable company. Grant commitments are recognised once an application for a grant has been approved, the recipient notified of the grant and a legal or constructive obligation thereby created. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the Trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and any condition attaching to the grant is outside the control of the charitable company.

**2.7 Allocation of support and governance costs**

Support costs are those functions that assist the work of the group but do not directly undertake charitable activities.

Governance costs are costs associated with the governance arrangements of the group. Included within this category are costs associated with the strategic as opposed to day to day management of the group's activities.

**2.8 Development costs**

Development costs are capitalised where there is assessed to be a likelihood of a future benefit or income stream arising.

**2.9 Funds**

Unrestricted funds are income receivable or generated for the objects of the group without further specified purpose.

**2.10 Fixed asset investments**

Investments are a basic financial instrument and are included in the balance sheet initially at transaction value and subsequently recognised at their fair value at the end of the financial period which is the bid price quoted on a recognised stock exchange. Realised and unrealised gains and losses are credited or debited to the Statement of Financial Activities in the year in which they arise.

**2. Accounting policies (continued)**

**2.11 Financial instruments**

Financial instruments are classified and accounted for according to the substance of the contractual arrangement as financial assets or financial liabilities.

Basic financial assets, which include trade debtors, accrued income and amounts owed by group undertakings, are initially measured at the transaction price and are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Loans to the subsidiary undertaking are initially measured at transaction price and subsequently measured at amortised cost using the effective interest rate.

Basic financial liabilities, which include trade creditors, grants payable, other creditors and accruals, are initially measured at the transaction price and are subsequently measured at amortised cost, being the transaction price less any amounts settled.

**2.12 Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**2.13 Retirement benefits**

For defined contribution schemes the amount charged to profit or loss are the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

**3. Critical accounting estimates and areas of judgment**

In the application of the charitable group'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.

In determining whether the subsidiary undertaking is acting as agent or principal with regard to an element of the 'Scheme Participation Charge' income, the Trustees have assessed whether it is the subsidiary undertaking or the relevant police force that has exposure to the significant risks and rewards associated with the provision of the NDORS scheme. The Trustees have determined that the subsidiary undertaking is acting as principal based on this assessment.

The element of the 'Scheme Participation Charge' income recovered by the police forces during the year was £81,087,547 (2022: £69,858,660).

## 4. Investment income

| | **Group 2023 £** | Group 2022 £ | **Charity 2023 £** | Charity 2022 £ |
|---|---|---|---|---|
| Bank interest | **63,706** | 5,473 | **63,706** | 5,473 |
| Interest on loan to group undertaking | **-** | - | **30,000** | 30,000 |
| Dividends | **-** | - | **-** | - |
| | **63,706** | 5,473 | **93,706** | 35,473 |

## 5. Expenditure on charitable activities

| | **Group 2023 £** | Group 2022 £ | **Charity 2023 £** | Charity 2022 £ |
|---|---|---|---|---|
| Grants (see note 6) | **1,297,576** | 1,579,645 | **1,297,576** | 1,579,645 |
| Direct costs | **241,915** | 195,524 | **241,915** | 195,524 |
| Support costs | **155,320** | 121,116 | **155,320** | 121,116 |
| | **1,694,811** | 1,896,285 | **1,694,811** | 1,896,285 |

Support costs include the following:

| | **Group 2023 £** | Group 2022 £ | **Charity 2023 £** | Charity 2022 £ |
|---|---|---|---|---|
| Office costs | **27,970** | 14,945 | **27,970** | 14,945 |
| Other costs | **46,716** | 53,933 | **46,716** | 53,933 |
| Governance costs including legal and professional fees | **80,634** | 52,238 | **80,634** | 52,238 |
| | **155,320** | 121,116 | **155,320** | 121,116 |

Support costs and governance costs have been allocated against the charitable activity.

**6. Grants – Group and charity**

| | **Grants awarded 2023** | No. of grants 2023 | *Grants awarded 2022* | *No. of grants 2022* |
|---|---|---|---|---|
| | **£** | £ | *£* | *£* |
| Addenbrookes Charitable Trust** | **-** | **-** | **(10,000)** | - |
| Birmingham City Council | **5,000** | **1** | **-** | - |
| Brunel University, London | **19,330** | **1** | **-** | - |
| Cardiff University** | **-** | **-** | **(10,730)** | - |
| Derby City Council | **-** | **-** | **30,000** | 1 |
| Dryman Community Development Trust | **30,000** | **1** | **-** | - |
| Folksam | **-** | **-** | **18,130** | 1 |
| Gloucestershire Constabulary | **-** | **-** | **171,875** | 1 |
| Grants paid from the Impact Fund* | **-** | **-** | **755** | - |
| Institute of Global Health Innovation, Imperial College London | **-** | **-** | **91,073** | 1 |
| Leeds Beckett University | **182,878** | **1** | **-** | - |
| Lincolnshire Police | **-** | **-** | **229,771** | 2 |
| Liverpool City Council | **-** | **-** | **8,783** | 1 |
| London Borough of Waltham Forest | **(5,000)** | **-** | **-** | - |
| Loughborough University Enterprise Limited | **22,730** | **1** | **55,000** | 1 |
| Loughborough University | **349,450** | **2** | **-** | - |
| National Young Rider Forum | **12,000** | **1** | **-** | - |
| Nottingham Trent University | **292,950** | **1** | **-** | - |
| Parliamentary Advisory Council for Transport Safety (PACTS) | **16,750** | **1** | **136,000** | 1 |
| Road Safety Foundation | **(3,454)** | **-** | **199,327** | 1 |
| Shiny Side Up Partnership | **5,874** | **1** | **-** | - |
| Staffordshire University | **-** | **-** | **24,532** | 1 |
| So Mo | **25,000** | **1** | **-** | - |
| Suffolk County Council | **(4,000)** | **-** | **30,000** | 1 |
| Sustrans | **(31,536)** | **-** | **-** | - |
| Swansea University | **-** | **-** | **46,437** | 1 |
| The British Horse Society | **30,000** | **1** | **-** | - |
| The Floow Limited | **-** | **-** | **189,919** | 1 |
| The Kier Foundation | **29,839** | **1** | **-** | - |
| The Open University | **23,898** | **1** | **-** | - |
| University College London | **23,000** | **1** | **140,823** | 1 |
| University of East Anglia | **283,627** | **1** | **-** | - |
| University of Greenwich | **-** | **-** | **18,999** | 1 |
| University of Sheffield | **-** | **-** | **195,932** | 1 |
| University of Southampton | **(6,100)** | **-** | **-** | - |
| University of the West of Bristol | **-** | **-** | **13,019** | 1 |
| Wilsden Parish Council | **6,964** | **1** | **-** | - |
| Wirral | **(11,624)** | **-** | **-** | - |
| **Grants awarded recognised as expenditure** | **1,297,576** | 18 | 1,579,645 | 18 |
| Grants payable at 1 April | **2,001,204** | | 1,272,531 | |
| Grants paid during the year | **(1,270,674)** | | (850,972) | |
| | **2,028,106** | | 2,001,204 | |

**6. Grants – Group and charity (continued)**

*Grants paid from the Impact Fund represent a small number of additional grants paid for existing recipients to help enhance the impact of their projects.

**Grant commitments may be amended as the requirements of the project change, with the approval of the Road Safety Initiatives Committee.

Grants payable is the amount provided in respect of grants committed to recipients which had not yet been paid by the end of the year. The projects which are funded by the grants made are typically carried out over a period of more than one year and occasionally more than two years, with grant instalments payable in arrears when the projects reach agreed milestones. The amount of grants payable therefore reflects the grants committed in prior years, as well as the grants committed in the year.

Information about the nature of the projects being supported can be found in the Trustees' Report.

**7. Net income**

| | **Group 2023 £** | *Group 2022 £* | **Charity 2023 £** | *Charity 2022 £* |
|---|---|---|---|---|
| **Net income is stated after charging:** | | | | |
| *Fees payable to the auditors as follows:* | | | | |
| Audit services | **32,150** | 27,950 | **13,500** | 11,750 |
| *Other services:* | | | | |
| Taxation compliance services | **3,500** | 3,168 | **1,850** | - |
| Other non-audit services | **9,750** | 8,200 | **-** | 2,950 |
| | **45,400** | 39,318 | **15,350** | 14,700 |

**8. Staff costs**

| | **Group 2023 £** | Group 2022 £ | **Charity 2023 £** | Charity 2022 £ |
|---|---|---|---|---|
| Salaries and wages | **1,528,698** | 1,182,365 | **176,625** | 150,037 |
| Social security costs | **163,479** | 134,938 | **18,895** | 15,782 |
| Pension costs | **94,094** | 59,103 | **8,753** | 7,487 |
| | **1,786,271** | 1,376,406 | **204,273** | 173,306 |

**8. Staff costs (continued)**

| | **Group 2023** | Group 2022 | **Charity 2023** | Charity 2022 |
|---|---|---|---|---|
| Average number of employees | **33** | 28 | **4** | 4 |

During the year, 6 (2022: 3) Trustees were reimbursed expenses of £2,494 (2022: £181). This related to travel and other out of pocket expenses. No Trustees were paid during the year (2022: £Nil)

The key management personnel of the Group comprise the directors of UKROEd Limited and the Chief Executive Officer of the charity. The total employment benefits of the key management personnel including National Insurance of the Group were £500,419 (2022: £449,434).

The key management personnel of the charity comprise the Chief Executive Officer and the Head of Finance. The total employment benefits of the key management personnel of the charity including National Insurance were £75,270 (2022: £73,824).

The number of employees whose total employee benefits exceeded £60,000 during the year for the charitable group was:

| | **2023** | 2022 |
|---|---|---|
| £60,001 - £70,000 | **3** | 5 |
| £70,001 - £80,000 | **2** | 1 |
| £80,001 - £90,000 | **-** | - |
| £90,001 - £100,000 | **1** | 1 |
| £100,000 - £110,000 | **-** | - |
| £110,001 - £120,000 | **1** | 1 |
| | **7** | 8 |

**9. Retirement benefit scheme**

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

The employer's pension costs charged to the Statement of Financial Activities during the year amounted to £94,094 (2022: £59,103).

**10. Taxation**

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

### 11. Subsidiary undertaking

The charity controls and is the sole member of UKROEd Limited, a company limited by. guarantee, incorporated in the United Kingdom (company number 08773977). Its registered office address is: Colwyn Chambers, York Street, Manchester, England, M2 3BA. A summary of the trading results are shown below:

| | **2023** | 2022 |
|---|---|---|
| | **£** | £ |
| Aggregate assets | **18,393,519** | 15,723,301 |
| Aggregate liabilities | **(18,393,519)** | (15,723,301) |
| Net assets | **-** | - |
| Income | **88,262,606** | 76,083,182 |
| Cost of sales | **(81,087,547)** | (69,858,660) |
| Administrative expenses | **(5,495,964)** | (3,909,283) |
| Interest payable | **(30,000)** | (30,000) |
| Surplus for the year | **1,649,095** | 2,285,239 |

The income and expenditure of UKROEd Limited are shown under the heading 'Other trading activities' in the consolidated statement of income and expenditure account. The subsidiary made a distribution of £1,649,095 during the year to the charitable parent under gift aid (2022: £2,285,239).

### 12. Debtors

| | **Group 2023** | Group 2022 | **Charity 2023** | Charity 2022 |
|---|---|---|---|---|
| | **£** | £ | **£** | £ |
| **Due within one year** | | | | |
| Trade debtors | **4,260,321** | 6,678,348 | **-** | - |
| Amounts owed by group undertakings | **-** | - | **2,149,099** | 685,239 |
| Other debtors | **-** | - | **-** | - |
| Prepayments and accrued income | **8,025,816** | 7,437,505 | **44,525** | 8,941 |
| | **12,286,137** | 14,115,853 | **2,193,624** | 694,180 |

### 13. Creditors: Amounts falling due within one year

| | **Group 2023 £** | Group 2022 £ | **Charity 2023 £** | Charity 2022 £ |
|---|---|---|---|---|
| Trade creditors | **8,277,743** | 7,500,361 | **11,787** | 9,909 |
| Taxation and social security | **339,411** | 414,525 | **4,560** | 9,850 |
| Other creditors | **7,652,886** | 7,147,484 | **16,200** | 4,549 |
| Grants payable | **1,336,140** | 1,606,596 | **1,336,140** | 1,606,596 |
| | **17,606,180** | 16,668,966 | **1,368,687** | 1,630,904 |

### 14. Creditors: Amounts falling due after more than one year

| | **Group 2023 £** | Group 2022 £ | **Charity 2023 £** | Charity 2022 £ |
|---|---|---|---|---|
| Grants payable | **691,966** | 394,608 | **691,966** | 394,608 |

### 15. Operating lease commitments

At 31 March 2021 the group and the charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | **Group 2023 £** | Group 2022 £ |
|---|---|---|
| Not later than 1 year | - | 14,932 |
| Later than 1 year and not later than 5 years | - | - |
| | - | 14,932 |

### 16. Limited liability

The company is limited by guarantee and does not have share capital. Each member gives a guarantee to contribute a sum, not exceeding £1, to the company should it be wound up. At 31 March 2023 there were 43 members (2022: 43).

### 17. Related party transactions

During the year £1,649,095 was distributed under gift aid from UKROEd Limited, the wholly owned subsidiary (2022: £2,285,239). A total of £nil was paid during the year, leaving a sum of £1,649,095 due at 31 March 2023 and is included in amounts owed by group undertakings (2022: £185,239).

The charity recharged £Nil of bank charges to UKROEd Limited (2022: £4,582).

A loan of £500,000 was advanced to UKROEd in April 2021, repayable in October 2023, bearing interest annually at a rate of 6%. The balance on the loan to UKROEd Limited was £500,000 at 31 March 2023 (2022: £500,000).

Although not related parties as defined by FRS 102, in the interest of transparency the Trustees have the following other relationships;

- according to the Trust's Articles of Association, the Police Force Trustee is the Chief Officer who is the National Lead for Roads Policing in England, Wales and Northern Ireland. The force which they lead will therefore be a recipient of income reflecting cost recovery arising from the NDORS Scheme payable by UKROEd Limited.
- the police forces overseen by the Police and Crime Commissioner appointed to the board of Trustees will also be a recipient of income reflecting cost recovery arising from the NDORS Scheme payable by UKROEd Limited.

### 18. Reconciliation of net income to net cash flow from operating activities

| | **2023** | 2022 |
|---|---|---|
| | **£** | £ |
| Net income | **47,990** | 424,426 |
| Adjustments for: | | |
| Interest receivable | **(63,706)** | (5,473) |
| Decrease / (Increase) in debtors | **1,829,716** | (2,372,030) |
| Increase in creditors | **1,234,572** | 2,529,304 |
| | **3,048,572** | 576,227 |

### 19. Control

At 31 March 2023 there was no one ultimate controlling party.

**THE ROAD SAFETY TRUST**

England & Wales - Charity number 1156300

# Accounts

THE ROAD SAFETY TRUST

Making Roads Safer

# Annual Report 2021-22

Making Roads Safer

# 2021-22 at a Glance

**£1,579,645**
Total grants awarded within the period

**18**
Projects awarded within the period

**36%**
% of applications approved within the period

**£5,242,674**
Charity & consolidated reserves at the end of the year

**£5,508,624**
Total awarded to date

**34**
Number of completed projects to date

**72**
Total projects awarded to date

## Completed projects and their impact on the Safe System:

## Funded Road Safety Project outputs & outcomes:

**32**
Resources & tools produced

**20**
Reports & academic publications

**18**
Conferences, workshops & events

**10**
New partnerships & collaborations

**9**
Policy impacts

**2.75**
Number of FTE (Trust) staff

**1086**
Twitter followers at 31/3/21

**241**
Pieces of media coverage on projects/ grants (100% positive)

Company Number: 08837451
Registered Charity Number: 1156300

# The Road Safety Trust
(A company limited by guarantee)

# Report and Financial Statements
for the year ended 31 March 2022

The Road Safety Trust is a grant-funding charity committed to making UK roads safer, achieving impact through the funding of practical measures, research, dissemination and education. We have funded 72 projects and awarded £5.5 million in grants since the charity was established in 2014, becoming the largest independent grant funder of road safety initiatives in the UK. Our trading subsidiary company, UKROEd Limited ("UKROEd"), enables us to meet our charitable objectives through its education of road offenders and by distributing its surplus to the charity to give out in grants. We share the same vision and this report shows what we've been doing this year to help make our vision a reality.

# Contents


Reference and administrative details of the charity, its trustees and advisors ..... 1

Trustees' Report incorporating the Strategic Report ..... 2

From the Chair and Chief Executive..... 2

Strategy Map..... 7

Vision, Purpose and Activities..... 8

Report of the Board of Trustees..... 12

Financial Review..... 18

Structure, Governance and Management..... 22

Diversity, equality and inclusion ..... 26

Stakeholder representation and engagement..... 28

Plans for Future Periods..... 30

Principal Risks and Uncertainties..... 31

Statement of Internal Financial Control..... 34

Statement of Trustees' Responsibilities ..... 36

Independent Auditor's Report ..... 38

Consolidated statement of financial activities..... 42

Consolidated balance sheet..... 43

Charity balance sheet..... 44

Consolidated statement of cash flows..... 45

Notes to the financial statements..... 46 - 58

# Reference and administrative details of the charity, its trustees and advisors

## Trustees

**Rachel Aldred**

**Oliver Carsten**
(resigned 14th October 2021)

**Jagdeep Singh Chaggar**

**Tanya Fosdick**
(appointed 10th May 2022)

**Tony Fuller, Chair**
(appointed as Chair 14th October 2021)

**Shaun Helman**
(appointed 10th May 2022)

**Neil Hoose**
(appointed 23rd November 2021)

**Sonya Hurt, Vice Chair**
(resigned 5th April 2022)

**James Kean**

**Catherine McMahon OBE**
(resigned 14th October 2021)

**James Millar**
(resigned 30th March 2022)

**Deirdre O'Reilly**
(appointed 10th May 2022)

**Matthew Scott**
(appointed 10th May 2022)

**Philip Seccombe**
(resigned 5th April 2022)

**Jo Shiner**
(appointed 5th July 2021)

**Marlena Stefańska**
(appointed 22nd July 2021)

**Heather Ward**

**Kathy Webster**
Vice Chair

**Ashton West OBE, Chair**
(resigned 14th October 2021)

## Company registered number

008837451

## Charity registered number

1156300

## Registered office

Colwyn Chambers York Street
Manchester M2 3BA

## Website

www.roadsafetytrust.org.uk

## Company secretary

Hugh Sutherland

## Chief executive officer

Sally Lines OBE

## Statutory Auditor

Crowe U.K. LLP
55 Ludgate Hill London
EC4M 7JW

## Bankers

NatWest
City of London Office
PO Box 12258
1 Princes Street
London EC2R 8BP

## Legal Advisors

Pannone Corporate LLP
378-380 Deansgate
Manchester M3 4LY

# From the Chair and Chief Executive

## Welcome to our consolidated Annual Report and Accounts for the year ended 31st March 2022.

Tony Fuller, Chair

In contrast to 2020-21, when Covid-19 resulted in the Trust needing to be cautious about the reality of its funding making a difference during a pandemic, grant-making during 2021-22 has surpassed even pre-Covid levels. For a small staff team of only 2.75 FTE and a voluntary Board of Trustees, it is pleasing to be able to report that 18 new road safety projects have been awarded during this period, to a value of £1,579,645. These were all applications that were carefully assessed and due diligence carried out by our Road Safety Initiatives Committee (RSIC) and Executive to ensure that The Road Safety Trust achieves its purpose of maximum impact on UK road safety through the initiatives it funds.

The Main Theme of 'How can technology be used to reduce road offending and improve road safety?' which was deferred from 2020 ran from February to April 2021 instead and resulted in 8 projects being awarded to a total of £1,182,647. The Small Grants Programme opened in the Autumn of 2021 and, of the 20 eligible applications submitted, 5 were awarded a total of £116,550. As an exciting new approach to increasing its impact, the Trust also funded three Strategic Priority Grants within the period to a value of £253,510; additional funding of £28,783 was awarded to existing projects and £755 of impact funding was also approved.

An important milestone for the Trust during the year was to mark its first 5 years of grant-giving and first 25 completed projects with its first Impact Report. It is vital for charities to be able to articulate the difference they make with their funding, and whilst it presented a challenge for the Trust to arrive at a system and framework for achieving meaningful monitoring, the results are now captured and can continue to be reported against. Another essential step in its development was to capture feedback from its grantees and unsuccessful applicants since implementation of the Trust's Strategy in 2018. NfpResearch was appointed to run the survey of all the Trust's grantees and unsuccessful applicants so that the feedback and findings which will be made available publicly can be used to help inform improvements that can be made to the Trust's grant-making and processes.

The charity bade farewell to a number of Trustees during the year, including our Chair of 3 years (and Trustee of 7 years), Ashton West OBE, our Police Force Trustee, Chief Constable Anthony Bangham, and three long-standing Trustees: Catherine McMahon, Oliver Carsten and James Millar. Their commitment over the years was demonstrable and we are grateful for their support, skills and personal energy. We welcomed Neil Hoose and Marlena Stefańska to our Trustee Board within the period, both recruited through a transparent process to meet our skills requirements at Audit & Risk Committee and Road Safety Initiatives Committee levels respectively. As replacement for Anthony Bangham, we've been delighted to welcome Jo Shiner as our Police Force Trustee. There is more detail about Trustee recruitment on p22 of the Trustee's Report.

We would also like to thank Suzette Davenport who was instrumental in the establishment of the charity in 2014 and who has led the UKROEd Board of Directors as its Chair since 2015. Suzette retires from the UKROEd Board in May 2022, her contribution to the group as a whole has been significant and very much appreciated by all involved. Taking Suzette's place as UKROEd Chair is Peter Strachan who we would like to welcome to the organisation.

## Note from the chair

It is with some sadness that our Chief Executive, Sally Lines, is moving on from the Trust to pursue other adventures. Sally has been instrumental in bringing the charity to the healthy position it is in now and under her leadership we have been able to achieve our charitable objectives effectively with sound governance. Following a rigorous and competitive recruitment process for her successor, managed by executive search agency Gatenby Sanderson, we are delighted to announce that the new Chief Executive for The Road Safety Trust will be Sonya Hurt, taking up the post in July 2022. Sonya was a Trustee and Vice Chair for The Road Safety Trust until 5th April 2022 and the Trust therefore applied to the Charity Commission for its consent to her appointment as CEO. This was received on 30th May 2022.

UKROEd
UK Road Offender Education

## About UKROEd

With all of its activities, the Trust continues to work towards the vision that it shares with its trading subsidiary, UKROEd:

# ‘Zero deaths and serious injuries on UK roads’

UKROEd provides the central assurance, standards and consistency of NDORS (the National Driver Offender Retraining Scheme). While the scheme has run for more than 20 years, UKROEd’s governance structures were only established in 2016 after The Road Safety Trust was created as its parent charity. Through its activities educating road offenders, UKROEd carries out primary purpose trading for the charity and helps meet its charitable objectives. UKROEd is a not-for-profit company which distributes all its surpluses up to The Road Safety Trust for distribution through the Trust’s grants strategy.

## Public benefit

During 2021-22, Trustees continued to review the Charity Commission’s guidance in relation to public benefit and were again able to give assurance that The Road Safety Trust had met the requirements of that guidance throughout the year.

In particular, Trustees concluded that the Trust demonstrates public benefit through its support of projects that benefit vulnerable road users such as children, young drivers and mobility scooter users, to cite a few examples. Its grant-funded projects and development plans illustrate how The Road Safety Trust aims to benefit all UK road users and pass the test of whether our society would be the poorer for its absence.

The Board confirms that it has complied with the duty in section 17(5) of the 2011 Charities Act to have due regard to guidance published by the Charity Commission (i.e. public benefit statement).

## Thank you to our members, grantees and stakeholders

Our members are the UK-based police forces that participate in the National Driver Offender Retraining Scheme (NDORS). Their support of the Trust’s work is vital to enable the charity to make the difference it is here to make. Member police forces work in partnership with road safety organisations and local communities, encouraging grant applications and spreading awareness about successful projects and initiatives. We are grateful to Jo Shiner for representing the membership on the Board of Trustees.

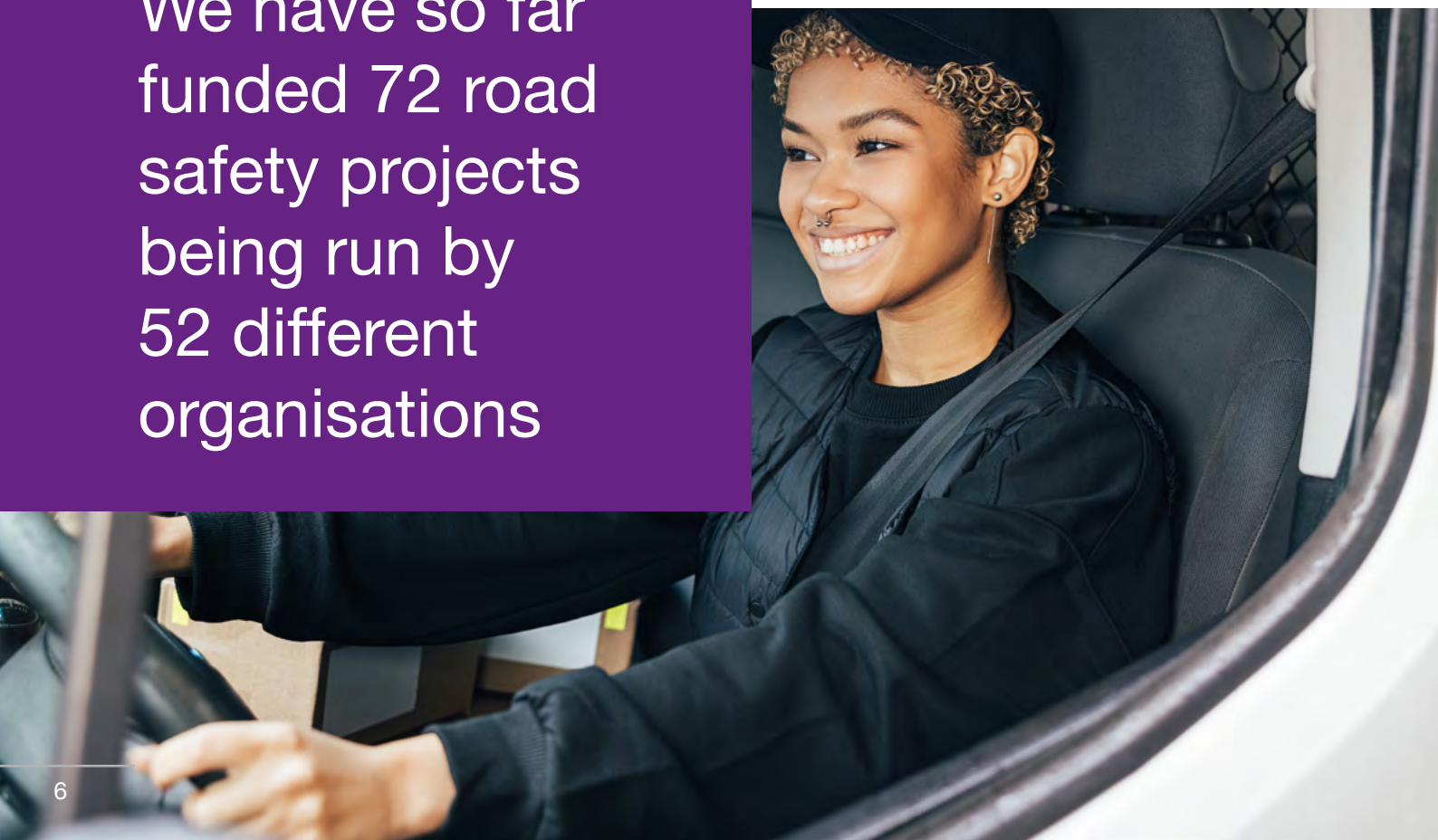
We have so far funded 72 road safety projects being run by 52 different organisations – our grantees. We work in partnership with all our grantees who understand that their project objectives are our charitable objectives, and it is in the interest of our beneficiaries (the road-using public) that we work with grantees to help achieve those objectives. Each project is a journey we embark on together, and we thank our grantees for respecting the honesty, transparency and collaborative approach that a genuine partnership requires, and which consistently aligns to the values that the Trust is committed to:

- Rigour
- Independence and challenge
- Knowledge
- Effectiveness
- Collaboration
- Flexibility
- Proactivity

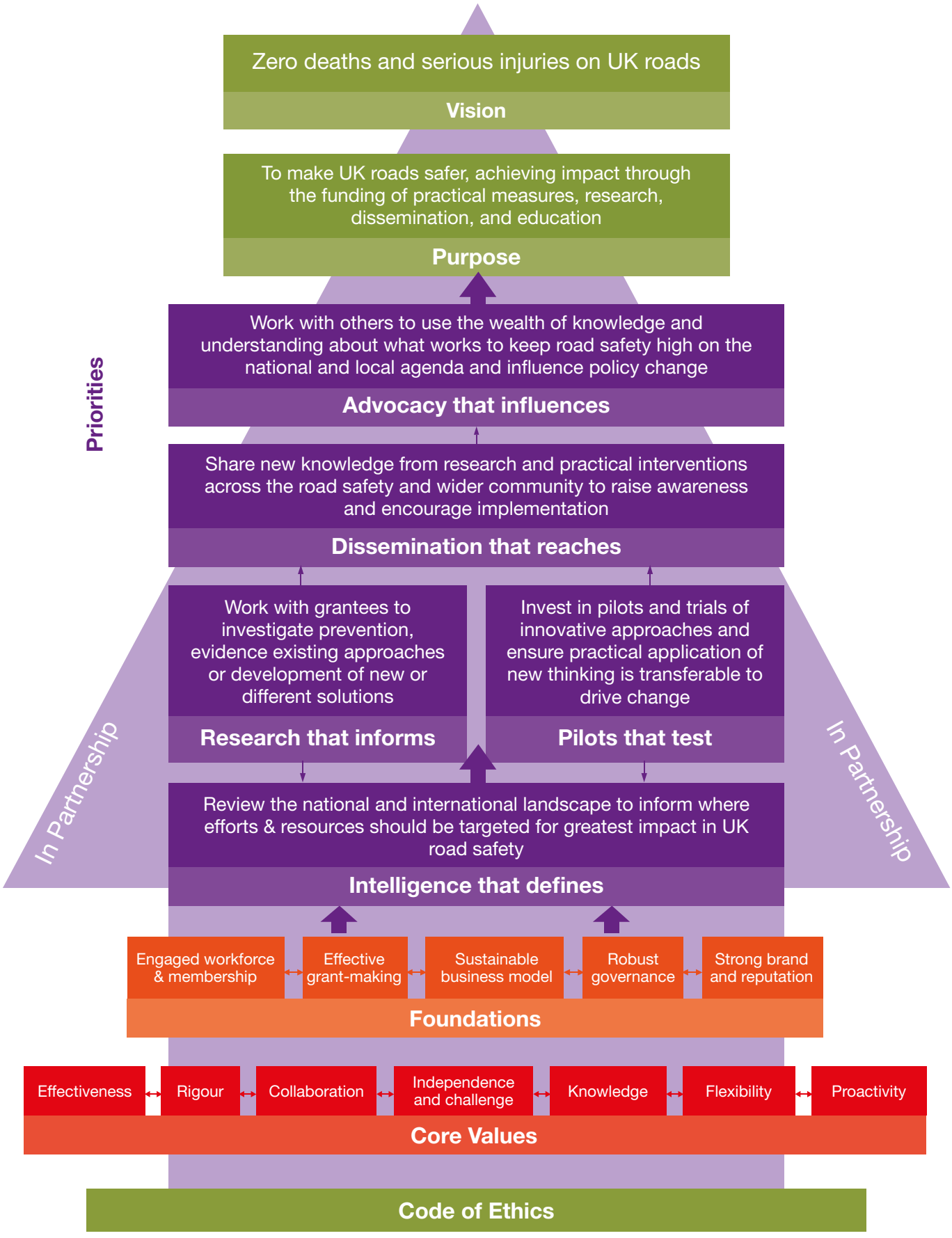
Even though it has been awarding grants now for 5 years, The Road Safety Trust remains a relatively young charitable grant funder and has some other key stakeholders e.g. PACTS and RSGB, with whom it works in partnership in addition to its members, grantees, and members, for whose support we are grateful.

The Trust's sole source of income for grants is its trading subsidiary company, UKROEd, so a sincere 'thank you' is due to the UKROEd staff team and board of directors for continuing to operate the NDORS scheme efficiently and effectively around the country, despite the challenges presented over the last two years by the pandemic. Anyone who attends an NDORS course – physically or virtually - can be assured that costs are kept to a minimum, while contributing any surplus generated directly to the charity's purpose of making UK roads safer. UKROEd is the channel through which this virtuous circle is made possible.

We have so far funded 72 road safety projects being run by 52 different organisations



# Strategy Map 2021-2024



# Vision, Purpose and Activities

**The Vision, Purpose and Strategic Priorities of the Trust are outlined in the Strategy Map above. A review of the charity's strategy was carried out late 2020, together with some of our key stakeholders, resulting in this updated strategy for implementation April 2021.**

**Progress made against the strategic priorities and objectives through 2021-22 is summarised below:**

## 1 Strategic Priority: Intelligence that defines

### a) Determine where grants are best targeted to make a difference to UK road safety

**Met:** This strategic priority was added in early 2021, after the Main Themes for 2021 and 2022 had been decided upon. The Trust was already committed to the 2021 Main Theme around the use of technology in road safety, so the new priority could be applied to the pre-determined 2022 Main Theme of 'fitness to drive'. A competitive tender was carried out and a piece of work commissioned early in 2022 to help the Trust to identify where the specific focus of the 2022 Main Theme should be to achieve the best road safety outcomes, in what is otherwise a very broad subject area. The Trust also awarded three 'Strategic Priority' grants during 2021-22, so-called because of their focus on addressing targeted road safety matters. Planning forward, the activities under this strategic priority will be instrumental in identifying the Main Themes for 2024 onwards, while 2023 operates on an 'open response' basis for its main funding round.

## 2 Strategic Priority: Research that informs

### a) Attract high quality research applications

**Met:** the number of applications received has reduced over time, however the quality of those submitted has increased. We attribute this trend to increased publicity and better awareness about what the Trust is looking for from applicants, improved guidance for prospective applicants, a good website with strong presence of the projects we have funded, clear FAQs and more recently a different, more personal approach to delivering information through live webinars and 1-2-1 online 'surgeries'.

### b) A clear, agreed pathway for projects to progress from research to practical or policy intervention

**Partially met:** the Trust has put processes in place for grantees to think about the journey of their project to making a tangible difference to UK road safety, however there is also a recognition that impact is often only evident several years after a project has completed. Recruitment of a second Grants Officer during 2022-23, increasing the capacity of the Grants Team from 1.5 FTE to 2.1 FTE, will enable the Trust to be more 'hands on' with grantees while we partner with them and better monitor the impact of funded projects for several years following completion.

## 3 Strategic Priority: Pilots that test

### a) Small Grants Programme used to encourage piloting of potentially high impact initiatives

**Met:** Promotion of the Small Grants Programme has provided consistent messaging about the primary focus of Small Grants being on pilots and trials of practical interventions, and the online Guidance provided to prospective applicants has been changed to better reflect this focus. 25% of the 20 applications received under the 2021-22 Small Grants programme were awarded funding, all of which were assessed against these criteria.

### b) The Trust is considered a vital support and awareness-raising partner in the project's journey to practical intervention

**Met:** According to feedback gathered through the Trust's first Grantee & Unsuccessful Applicant Survey done in Q4 during the period, grantees appreciate and value the partnership approach taken

by the Trust to awareness raising of the projects, their 'products', their outcomes and their impact. We have also observed how grantees seem to be becoming more active in their own awareness raising, enabling the Trust to add value to those activities rather than drive them.

## 4 Strategic Priority: Dissemination that reaches

### a) Collaborate with grantees to ensure dissemination that maximises the opportunity to reach target audiences and achieve impact

**Met:** During 2021-22, the Trust worked with RSGB to incorporate Trust-funded projects and their reports/tools/resources within RSGB's online Knowledge Centre, an important and established platform accessed by more than 2,000 users per month. This partnership works well and ensures that road safety practitioners have access to useful knowledge, tools and resources produced by grantees. Press releases and case studies are compiled with grantee input and the Trust is developing material for release during 2022-23 which clearly outlines expectations of grantees and what assistance grantees can expect from the Trust.

### b) The road safety community is clear about the difference the Trust makes and its role in grant-funding, convening and partnership potential

**Met:** By undertaking consistent messaging, press releases, eBulletins, case study production, website and social media activities (directly and in partnership), the Trust has been able to clearly convey its purpose within the road safety community and amongst other stakeholders. The increase in media coverage pieces has gone from 62 in 2019-20 to 242 in 2021-22, with 97% of those containing at least one of the Trust's key messages. Media enquiries to the Trust have also doubled within those three years.

### c) The Trust's impact and difference made through its funded projects is gathered and articulated on a regular basis

**Met:** The Trust marked its first five years of grant-giving and first 25 completed projects with the publication of its first Impact Report, which also outlined how it had developed its framework for measuring and monitoring its own impact and that of the projects it funds. The Grants & Impact Director role reflects the importance placed on impact by the Trust, now and in the future.

# 5 Strategic Priority: Advocacy that influences

### a) Identify advocacy opportunities for completed and ongoing projects

**Met:** In addition to the advocacy work the Trust carries out itself, such as responses to relevant government consultations and media activity, the Trust has entered into a partnership with PACTS (Parliamentary Advisory Council for Transport Safety) to maximise advocacy potential of projects it has funded. An Advocacy Officer has been employed by PACTS on a trial basis for two years to focus on progressing projects which have the potential to have a legislative and/or policy impact and regular reviews are held to monitor how well this approach is working.

The Trust marked its first five years of grant-giving and first 25 completed projects with the publication of its first Impact Report,

# Report of the Board of Trustees

**In the year under review, The Road Safety Trust resumed pre-Covid levels of activity with its grant-giving.**

The Trust invites applications for grants by announcing either a main themed round or a small grants programme round. Details of how to make an application are available on the Trust's website, including formal policies, guidance, tips and videos. Applicants are asked to register on our website, responding to a questionnaire to ensure that their organisation is eligible according to our published criteria. The content of grant applications is specified in instructions to applicants, including objectives, beneficiaries, outcomes, methodology, evaluation, collaboration, innovation, schedule and budget. Applications are assessed by the staff on the Grants Team and the Trustees on the Road Safety Initiatives Committee. Grant applications which most closely align with our criteria are put forward for approval by the full board of Trustees.

The Main Theme that had been deferred from 2020 ('How the use of technology can help reduce road offending and improve road safety') closed to applications in April 2021, having attracted 21 applications to a total value of £3.1m. Following a robust process of due diligence by the Executive and Road Safety Initiatives Committee (RSIC), the Board approved the total award of £1,182,647 to eight projects in July 2021. The Small Grants Programme opened in the Autumn of 2021, attracted 20 eligible applications and resulted in five of those being awarded to a total value of £116,550.

The Trust has now funded 72 projects up to 31st March 2022, of which 34 completed and one closed but was uncompleted. Delays to completion of projects continue to be attributed to Covid-19 and some of the restrictions that have applied during the period. This has presented some challenges to capacity of the Grants Team during 2021-22, however projects are steadily getting back on track and 22 projects are expected to complete during 2022-23.

Every organisation that runs a project is our partner; we work together throughout the project's lifetime to achieve mutual objectives. Full details of every project funded are featured on the Trust's website.

# The 18 new grants awarded during 2021-22 are listed below:

## Main theme grants 2021-22

### Understanding the limitations of automatic number plate recognition technology as a road safety and crime prevention tool

Amount Awarded: £171,875

Lead Organisation: Gloucestershire Constabulary

### Re-definition of the London HGV Direct Vision Standard

Amount Awarded: £55,000

Lead Organisation: Loughborough University

### Effective use of digital evidence submission

Amount Awarded: £149,771

Lead Organisation: Lincolnshire Police

### New technology and processes to optimise fitness to drive assessments

Amount Awarded: £189,919

Lead Organisation: The Floow Ltd

### Disqualified driver innovation: improving road safety by using monitoring technology

Amount Awarded: £80,000

Lead Organisation: Lincolnshire Police

### Maximising the accessibility and impact of telematics speed data for enforcement, road safety engineering and research

Amount Awarded: £199,327

Lead Organisation: The Road Safety Foundation

### Evaluating the role of telematics in reducing speed violations among drivers and riders in the delivery sector

Amount Awarded: £140,823

Lead Organisation: University College London

### Routes to speed safety: understanding and measuring the contribution of community speedwatch

Amount Awarded: £24,532

Lead Organisation: Staffordshire University

### Promoting intelligent speed assistance to reduce UK road traffic crashes

Amount Awarded: £195,932

Lead Organisation: University of Sheffield

### Combining the carrot and stick: can ANPR speed indicator devices reduce speed in rural areas?

Amount Awarded: £30,000

Lead Organisation: Suffolk County Council

## Small grants 2021-22

### Local authority skid resistance (LASR) – Phase 2: pilot implementation

Amount Awarded: £30,000

Lead Organisation: Derby City Council

### Safer roads through citizen partnerships: enhancing road safety through improved use of community speedwatch volunteers

Amount Awarded: £18,999

Lead Organisation: University of Greenwich

### What is safe? Developing a perceived road safety indicators measurement tool for pedestrians and cycle users

Amount Awarded: £13,019

Lead Organisation: University of West England Bristol

### Digitising the self-administered interview for road traffic collisions: a pilot test of usability and efficacy

Amount Awarded: £46,437

Lead Organisation: Swansea University

## Strategic priority grants

### Rating bicycle helmets used on the UK roads and disseminating results

Amount Awarded: £91,073

Lead Organisation: Imperial College, Institute of Global Health Innovation

### Advocacy

Amount Awarded: £116,000

Lead Organisation: The Parliamentary Advisory Council for Transport Safety

## Other (follow on grant

### Cycle helmet safety testing

Amount Awarded: £18,130

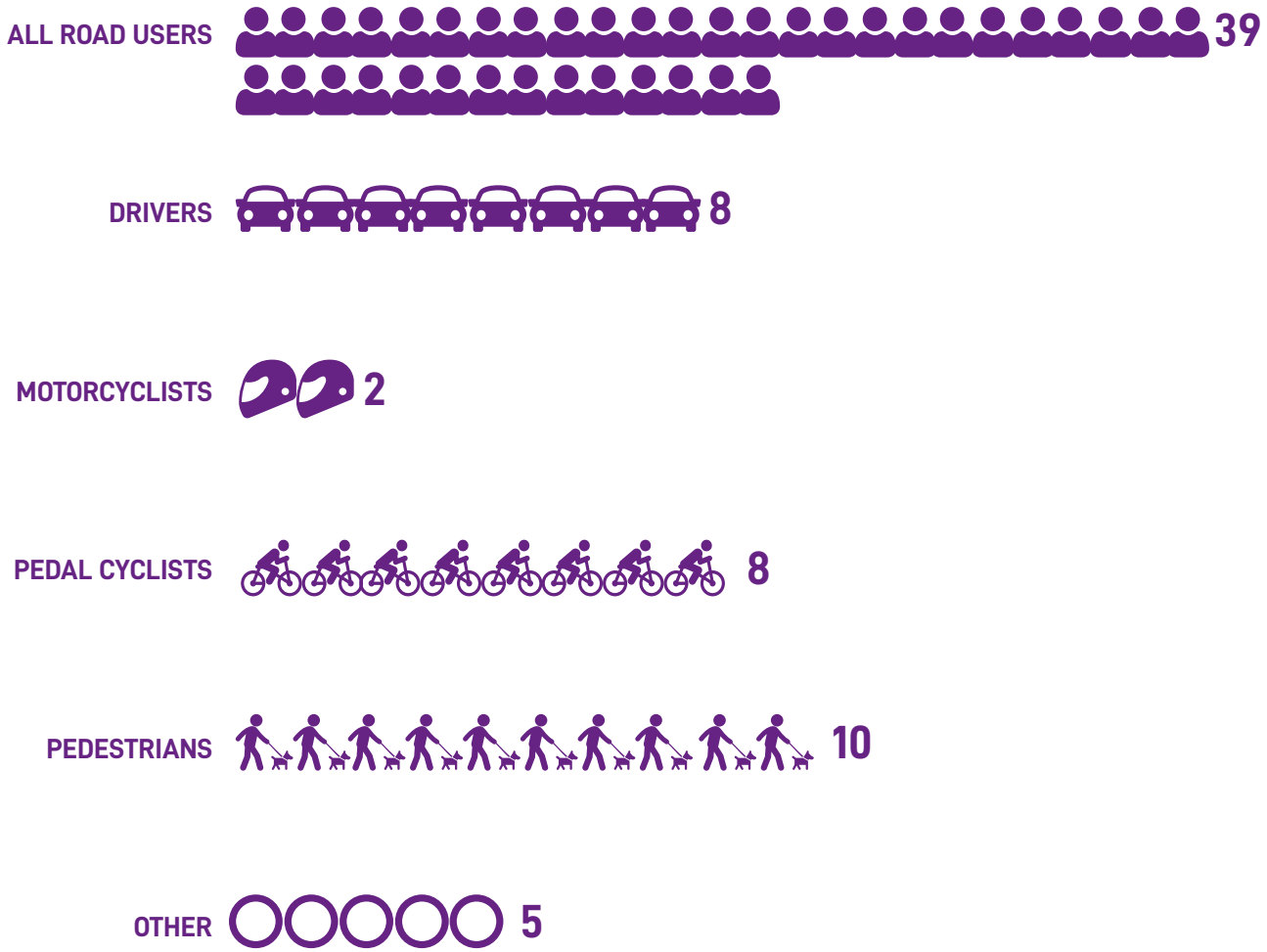
Lead Organisation: Folksam

### A nudge in the right direction – using insights from behavioural science to improve pedestrian crossing design

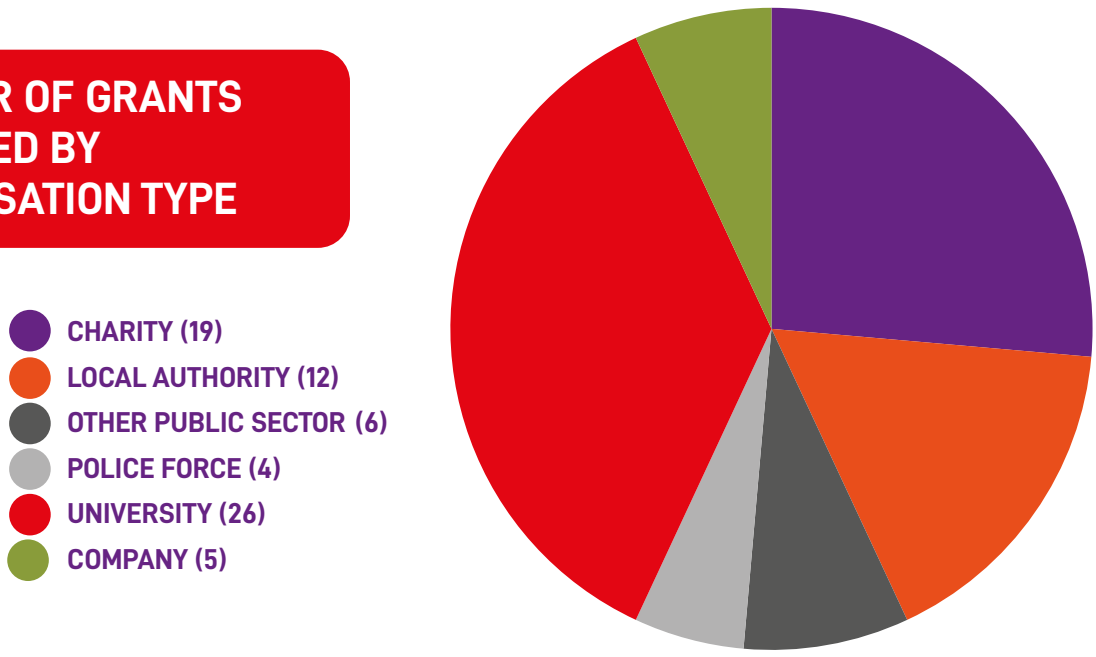
Amount Awarded: £ 8,783

Lead Organisation: Liverpool City Council

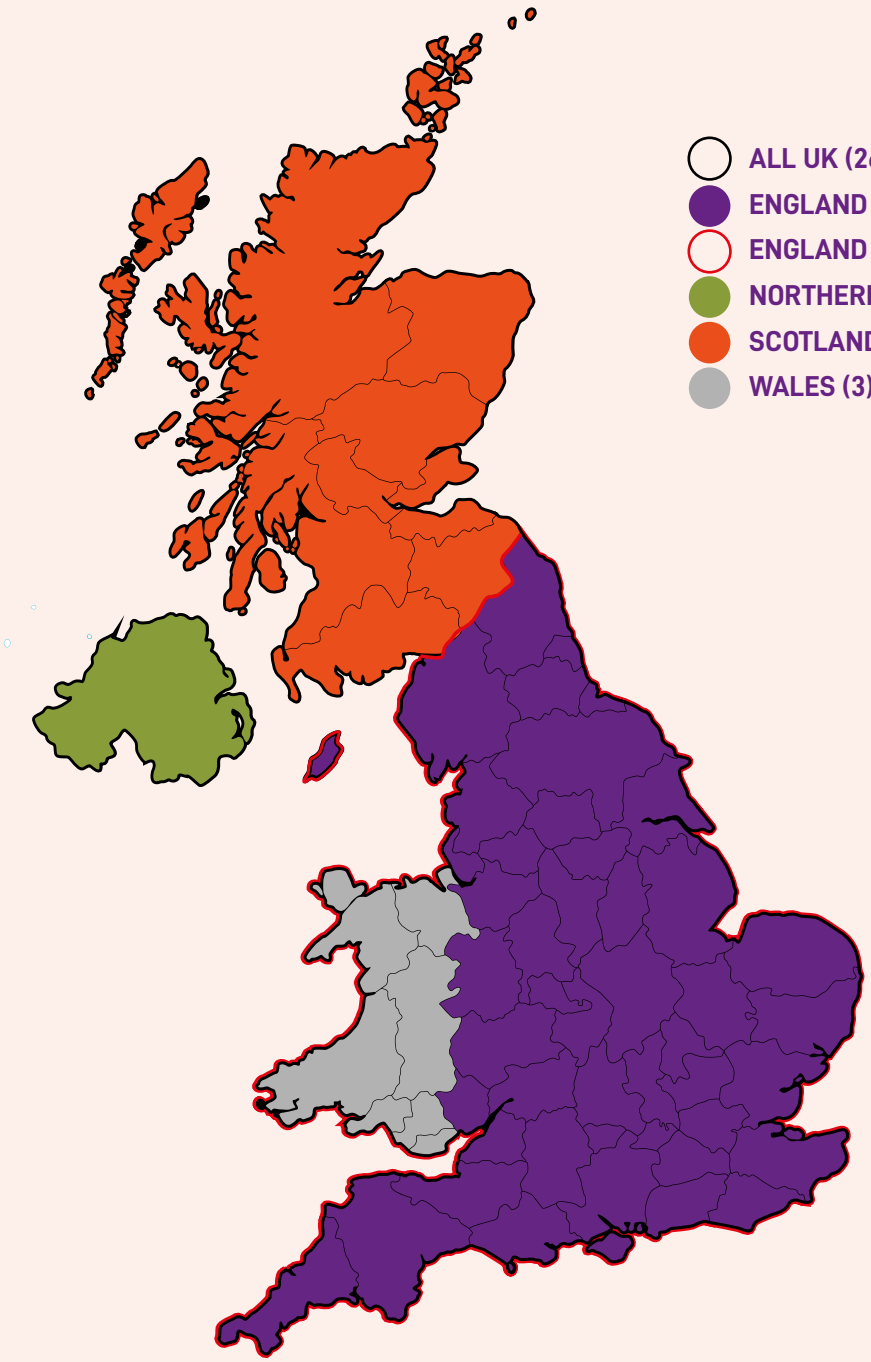
## NUMBER OF GRANTS AWARDED BY ROAD USER




## NUMBER OF GRANTS AWARDED BY ORGANISATION TYPE



# GRANTS BY GEOGRAPHICAL AREA



# Financial Review

**Since its establishment, The Road Safety Trust has awarded £5.5m to 72 projects. It has set a prudent level of reserves and manages its investment in its trading subsidiary with a focus on governance and control over costs.**

The Road Safety Trust relies on surpluses generated by its wholly owned trading subsidiary company, UKROEd, to be able to carry out its grant-giving activity and meet its charitable objectives and does not undertake any fundraising activities with the public.

The Charity is conscious of keeping its operational overheads in proportion to grants awarded, as it is the allocation of grants that indirectly reaches the ultimate beneficiaries of the Trust via the projects it funds: the UK road user.

The cost of operating the Trust's grant-giving activity came to £316,640 in 2021-22 (2020-21 £282,550). Most of this was salaries for the four staff (2.75 FTE) of £173,306 (2020-21 £160,586), other operating costs of £91,096 (2020-21 £56,921) and governance costs of £52,238 (2020-21 £65,043).

In operating the NDORS scheme, UKROEd generated a surplus of £2,285,239 for the year 2021-22 (£2,020,724 for the year 2020-21). The surplus was generated despite the ongoing social and economic disruption caused by the Covid-19 pandemic. A loan facility of £500,000 (2021 £1,000,000 due as an inter-company balance before conversion into a formal loan) was approved by the charity to its trading subsidiary in April 2021 for the year 2021-22 to assist with working capital requirements.

## Going concern

The Trust has not borrowed any money, has established a prudent level of reserves, is maintaining control over costs and continues to receive income from its trading subsidiary. On this basis the Board confirms that it is appropriate to continue to adopt the going concern method of accounting for the group.

## Reserves Policy

The Reserves Policy demonstrates the compliance of The Road Safety Trust with its legal duties to act in the interests of the Charity and its beneficiaries, to protect and safeguard the assets of the charity, to act with reasonable care and skill and to ensure that the Charity is accountable. The Policy is designed to:

- Justify and clearly explain the keeping or not keeping of reserves;
- Identify and plan for the maintenance of grants for beneficiaries;

- Reflect the risks of unplanned closure associated with the business model, spending commitments, potential liabilities and financial forecasts of the Trust and of its trading subsidiary, which operates NDORS; and,
- Help to address the risks of unplanned closure on projects we fund, staff and suppliers.

The Reserves Policy is monitored annually to review its effectiveness and application in light of changing road safety research needs and priorities, as well as changes affecting NDORS. The Trust keeps a level of reserves that is sufficient to:

- Meet a minimum of one year of operating expenditure in case of unplanned closure of the Trust;
- Mitigate the financial aspects of risk in the activities of NDORS; and,
- Commit to large road safety projects of long duration.

Reserves are unrestricted and are not formally designated for a specific purpose.

- One year of operating expenditure in case of unplanned closure of the Trust £0.3m;
- Mitigating the financial aspects of risk in the activities of NDORS £2.5m; and,
- Commit to large road safety projects of long duration £2m.

The targeted range of reserves in the policy reflects the fact that the contingencies identified refer to circumstances which may occur separately or at the same time. The Trust will therefore aim to hold reserves between £2.5m and £5m.

As at 31st March 2022, the free reserves held by the charity amounted to £5,242,674 (2021 £4,818,248). The consolidated reserves of the group are £5,242,674 (2021 £4,818,248).

Trustees consider that the level of reserves remains satisfactory and is compliant with the Reserves Policy.

## Investment Policy and Performance

The secondary income source to the Trust was dividends and interest from investments which totalled £35,473 (2020-21 £82,790). The Trust advanced an unsecured loan of £500,000 to its trading subsidiary on 20th April 2021 at an interest rate of 6% as an investment within its portfolio which was outstanding at the end of the year. £4,601,811 (2021 £5,003,140) was held in interest bearing deposit accounts with National Westminster Bank plc.

The Trust's Investment Policy states that the long-term investment objective is to generate a total return in excess of inflation (as measured by CPI), while generating an income to support the ongoing activities of the Trust, the level

of which will be determined by Trustees from time to time, subject to acceptable levels of risk. The Trust also has the ability to invest in its trading subsidiary in order to provide sufficient funds for its continued operation of the NDORS scheme.

Trustees place a high priority on maintaining the real value of capital funds and of income returns over the long term, subject to acceptable levels of risk. They accept that at times this will mean accepting short- or medium-term fluctuations in capital value. The key risk to the long-term reserves is inflation, and surplus assets should be invested to mitigate this risk over the long term.

A review of the Trust's Investment Policy set out investment time horizons over which funds may be required. The policy sets out events which require a review of time horizons and allocation of funds. Funds held to meet short-term (within one year) needs are held in bank current accounts and short-term deposits. Funds held to meet medium-term (between one and five years) are held in bank deposit accounts with up to three years notice. Long-term funds, which are needed after more than five years, may be invested in financially regulated assets which may be subject to risk in their capital value.

Investment in the Trust's trading subsidiary is in the form of a loan. The Trustees considered the risks associated with the loan facility of £500,000 made during 2020-21, determined the appropriateness of advancing loans under the facility and set the terms of repayment and interest accordingly. A loan of £500,000 was advanced on 20th April 2021 and was outstanding at the year end. The loan bears interest at 6% and the facility expires on 31 October 2023.

Short term cash reserves are held to provide financial security and may be required at short notice. As such, capital volatility is avoided by choosing instant access and short term bank deposits. The balance of funds in pooled investments, term bank deposits and instant access bank deposits are reviewed periodically. The overall return on invested assets (i.e. capital gains and dividends from investments, deposit accounts and instant access accounts) was 0.7% (4.2% in 2020-21). Prevalent economic conditions presented a challenge to achieving the policy objectives in the year, as risk-free interest rates were set at historically low levels, inflation as measured by the CPI index rose to 7% and investment markets experienced an elevated level of risk and volatility. The Trustees continue to monitor the most prudent way to meet the policy objectives with regard to balancing risks and returns.

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# Structure, governance and management

**The Road Safety Trust is a company limited by guarantee, not having a share capital (Company number 08837451) incorporated on 8 January 2014 and is a charity registered in England and Wales on 20 March 2014 (Charity number 1156300).**

Its governing document is its Articles of Association, and its members are the Police Forces of the United Kingdom which participate in the NDORS Scheme.

## Recruitment, training and appointment of new Trustees

The Directors of The Road Safety Trust are also the Trustees for the purposes of charity law.

There were five resignations and three appointments to the Trust Board during 2021-22, with two more shortly after the end of the reporting period on 5th April 2022. One of the resignations and its associated appointment resulted from the announced retirement of the Trust's Police Force Trustee, Chief Constable Anthony Bangham, from the Police Force in September 2021. Chief Constable Jo Shiner took over the NPCC Roads Policing portfolio and replaced Anthony Bangham on the Trust Board on 5th July 2021, so that Police Force membership representation on the Trust Board had assured continuity. The Board is grateful to Chief Constable Anthony Bangham for his commitment to the Trust during his 4 years of tenure and for the preparation and planning surrounding his Trustee successor, Chief Constable Jo Shiner.

Three of the resignations (Ashton West, Catherine McMahon and Oliver Carsten) took place at the 2021 AGM held in October and were planned according to the scheduled end of those Trustees' second terms. The last resignation was from James Millar at the end of March 2022, slightly earlier than the end of his second and final term and for completely understandable reasons due to competing pressures. Sonya Hurt and Philip Seccombe both resigned on 5th April for different reasons. The charity is conscious of how Trustee time is voluntary and remains grateful for the commitment demonstrated by all those on its Board.

In addition to Chief Constable Jo Shiner, the other two new Trustees recruited and appointed to the Board for their skills as part of a competitive process during the period were Neil Hoose, who was recruited to the Trust's Road Safety Initiatives Committee (RSIC) and Marlena Stefańska, who was recruited to join the Audit & Risk Committee (A&RC). A further four Trustees are being recruited

towards the end of the period, three of whom shall join the RSIC, following the resignations of James Millar and Sonya Hurt and to fill the gap left by the second of the scheduled resignations at the 2021 AGM. The fourth Trustee being recruited is to replace Philip Seccombe as representative for the Association of Police and Crime Commissioners (APCC) and the Board looks forward to welcoming Matthew Scott, Kent PCC, to his new Trustee role.

The skills-led approach to Trustee recruitment forms the basis of one of the Trust's key objectives under Diversity, Equality and Inclusion which is monitored as part of the Trust's commitment to the Charity Governance Code. At 31st March 2022, the Board's minimum required number of Trustees with skills/experience was exceeded in all 24 areas identified as necessary for an effective Board.

The Charity recognises the importance of a comprehensive induction for new Trustees and learning and development for new and existing Trustees to be able to discharge their duties and fulfil their roles properly. There is a Trustee Induction, Training & Development Procedure in place which outlines how individual Trustees will be supported in their development during their term of office. Part of this involves a number of subscriptions and memberships that benefit Trustees' learning and development. Examples include National Council of Voluntary Organisations (NCVO), Association of Charitable Foundations (ACF), Civil Society Governance & Leadership magazine and online access, and the Association of Chairs for the Chair and Vice Chair, as well as a number of road safety specific subscriptions. Opportunities for Trustee learning and development are circulated to the Board by the Chief Executive as they arise. Within the period, the charity law specialists at Farrer & Co have delivered tailored webinar sessions for Trustees on Freedom of Information and charitable structures.

## Board Governance

All 2021-22 meetings were held virtually, including the AGM in October 2021. The Board meets quarterly. The Chair and Trustees have managed to run and hold effective meetings and it is felt that the governance has not been detrimentally affected by having to hold meetings on a virtual platform rather than face-to-face. Having fielded Trustee opinions and preferences through a survey, a blended approach seems to be the most popular going forward and the Trust will hold one face-to-face Board meeting each year with the other 3 held virtually.

Trustees are encouraged to be members of at least one Committee. The Audit & Risk (A&R) and Road Safety Initiatives (RSI) Committees meet three or four times per year. The Remuneration Committee meets annually unless otherwise required. In accordance with its Terms of Reference, the Remuneration Committee ensures that Trust staff are remunerated in line with the Remuneration Policy. The Nominations Committee meets at least twice a year or more often as necessary. There were two changes in Committee Chair during the year: Heather Ward took over from Oliver Carsten as RSIC Chair on his resignation from the Board in October 2021, and Kathy Webster took over from Tony Fuller as Remuneration Committee Chair following his appointment as Board Chair in October 2021.

In addition to the above, a virtual session of the two Boards of the charity and its trading subsidiary took place on 16th December 2021, marking the first time that the charity Trustees and UKROEd directors have met for the purpose of getting to know each other and discussing governance matters and how inter-company communications could improve. With Covid restrictions relaxed, a face-to-face social event for both Boards was held on 9th May because Directors and Trustees both valued the opportunity to meet and discuss matters together. There is also an established feedback system following the charity's and UKROEd's individual Board meetings. The Trustee representative on the UKROEd Board, Kathy Webster, plays a crucial role in this flow of communication, supported by the Trust's Chief Executive and Head of Finance/ Finance Director.

In the charity, senior management members report to the committees that relate to their areas of responsibility (e.g. the Head of Finance reports to the Audit & Risk Committee and the Grants & Impact Director reports to the RSI Committee). In this way Trustees are kept abreast of the practical and pertinent issues affecting the Trust directly by staff other than the Chief Executive and are able to make decisions on an informed basis. Minutes from Committee meetings are issued in time to be posted onto the secure online Trustee Login Area for the quarterly Board meeting and Committee chairs bring significant items arising to the Board for discussion and decisions accordingly. Each of the Committees reviewed their Terms of Reference within the period, with changes brought to the full Board for approval. Due to turnover of Committee members within the period, effectiveness reviews will be carried out in 2023 when new members should have settled into their new roles.

## Board and Committee Attendance Records
for the period 1st April 2021 to 31st March 2022

**The Board**

**84%**
(90% in 2020-21)

4 scheduled + 1 unscheduled meeting

**Audit & Risk Committee (A&RC)**

**100%**
(92% in 2020-21)

3 scheduled + 1 unscheduled meeting

**Road Safety Initiatives Committee (RSIC)**

**86%**
(100% in 2020-21)

5 meetings

**Nominations Committee (NomCom)**

**100%**
(89% in 2020-21)

1 meeting

**Remuneration Committee (RemCom)**

**100%**
(100% in 2020-21)

1 meeting

**UKROEd Board (Trustee representative)**

**100%**
(100% in 2020-21)

4 meetings

The Directors and Officers insurance and third party indemnity insurance for Trustees remains in place and was renewed 24th July 2021. The nature and scale of the policy will continue to be kept under review. The cost of the insurance for the year was £9,990 (2021 £6,200).

The Charity continued to be supported by a small team through the period of 5 part-time employees (2.75 FTE): Sally Lines (Chief Executive), Louise Palomino (Grants & Impact Director), Tanya Qadir (Grants Officer) and Victoria Sinclair (Administration & Information Officer). Hugh Sutherland is Head of Finance and is employed by the Trust's trading company, UKROEd, where most time is spent as Finance Director. The capacity of the Grants Team has been a concern at various points during 2021-22 so a second Grants Officer will be recruited in May 2022 to help with the administration and management of grant programmes and projects going forward. The new Chief Executive will also be employed on a 4-day week instead of the 3-day week thus far. The 22% increase in FTE capacity with both these developments to 3.5 FTE will help the charity to become even more effective in meeting its objectives going forward.

Trustees are grateful to the team for the professional support that the team has provided throughout the year.
In addition, HR, website, PR and graphic design support is provided on a consultancy basis.

## Individual attendance records 2021-22

| | Board | NomCom | RemCom | RSIC | A&RC | UKROEd Board |
|---|---|---|---|---|---|---|
| Ashton West, Chair to Oct 21 | 100% | | | | | |
| Tony Fuller, Vice Chair / Chair from Oct 21 | 100% | 100% | | | | |
| Kate McMahon (resigned Oct 21) | 33% | | | 100% | | |
| Anthony Bangham (resigned July 21) | 100% | | | | | |
| James Millar (resigned March 22) | 100% | | | 100% | | |
| Oliver Carsten, Chair RSIC (resigned Oct 21) | 100% | | | 100% | | |
| Heather Ward, Chair RSIC from Nov 21 | 80% | | | 100% | | |
| Rachel Aldred | 80% | | | 80% | | |
| Jagdeep Chaggar | 80% | | | | 100% | |
| Kathy Webster, Chair RemCom from Dec21 | 80% | | 100% | | | 100% |
| James Kean, Chair A&RC | 80% | | | | 100% | |
| Sonya Hurt, Chair NomCom (resigned Apr 22) | 80% | 100% | | 80% | | |
| Philip Seccombe (resigned Apr 22) | 40% | | | | | |
| Marlena Stefańska (appointed July 21) | 100% | | 100% | | 100% | |
| Neil Hoose (appointed Nov 21) | 50% | | | 50% | | |
| Jo Shiner (appointed July 21) | 100% | | | | 100% | |

# Diversity, equality and inclusion

**The Charity recognises the importance and the benefits of embracing diversity, equality and inclusion. The Lead Trustee for Diversity is the Chair of the Board.**

The Charity's agreed Diversity, Equality and Inclusion objectives for its Board are as follows:

1. To meet the skills and experience identified as necessary at Board and Committee level;

2. To actively encourage and seek out individuals from under-represented groups who are able to fill the skills and experience gaps as and when Trustee vacancies arise;

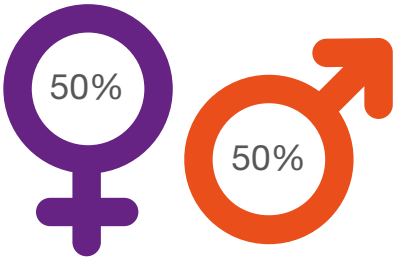
3. To strive for a balanced and diverse Board in its widest sense;

4. To reflect as far as possible the community of interest of the charity's ultimate beneficiaries.

The following page outlines the Trust's performance against these objectives as at 31st March 2022 (12 Trustees holding office in March 2022):

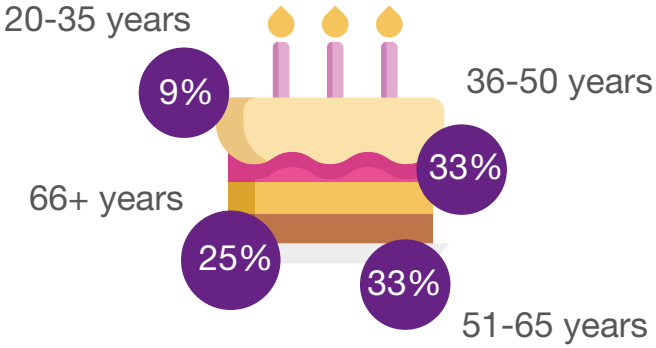
# 2021-22 Board

## Gender

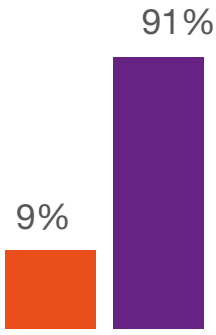



Female Male

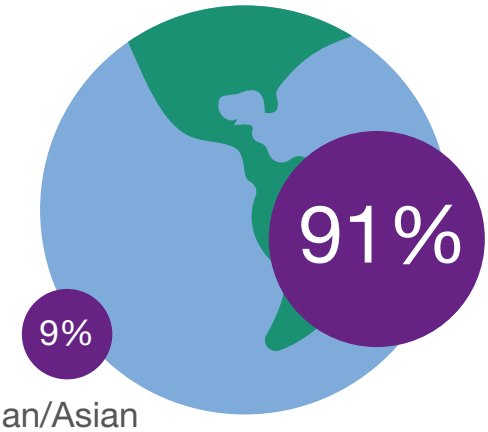
## Age




## Disability



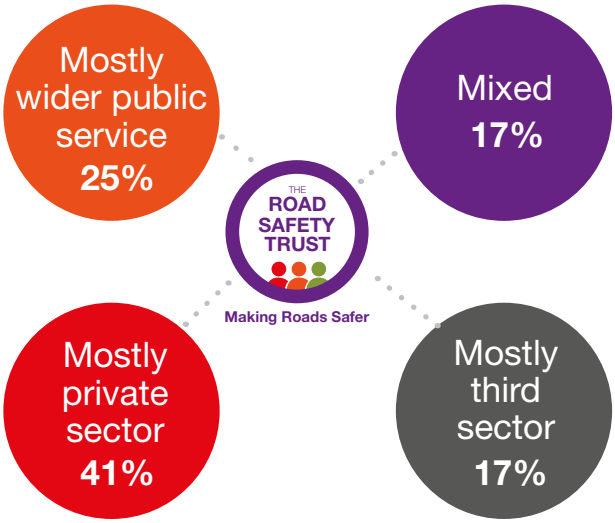

## Ethnic Origin



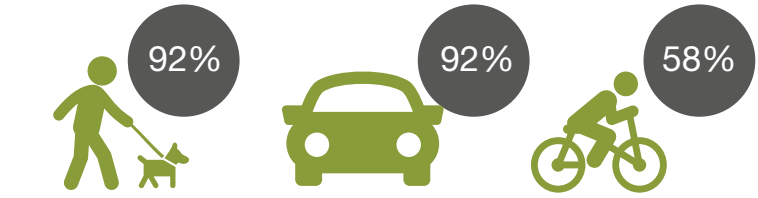

Asian/Asian British Indian

White English/ Welsh/ Scottish/ Northern Irish/British

## Sector Background




## Type of Road User




Pedestrian Car driver Cyclist

Horse rider HGV Driver Other (public transport)

## Skills

Board Skills Matrix identifies 24 areas e.g. Financial Control, Business Planning etc.

**Met:** minimum number of Trustees required as having these skills met in all 24 areas

# Stakeholder representation and engagement

**Our police force members are represented on the Board of Trustees by Jo Shiner, Chief Constable of Sussex Police and NPCC Lead on Roads Policing, having taken over the portfolio from Anthony Bangham when he retired from the Board of Trustees in July 2021.**

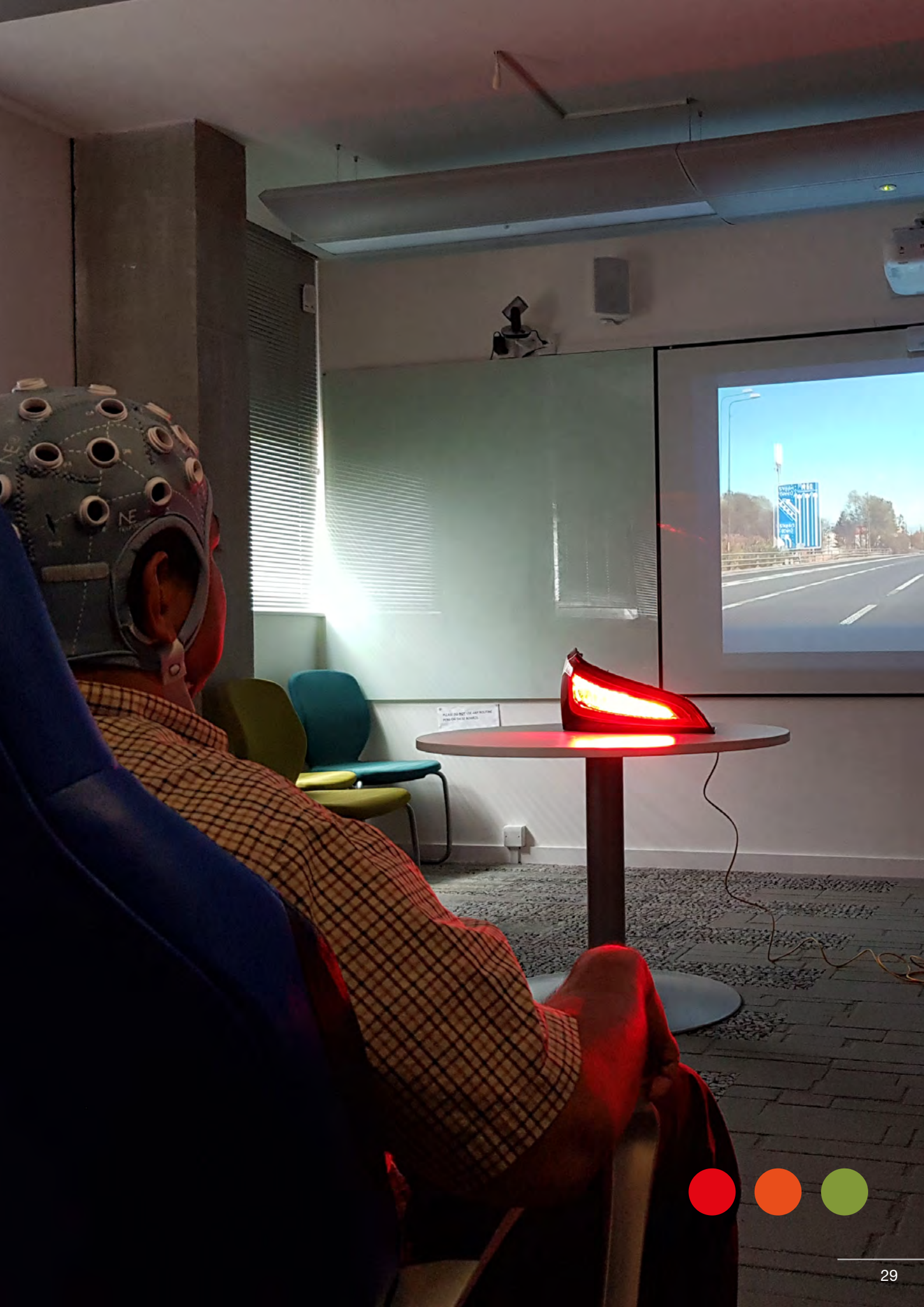
The Association of Police and Crime Commissioners (APCC) also has representation on the Trustee Board, thanks to Philip Seccombe, PCC for Warwickshire, from February 2021 to April 2022 and Matthew Scott, PCC for Kent, from May 2022. There was constitutional correspondence with police force members prior to the 2021 AGM which was held virtually and attended by more members than previous years. Regular bulletins from NRPOII (National Roads Policing Operations, Intelligence and Investigations) to police members contained updates from The Road Safety Trust and there was more interest shown in the Small Grants Plus funding round than there had been in previous rounds.

In recognition of the number of police partnership projects that have been funded by the Trust, including two coming out of the Roads Policing Review in 2021, the charity has produced a leaflet profiling relevant projects that it has funded to date.

Since June 2019, the Charity has contracted with Campaign Collective, a social enterprise PR agency, for its media support role. The three key objectives given to Campaign Collective were to:

- Raise the profile of the Road Safety Trust and the difference it makes to road safety as a result of its grant-giving activity
- Encourage and invite interest in its grant funding with a view to receiving high quality applications
- Promote road safety

Campaign Collective reported 242 pieces of media coverage during 2021-22 (all positive pieces containing at least one of the Trust's key messages, with an 'opportunity to see' of 13.7m) and 44 separate media enquiries



# Plans for future periods

**The charity will continue to focus on delivering against its agreed strategy for 2021-24 during the coming period (refer to the Strategy Map on p7).**

Alongside delivery of the strategy, 2022-23 will be a year of enabling people to settle in and become productive. A new CEO will start in July 2022, a second Grants Officer is joining the small staff team in the Summer and four new Trustees – a third of the Board – will be appointed in May and start their induction process.

Partnerships that the charity has entered into as part of meeting its strategic priorities around dissemination (RSGB) and advocacy (PACTS) will continue. Part of the remit of the new CEO and the reason for increasing to 4 days a week is to further raise the profile of the Trust and the projects it funds, so the charity anticipates more presence at relevant road safety events which are increasingly reverting back to face-to-face, rather than virtual, occasions. The clear purpose of this increased profile is not only to demonstrate the value to road safety delivered through its funded projects, but also to encourage the submission of high quality, practically focussed and potentially impactful applications which is how the Trust can deliver its charitable purpose.

The directors of UKROEd plan to undertake a review of core information processing systems in order to ensure that they may be renewed and improved in an orderly way, which will entail significant expenditure of financial resources, commitment of management resources and use of staff time, commencing in the financial year 2023-24.

# Principal risks and uncertainties

**The Strategic Risk Register is reviewed three times a year by the Audit & Risk Committee and then reported to the Trust Board with a summary of the operational risks that are, or have become, significant.**

The Audit & Risk Committee held its annual risk workshop on 22nd February 2022 (open to all Trustees to attend) and reviewed the strategic risks which had been adjusted through the year to account for additional risks caused by Covid-19 and other policy or legislative developments, such as the Police, Crime, Sentencing and Courts Act 2022. The potential impact of each of the strategic risks outlined below is considerable.

### 1. Financial Sustainability

The Trust depends on its trading subsidiary as its sole source of income. While its subsidiary is legally obliged to distribute all of its surplus to the Trust, the amount of the surplus each year is variable and subject to risks which neither the Trust nor UKROEd can wholly control. The Trust holds reserves in respect of the risks associated with both the Trust and UKROEd and made a loan of £500,000 to UKROEd on 20th April 2021which was outstanding at the year end. Care has been taken with the 3-year strategy and financial planning of the trading subsidiary to ensure its viability so that the Trust can continue its grant-making activity. A number of measures and monitoring tasks across governance and operations are in place to mitigate this risk.

### 2. Compliance

The Road Safety Trust or its trading subsidiary could inadvertently become non-compliant by not identifying, planning for or accommodating regulatory or legislative requirements, current or future. Work on Freedom Of Information requests (including training for staff and Trustees) and GDPR took place during the year. Mitigating measures include: taking a collective responsibility for keeping abreast of existing and future legislative and future requirements and changes that might affect the Trust; taking relevant professional advice; using internal audits to identify gaps and improvement opportunities; maintaining up to date policies and procedures for staff and Trustees to follow; providing Trustees with oversight on audit and risk matters via the Audit & Risk Committee; managing staff effectively and carrying out staff training (e.g. the CEO is trained as Senior Information Risk Owner [SIRO]).

## 3. Purpose and Impact

The risk is about projects funded by the Trust not achieving their objectives, or the way in which funds are awarded and managed by the Trust not being done properly. If either of these situations happen then the project objectives and their outcomes risk not being achieved, resulting in the charity not achieving its purpose and not being able to prove impact of its core activity (grant-making). The impact of Covid-19 on grantee organisations and their ability or capacity to operate their projects according to the original timeframe has been observed during the last two years and continues to be monitored. The risk of the charity not being able to achieve its purpose as a result of these delays has reduced during this reporting period compared to 2020-21 and grant-giving has resumed pre-Covid levels at £1.5m.

Mitigating actions include close liaison with grantees to support and service their queries and concerns around their projects and facilitating adjustments that may be necessary so that we can remain informed and report on impact to the Trust, whilst aiming to try and complete projects on schedule as far as possible. Other mitigating actions include the online application software which serves to monitor and manage ongoing projects, internal audit checks, improved documentation/guidance for applicants and regular staff supervision and training/support. To address the small staff team's capacity of managing more than the optimum number of 30 'live' projects at any one time, a second Grants Officer is being employed from Summer 2022.

## 4. Reputation

All of the above would have a reputational impact on the Trust, as would any significant events within UKROEd. In the event of a serious incident, the organisation as a whole has taken steps to ensure it is prepared to deal with and manage internal and external communications as a means of not making an already bad situation worse and to minimise the damage to its reputation.

## 5. Governance

In addition to governing the charity, Trustees need to have oversight of the charity's trading subsidiary and be assured of its governance and management. Ineffective governance comprises a risk to the group. A clear governance structure, framework and relationship between the two companies and clear delegation of authorities and controls as well as effective performance reporting processes has been established. Despite the mitigating actions relating to clear framework and processes, governance remains a strategic risk due mainly to the transition at leadership level during 2021-22 and 2022-23 (change in charity Chair October 2021 followed by change in UKROEd Chair and Trust CEO in 2022, change in NPCC Lead for Roads Policing in July 2021 and 4 new Trustees in 2022). The recently approved legislation of the Police, Crime, Sentencing and Courts Act 2022 also presents new opportunities and risks for the group which need to be adequately prepared for.

# Statement of internal financial control

**The Board acknowledges its ultimate responsibility for ensuring that The Road Safety Trust has in place a system of internal financial control that is appropriate to the business environment in which it operates.**

Although no system of internal financial control can provide absolute reassurance against material misstatement or loss, the Trust's system is designed to provide the Board with reasonable reassurance that:

- The financial information used within The Road Safety Trust or for publication is reliable
- Proper accounting records are maintained
- Assets are safeguarded against unauthorised use or disposition
- Problems are identified on a timely basis and dealt with appropriately

In addition, the Board is reassured by the following:

- Formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and restrict the unauthorised use of the Trust's assets. This includes strict controls for the authorisation of personal expense claims.
- Experienced and suitable staff take responsibility for important business functions.
- Forecasts and budgets are prepared which allow the Board and SMT to monitor key business risks, financial objectives and progress towards financial plans set for the year through preparation of regular management accounts.
- All significant new initiatives and grant awards are subject to formal authorisation procedures, through the Board and its relevant Committees.
- Regular reporting to the board and sub-committees, including management accounts and detailed reports on the grant programmes.
- The Audit & Risk Committee reviews reports from management staff, the internal auditors and the external auditors, to provide reasonable assurance that control procedures are in place and are being followed.
- Formal procedures have been established for instituting appropriate action to correct weaknesses from the above reports.

## Auditors

A resolution to re-appoint Crowe U.K. LLP will be put to the members at the forthcoming Annual General Meeting.

## Statement as to disclosure of information to the auditor

The Trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the Trustees has confirmed that they have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

The Trustees' Report, which contains the Directors' Report required by company law, and the incorporated Strategic Report, were approved by order of the members of the board and signed on its behalf on 2nd September 2022 by:

**Tony Fuller**
**Chair**

# Statement of Trustees' Responsibilities

**The Trustees (which comprises the directors for the purpose of company law) are responsible for preparing the Trustees' Report (incorporating the Strategic Report) and the financial statements in accordance with applicable law and regulations.**

Company and charity law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company and charity law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the group and the charitable company for that period.

In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and accounting 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 group and the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the group's and the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the group and 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 group and the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on The Road Safety Trust website.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

# Independent Auditor's Report

## to the members of The Road Safety Trust

### Opinion

We have audited the financial statements of The Road Safety Trust ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, the Charity Statement of Financial Activities, the Consolidated and Charity Balance Sheets and the Consolidated Cashflow Statement 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 of the parent charitable company's affairs as at 31 March 2022 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 charitable company and 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 Group's or the parent 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 contained within the annual report. The other information comprises the information included in the 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.

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 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 the audit:

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

## Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or 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 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; 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

## Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 36, 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. 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 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 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

## Extent to which the audit was considered capable of detecting irregularities, including fraud

IIrregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with

these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR) and taxation legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing noncompliance and cannot be expected to detect non-compliance with all laws and regulations.

## 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.

Andrew Thomas
Senior Statutory Auditor

for and on behalf of
**Crowe U.K. LLP**
Statutory Auditor

55 Ludgate Hill
London
EC4M 7JW

Date: 12th September 2022

The Road Safety Trust (Limited by Guarantee)

# Consolidated Statement of Financial Activities

## (Incorporating Income and Expenditure Account) for the year ended 31 March 2022

| | Notes | **Total Funds 2022** £ | *Total Funds 2021* £ |
|---|---|---|---|
| **Income from:** | | | |
| Other trading activities | 11 | 76,083,182 | *64,197,984* |
| Investments | 4 | 5,473 | *22,790* |
| **Total income** | | 76,088,655 | *64,220,774* |
| **Expenditure on:** | | | |
| Raising funds | | | |
| Other trading activities | 11 | 73,767,944 | *62,117,259* |
| Charitable activities | 5 | 1,896,285 | *558,664* |
| **Total expenditure** | | 75,664,229 | *62,675,923* |
| **Net income before gains on investments** | | 424,426 | *1,544,851* |
| Net gains on investments | | - | *140,918* |
| **Net movement in funds** | | 424,426 | *1,685,769* |
| **Reconciliation of funds:** | | | |
| Total funds brought forward | | 4,818,248 | *3,132,479* |
| Net movement in funds | | 424,426 | *1,685,769* |
| **Total funds carried forward** | | 5,242,674 | *4,818,248* |

The Charity Statement of Financial Activities includes all gains and losses recognised in the year. The notes on pages 46 to 58 form part of these Financial Statements

# Consolidated Balance Sheet

## As at 31 March 2022

| | Notes | 2022 £ | 2022 £ | *2021 £* | *2021 £* |
|---|---|---|---|---|---|
| **Current assets** | | | | | |
| Debtors | 12 | 14,115,853 | | *11,743,823* | |
| Cash at bank and in hand | | 8,190,395 | | *7,608,695* | |
| | | 22,306,248 | | *19,352,518* | |
| Creditors: amounts falling due within one year | 13 | (16,668,966) | | *(14,264,336)* | |
| **Net current assets** | | | 5,637,282 | | *5,088,182* |
| Creditors: amounts falling due after more than one year | 14 | | (394,608) | | *(269,934)* |
| **Total net assets** | | | 5,242,674 | | *4,818,248* |
| **Charity funds** | | | | | |
| **Unrestricted funds** | | | 5,242,674 | | *4,818,248* |
| **Total funds** | | | 5,242,674 | | *4,818,248* |

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

The net income/(expenditure) in the charitable entity for 2022 was a surplus of £424,426 (2021 surplus: £1,685,769)

The financial statements were approved and authorised for issue by the Trustees on 2nd September 2022 and signed on their behalf by:

**Tony Fuller**
Chair

The notes on pages 46 to 58 form part of these Financial Statements

# Charity Balance Sheet

## for the year ended 31 March 2022

| | Notes | 2022 £ | 2022 £ | *2021 £* | *2021 £* |
|---|---|---|---|---|---|
| **Current assets** | | | | | |
| Debtors | 12 | 694,180 | | *1,063,922* | |
| Cash at bank and in hand | | 6,574,006 | | *5,059,027* | |
| | | 7,268,186 | | *6,122,949* | |
| Creditors: amounts falling due within one year | 13 | (1,630,904) | | *(1,034,767)* | |
| **Net current assets** | | | 5,637,282 | | *5,088,182* |
| Creditors: amounts falling due after more than one year | 14 | | (394,608) | | *(269,934)* |
| **Total net assets** | | | 5,242,674 | | *4,818,248* |
| **Charity funds** | | | | | |
| **Unrestricted funds** | | | 5,242,674 | | *4,818,248* |
| **Total funds** | | | 5,242,674 | | *4,818,248* |

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

The financial statements were approved and authorised for issue by the Trustees on 2nd September 2022 and signed on their behalf by:

**Tony Fuller**
Chair

The notes on pages 46 to 58 form part of these Financial Statements

# Consolidated Statement of Cash Flows

## for the year ended 31 March 2022

| | Notes | 2022<br>£ | *2021*<br>£ |
|---|---|---|---|
| **Cash flows from operation activities** | | | |
| Net cash used in operating activities | 19 | 576,227 | *1,419,869* |
| **Cash flows from investing activities** | | | |
| Interest received | | 5,473 | *22,791* |
| Disposal of investments | | - | *1,042,064* |
| **Net cash provided by investing activities** | | 5,473 | *1,064,855* |
| **Change in cash and cash equivalents in the year** | | 581,700 | *2,484,724* |
| Cash and cash equivalents at the beginning of the year | | 7,608,695 | *5,123,971* |
| **Cash and cash equivalents at the end of the year** | | 8,190,395 | *7,608,695* |

The notes on pages 46 to 58 form part of these Financial Statements

# Notes to the Financial Statements

## for the year ended 31 March 2022

## 1. General Information

The Road Safety Trust is a private limited company limited by guarantee, and is registered, domiciled and incorporated in England. The registered address is Colwyn Chambers, York Street, Manchester, M2 3BA.

## 2. Accounting policies

### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the 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) (second edition - October 2019) (effective 1 January 2019), FRS 102 and the Companies Act 2006.

The charitable company constitutes a public benefit entity as defined by FRS 102. The accounts are prepared under the historical cost convention, modified to include certain financial instruments at fair value.

The financial statements are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £1.

\The financial statements consolidate the results of the charitable company and its wholly controlled subsidiary, UKROEd Limited, on a line-by-line basis. The Road Safety Trust is the sole member of UKROEd Limited and by virtue of this wholly controls UKROEd Limited. In accordance with section 408 of Companies Act 2006, no separate Statement of Financial Activities has been presented for The Road Safety Trust.

## 2.2 Going concern

At the time of approving the financial statements the Trustees have a reasonable expectation that the Charity and the Group have adequate resources to continue in operational existence for the foreseeable future based on forecasts which have been stress tested in relation to the key uncertainties and assumptions. The social and economic disruption caused by the Covid 19 pandemic has not altered the fundamental financial model of the Charity nor its trading subsidiary. The subsidiary company has seen volumes of courses recover and grow as the effects of the pandemic have been mitigated The Charity and the Group have put in place measures to enable them to respond flexibly to changed circumstances, including revisions to operations and financial arrangements. Recent events have validated the Trustees' policy of holding significant reserves in order to mitigate the risks it has identified. The Trustees therefore continue to adopt the going concern basis of accounting in preparing the financial statements.

## 2.3 Income

Income from commercial trading activities consists of the income generated by the trading subsidiary UKROEd Limited. The income received for the management and operation of the National Driver Offender Retraining Scheme (NDORS), consisting of the collection of the Scheme Participation Charge', is recognised when the course occurs.

## 2.4 Investment income

Income from investments consists of interest earned on bank deposits and current accounts and distributions made by the subsidiary undertaking under gift aid and loans to the subsidiary undertaking. Income from fixed asset investments consists of dividend income. The charity recognises all investment income on an accruals basis.

## 2.5 Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis and allocated according to the nature of the expense.

Costs of charitable activities include grants made, governance costs and support costs as shown in note 5.

Costs of the commercial trading activities include the costs of the subsidiary's operations and are shown in note 11. The element of the Scheme Participation Charge recovered by police forces is shown as cost of sales. The running costs of UKROEd Limited are shown as administrative expenses. The interest payable on the inter-company loan is shown as interest payable.

## 2.5 Expenditure (cont'd)

Expenditure on items of office equipment and computers whose cost is less than the threshold amount of £2,000 is charged as an expense. Items costing more than the threshold amount are capitalised as tangible fixed assets.

## 2.6 Grants

Grants payable are payments made to UK based organisations, registered charities and university departments in the furtherance of the charitable objectives of the charitable company. Grant commitments are recognised once an application for a grant has been approved, the recipient notified of the grant and a legal or constructive obligation thereby created. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the Trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and any condition attaching to the grant is outside the control of the charitable company.

## 2.7 Allocation of support and governance costs

Support costs are those functions that assist the work of the group but do not directly undertake charitable activities.

Governance costs are costs associated with the governance arrangements of the group. Included within this category are costs associated with the strategic as opposed to day to day management of the group's activities.

## 2.8 Funds

Unrestricted funds are income receivable or generated for the objects of the group without further specified purpose.

## 2.9 Fixed asset investments

Investments are a basic financial instrument and are included in the balance sheet initially at transaction value and subsequently recognised at their fair value at the end of the financial period which is the bid price quoted on a recognised stock exchange. Realised and unrealised gains and losses are credited or debited to the Statement of Financial Activities in the year in which they arise.

## 2.10 Financial instruments

Financial instruments are classified and accounted for according to the substance of the contractual arrangement as financial assets or financial liabilities.

Basic financial assets, which include trade debtors, accrued income and amounts owed by group undertakings, are initially measured at the transaction price and are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

### 2.10 Financial instruments (cont'd)

Loans to the subsidiary undertaking are initially measured at transaction price and subsequently measured at amortised cost using the effective interest rate.

Basic financial liabilities, which include trade creditors, grants payable, other creditors and accruals, are initially measured at the transaction price and are subsequently measured at amortised cost, being the transaction price less any amounts settled.

### 2.11 Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### 2.12 Retirement benefits

For defined contribution schemes the amount charged to profit or loss are the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

## 3. Critical accounting estimates and areas of judgment

In the application of the charitable group'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.

In determining whether the subsidiary undertaking is acting as agent or principal with regard to an element of the 'Scheme Participation Charge' income, the Trustees have assessed whether it is the subsidiary undertaking or the relevant police force that has exposure to the significant risks and rewards associated with the provision of the NDORS scheme. The Trustees have determined that the subsidiary undertaking is acting as principal based on this assessment.

The element of the 'Scheme Participation Charge' income recovered by the police forces during the year was £69,858,660 (2021: £58,198,815).

## 4. Investment income

| | **Group 2022** | Group 2021 | **Charity 2022** | Charity 2021 |
|---|---|---|---|---|
| | **£** | **£** | **£** | **£** |
| Bank interest | **5,473** | 6,790 | **5,473** | 6,790 |
| Interest on loan to group undertaking | **-** | - | **30,000** | 60,000 |
| Dividends | **-** | 16,000 | **-** | 16,000 |
| | **5,473** | 22,790 | **35,473** | 82,790 |

## 5. Expenditure on charitable activities

| | **Group 2022** | Group 2021 | **Charity 2022** | Charity 2021 |
|---|---|---|---|---|
| | **£** | **£** | **£** | **£** |
| Grants (see note 6) | **1,579,645** | 276,114 | **1,579,645** | 276,114 |
| Direct costs | **195,524** | 160,586 | **195,524** | 160,586 |
| Support costs | **121,116** | 121,964 | **121,116** | 121,964 |
| | **1,896,285** | 558,664 | **1,896,285** | 558,664 |

Support costs include the following:

| | **Group 2022** | Group 2021 | **Charity 2022** | Charity 2021 |
|---|---|---|---|---|
| | **£** | **£** | **£** | **£** |
| Office costs | **14,945** | 2,691 | **14,945** | 2,691 |
| Other costs | **53,933** | 54,230 | **53,933** | 54,230 |
| Governance costs including legal and professional fees | **52,238** | 65,043 | **52,238** | 65,043 |
| | **121,116** | 121,964 | **121,116** | 121,964 |

Support costs and governance costs have been allocated against the charitable activity.

## 6. Grants – Group and charity

| | **Grants awarded 2022** | No. of grants 2022 | *Grants awarded 2021* | *No. of grants 2021* |
|---|---|---|---|---|
| | **£** | **£** | **£** | **£** |
| Addenbrookes Charitable Trust** | **(10,000)** | - | - | - |
| Birmingham City Council | **-** | - | *50,000* | *1* |
| Brunel University, London | **-** | - | *31,492* | *1* |
| Cardiff University** | **(10,730)** | - | - | - |
| Derby City Council | **30,000** | 1 | - | - |
| Folksam | **18,130** | 1 | - | - |
| Gloucestershire Constabulary | **171,875** | 1 | - | - |
| Grants paid from the Impact Fund* | **755** | - | *7,920* | - |
| Institute of Global Health Innovation, Imperial College London | **91,073** | 1 | - | - |
| Lincolnshire Police | **229,771** | 2 | - | - |
| Liverpool City Council | **8,783** | 1 | - | - |
| Loughborough University Enterprise Limited | **55,000** | 1 | - | - |
| Norfolk County Council | **-** | - | *32,560* | *1* |
| Parliamentary Advisory Council for Transport Safety (PACTS) | **136,000** | 1 | *25,000* | *1* |
| Road Safety Foundation | **199,327** | 1 | *49,903* | *1* |
| Staffordshire University | **24,532** | 1 | - | - |
| Suffolk County Council | **30,000** | 1 | - | - |
| Surrey County Council | **-** | - | *39,840* | *1* |
| Swansea University | **46,437** | 1 | - | - |
| The British Horse Society | **-** | - | *43,780* | *1* |
| The Floow Limited | **189,919** | 1 | - | - |
| Transport Scotland | **-** | - | *46,000* | *1* |
| University College London | **140,823** | 1 | - | - |
| University of Greenwich | **18,999** | 1 | - | - |
| University of Kent** | **-** | - | *(45,703)* | - |
| University of Leicester** | **-** | - | *(4,678)* | - |
| University of Sheffield | **195,932** | 1 | - | - |
| University of the West of Bristol | **13,019** | 1 | - | - |
| **Grants awarded recognised as expenditure** | **1,579,645** | 18 | *276,114* | *8* |
| Grants payable at 1 April | **1,272,531** | | *1,784,216* | |
| Grants paid during the year | **(850,972)** | | *(787,799)* | |
| | **2,001,204** | | *1,272,531* | |

## 6. Grants – Group and charity (continued)

*Grants paid from the Impact Fund represent a small number of additional grants paid for existing recipients to help enhance the impact of their projects.

**Grant commitments may be amended as the requirements of the project change, with the approval of the Road Safety Initiatives Committee.

Grants payable is the amount provided in respect of grants committed to recipients which had not yet been paid by the end of the year. The projects which are funded by the grants made are typically carried out over a period of more than one year and occasionally more than two years, with grant instalments payable in arrears when the projects reach agreed milestones. The amount of grants payable therefore reflects the grants committed in prior years, as well as the grants committed in the year.

Information about the nature of the projects being supported can be found in the Trustees' Report.

## 7. Net income

| | **Group 2022** | *Group 2021* | **Charity 2022** | *Charity 2021* |
|---|---|---|---|---|
| | **£** | **£** | **£** | **£** |
| **Net income is stated after charging:** | | | | |
| *Fees payable to the auditors as follows:* | | | | |
| Audit services | **27,950** | *26,626* | **11,750** | *11,226* |
| *Other services:* | | | | |
| Taxation compliance services | **3,168** | *3,168* | **-** | *-* |
| Other non-audit services | **8,200** | *7,805* | **2,950** | *4,996* |
| | **39,318** | *37,599* | **14,700** | *16,222* |

## 8. Staff costs

| | **Group 2022** | Group 2021 | **Charity 2022** | Charity 2021 |
|---|---|---|---|---|
| | **£** | **£** | **£** | **£** |
| Salaries and wages | **1,182,365** | 1,102,772 | **150,037** | 139,254 |
| Social security costs | **134,938** | 120,348 | **15,782** | 14,368 |
| Pension costs | **59,103** | 52,752 | **7,487** | 6,963 |
| | **1,376,406** | 1,275,872 | **173,306** | 160,585 |

| | **Group 2022** | Group 2021 | **Charity 2022** | Charity 2021 |
|---|---|---|---|---|
| | **£** | **£** | **£** | **£** |
| Average number of employees | **28** | 21 | **4** | 4 |

During the year, 3 (2021: 2) Trustees were reimbursed expenses of £181 (2021: £522). This related to travel and other out of pocket expenses. No Trustees were paid during the year (2021: £Nil)

The key management personnel of the Group comprise the directors of UKROEd Limited and the Chief Executive Officer of the Charity. The total employment benefits of the key management personnel including National Insurance of the Group were £449,434 (2021: £336,125).

The key management personnel of the Charity comprise the Chief Executive Officer and the Head of Finance. The total employment benefits of the key management personnel of the Charity including National Insurance were £73,824 (2021: £73,310).

The number of employees whose total employee benefits exceeded £60,000 during the year for the charitable group was:

| | **2022** | 2021 |
|---|---|---|
| £60,001 - £70,000 | **5** | 4 |
| £70,001 - £80,000 | **1** | - |
| £80,001 - £90,000 | **-** | - |
| £90,001 - £100,000 | **1** | 1 |
| £100,000 - £110,000 | **-** | - |
| £110,001 - £120,000 | **1** | 1 |
| | **8** | 6 |

## 9. Retirement benefit scheme

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

The employer's pension costs charged to the Statement of Financial Activities during the year amounted to £59,103 (2021: £52,753).

## 10. Taxation

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

## 11. Subsidiary undertaking

The Charity controls and is the sole member of UKROEd Limited, a company limited by. guarantee, incorporated in the United Kingdom (company number 08773977). Its registered office address is: Colwyn Chambers, York Street,  Manchester, England, M2 3BA.
A summary of the trading results are shown below:

| | **2022** | 2021 |
|---|---|---|
| | **£** | **£** |
| Aggregate assets | **15,723,301** | 14,240,914 |
| Aggregate liabilities | **(15,723,301)** | (14,240,914) |
| Net assets | **-** | - |
| Income | **76,083,182** | 64,197,984 |
| Cost of sales | **(69,858,660)** | (58,977,541) |
| Administrative expenses | **(3,909,283)** | (3,139,719) |
| Interest payable | **(30,000)** | (60,000) |
| Surplus for the year | **2,285,239** | 2,020,724 |

The income and expenditure of UKROEd Limited are shown under the heading 'Other trading activities' in the consolidated statement of income and expenditure account. The subsidiary made a distribution of £2,285,239 during the year to the charitable parent under gift aid (2021: £2,020,724).

## 12. Debtors

| | **Group 2022 £** | Group 2021 £ | **Charity 2022 £** | Charity 2021 £ |
|---|---|---|---|---|
| **Due within one year** | | | | |
| Trade debtors | **6,678,348** | 5,352,026 | **-** | - |
| Amounts owed by group undertakings | **-** | - | **685,239** | 1,020,724 |
| Other debtors | **-** | 9,379 | **-** | - |
| Prepayments and accrued income | **7,437,505** | 6,382,418 | **8,941** | 43,198 |
| | **14,115,853** | 11,743,823 | **694,180** | 1,063,922 |

## 13. Creditors: Amounts falling due within one year

| | **Group 2022 £** | Group 2021 £ | **Charity 2022 £** | Charity 2021 £ |
|---|---|---|---|---|
| Trade creditors | **7,500,361** | 6,810,987 | **9,909** | 3,239 |
| Taxation and social security | **414,525** | 510,775 | **9,850** | 3,091 |
| Other creditors | **7,147,484** | 5,939,977 | **4,549** | 25,840 |
| Grants payable | **1,606,596** | 1,002,597 | **1,606,596** | 1,002,597 |
| | **16,668,966** | 14,264,336 | **1,630,904** | 1,034,767 |

## 14. Creditors: Amounts falling due after more than one year

| | **Group 2022** | Group 2021 | **Charity 2022** | Charity 2021 |
|---|---|---|---|---|
| | **£** | **£** | **£** | **£** |
| Grants payable | **394,608** | 269,934 | **394,608** | 269,934 |

## 15. Operating lease commitments

At 31 March 2021 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | **Group 2022** | Group 2021 |
|---|---|---|
| | **£** | **£** |
| Not later than 1 year | **14,932** | 23,542 |
| Later than 1 year and not later than 5 years | **-** | 14,932 |
| | **14,932** | 38,474 |

## 16. Limited liability

The company is limited by guarantee and does not have share capital. Each member gives a guarantee to contribute a sum, not exceeding £1, to the company should it be wound up. At 31 March 2022 there were 43 members (2021: 43).

## 17. Related party transactions

During the year £2,285,239 was distributed under gift aid from UKROEd Limited, the wholly owned subsidiary (2021: £2,020,724). A total of £2,100,000 was paid during the year, leaving a sum of £185,239 due at 31 March 2022 and is included in amounts owed by group undertakings (2021: £20,724).

The Charity recharged £4,582 of bank charges to UKROEd Limited (2021: £8,927). During the previous financial year the Charity advanced a loan of £1,000,000 to UKROEd Limited. The loan was unsecured and repaid in full in April 2021 and bore interest annually at a rate of 6%.

A loan of £500,000 was advanced to UKROEd in April 2021, repayable in October 2023, bearing interest annually at a rate of 6%. The balance on the loan to UKROEd Limited was £500,000 at 31 March 2022 (2021: £1,000,000).

Although not related parties as defined by FRS 102, in the interest of transparency the Trustees have the following other relationships;

- according to the Trust's Articles of Association, the Police Force Trustee is the Chief Officer who is the National Lead for Roads Policing in England, Wales and Northern Ireland. The force which they lead will therefore be a recipient of income reflecting cost recovery arising from the NDORS Scheme payable by UKROEd Limited.
- the police forces overseen by the Police and Crime Commissioner appointed to the Board of Trustees will also be a recipient of income reflecting cost recovery arising from the NDORS Scheme payable by UKROEd Limited.

## 18. Reconciliation of net income to net cash flow from operating activities

| | **2022** **£** | 2021 **£** |
|---|---|---|
| Net income | **424,426** | 1,685,769 |
| Adjustments for: | | |
| Revaluation gain on investments | **-** | (140,918) |
| Interest receivable | **(5,473)** | (22,791) |
| (Increase) in debtors | **(2,372,030)** | (2,066,786) |
| Increase in creditors | **2,529,304** | 1,964,595 |
| | **576,227** | 1,419,869 |

## 19. Control

At 31 March 2022 there was no one ultimate controlling party.

Making Roads Safer

**THE ROAD SAFETY TRUST**

England & Wales - Charity number 1156300

# Accounts

THE ROAD SAFETY TRUST

Making Roads Safer

# Annual Report 2020-21

Making Roads Safer

# 2020-21 at a Glance

**£327,995**
Total grants awarded within the period

**7**
Projects awarded within the period

**£47,500**
Additional grants to projects awarded in earlier funding rounds

**£7,920**
Impact Fund grants

**£4,818,248**
Charity & consolidated reserves at the end of the year

**£3,980,860**
Total awarded to date

**56**
Total projects awarded to date

**£71,086**
Average awarded per project

**25**
Number of completed projects

## Projects making roads safer for…

Others (5)

**25** All road users

**9** Pedestrians

**8** Drivers

**7** Pedal cyclists

**2** Mototcyclists

## Funded Road Safety Project outputs & outcomes:

**18**
Resources & tools produced

**18**
Reports & academic publications

**22**
Conferences, workshops & events

**20**
New partnerships & collaborations

**12**
Policy impacts

**2.75**
Number of FTE (Trust) staff

**664**
Twitter followers at 31/3/21

**119**
Pieces of media coverage on projects/ grants (100% positive)

Company Number: 08837451
Registered Charity Number: 1156300

# The Road Safety Trust
(Limited by Guarantee)

## Report and Financial Statements
for the year ended 31 March 2021

The Road Safety Trust is a grant-funding charity committed to making UK roads safer, achieving impact through the funding of practical measures, research, dissemination and education. We have funded 56 projects and awarded £3.9 million in grants since the charity was established in 2014, becoming the largest independent grant funder of road safety initiatives in the UK. Our trading subsidiary company, UKROEd Limited (“UKROEd”), enables us to meet our charitable objectives through its education of road offenders and by distributing its surplus to the charity to give out in grants. We share the same vision and this report shows what we’ve been doing this year to help make our vision a reality.

# Contents


Reference and administrative details of the charity, its trustees and advisors ..... 1

Trustees' Report incorporating the Strategic Report ..... 2

From the Chair and Chief Executive..... 2

Vision, Purpose and Activities..... 6

Report of the Board of Trustees..... 10

Financial Review..... 14

Structure, Governance and Management..... 18

Diversity, equality and inclusion ..... 22

Stakeholder representation and engagement..... 24

Plans for Future Periods..... 25

Principal Risks and Uncertainties..... 28

Statement of Internal Financial Control..... 30

Statement of Trustees' Responsibilities ..... 32

Independent Auditor's Report ..... 34 - 37

Consolidated statement of financial activities..... 38

Charity statement of financial activities..... 39

Consolidated balance sheet..... 40

Charity balance sheet..... 41

Consolidated statement of cash flows..... 42

Notes to the financial statements..... 43 - 54


# Reference and administrative details of the charity, its trustees and advisors

## Trustees

**Ashton West OBE**
Chairman

**Tony Fuller**
Vice Chairman

**Rachel Aldred**

**Anthony Bangham**
(resigned 5 July 2021)

**Oliver Carsten**

**Jagdeep Singh Chaggar**

**Sonya Hurt**

**David Jamieson**
(resigned 14 July 2021)

**James Kean**

**Catherine McMahon OBE**

**James Millar**

**Gary Walker**
(resigned 5 March 2021)

**Heather Ward**

**Kathy Webster**

**Jo Shiner**
(appointed 5 July 2021)

**Philip Seccombe**
(appointed 5 March 2021)

**Marlena Stefanska**
(appointed 22 July 2021)

## Company registered number
008837451

## Charity registered number
1156300

## Registered office
Colwyn Chambers York Street
Manchester
M2 3BA

## Website
www.roadsafetytrust.org.uk

## Company secretary
Hugh Sutherland

## Chief executive officer
Sally Lines OBE

## Independent auditor
Crowe U.K. LLP
55 Ludgate Hill London
EC4M 7JW

## Bankers
Natwest
PO Box 12258
1 Princes Street London
EC2R 8BP

## Solicitors
Pannone Corporate LLP
378-380 Deansgate
Manchester
M3 4LY

# From the Chair and Chief Executive

**Welcome to our consolidated Annual Report and Accounts for the year ended 31st March 2021.**

Ashton West OBE, Chair

What a different kind of year to be reporting against, with the public health emergency of Covid-19 dominating life generally and determining what activities were and were not possible. In March 2020, the Trust was forced to rethink its grant-giving capacity going forward because of the possibility of significantly reduced funding from its trading subsidiary and the need to reduce the Trust's cost base accordingly. By the middle of the financial year, it was evident that a cautious level of grant-giving would be possible within the period, but it was nowhere near the level originally planned due to the impact of the pandemic. Many of the existing Trust-funded projects were also affected through delays in their activities, resulting in very few completing during the period (4 instead of the 12 scheduled completions).

Sally Lines OBE, Chief Executive

The purpose of The Road Safety Trust is to achieve maximum impact on UK road safety through the initiatives it funds and the 2.75 FTE staff and Board of Trustees work tirelessly to this end. Towards the end of 2019-20, the Trust opened its Main Theme of 'How can technology be used to reduce road offending and improve road safety?' but this was suspended when the impact of Covid-19 became clear at the end of March 2020. The theme had been identified through the stakeholder consultation carried out in 2018 as the most important gap in work and research and it re-opened instead towards the end of this reporting period in February 2021.

When it became clear that UKROEd operations were getting back on track by the middle of the year, Trustees were keen to respond to some of the issues highlighted through the pandemic on UK roads by launching a 'Small Grants Plus' Programme, with a total budget of £300,000. This round was launched in September 2020 and closed in November, with awards announced in February and March 2021. 50 applications were received through this grants round, of which 7 projects were awarded funding, to a total of £272,575. Impact Fund grants of £7,920 were made in order to assist grant recipients enhance the impact of their projects. Additional grants totalling £47,500 were committed to recipients of grants in previous grant rounds to improve the delivery of the projects.

Throughout the year, the Trust worked in partnership with its grantees through the challenges presented by Covid-19 and its restrictions, supporting as best it could with modifications and approval of delays. Trustees also carried out a strategic review towards the end of the year which resulted in some important changes to the charity's 3-year strategy map outlined in page 26 of this report. The Trust was also able to develop a framework for assessing its impact for the first time as an organisation and the outcome of this work is contained in a separate Impact Report as well as some summary information in this Annual Report. With all of its outlined activities, the Trust continues to work towards the vision that it shares with its trading subsidiary, UKROEd:

**'Zero deaths and serious injuries on UK roads'**

## About UKROEd

UKROEd provides the central assurance, standards and consistency of NDORS (the National Driver Offender Retraining Scheme). While the scheme has run for more than 20 years, UKROEd's governance structures were only established in 2016 after The Road Safety Trust was created as its parent charity. Through its activities educating road offenders, UKROEd carries out primary purpose trading for the charity and helps meet its charitable objectives. UKROEd is a not-for-profit company which distributes all its surpluses up to The Road Safety Trust for distribution through the Trust's grants strategy.

UKROEd
UK Road Offender Education

## Public benefit

During 2020-21, Trustees continued to review the Charity Commission's guidance in relation to public benefit and were again able to give assurance that The Road Safety Trust had met the requirements of that guidance throughout the year.

In particular, Trustees concluded that the Trust demonstrates public benefit through its support of projects that benefit vulnerable road users such as children, young drivers and mobility scooter users, to cite a few examples. Its grant-funded projects and development plans illustrate how The Road Safety Trust aims to benefit all UK road users and pass the test of whether our society would be the poorer for its absence.

The Board confirms that it has complied with the duty in section 17(5) of the 2011 Charities Act to have due regard to guidance published by the Charity Commission (i.e. public benefit statement).

## Thank you to our members, grantees and stakeholders

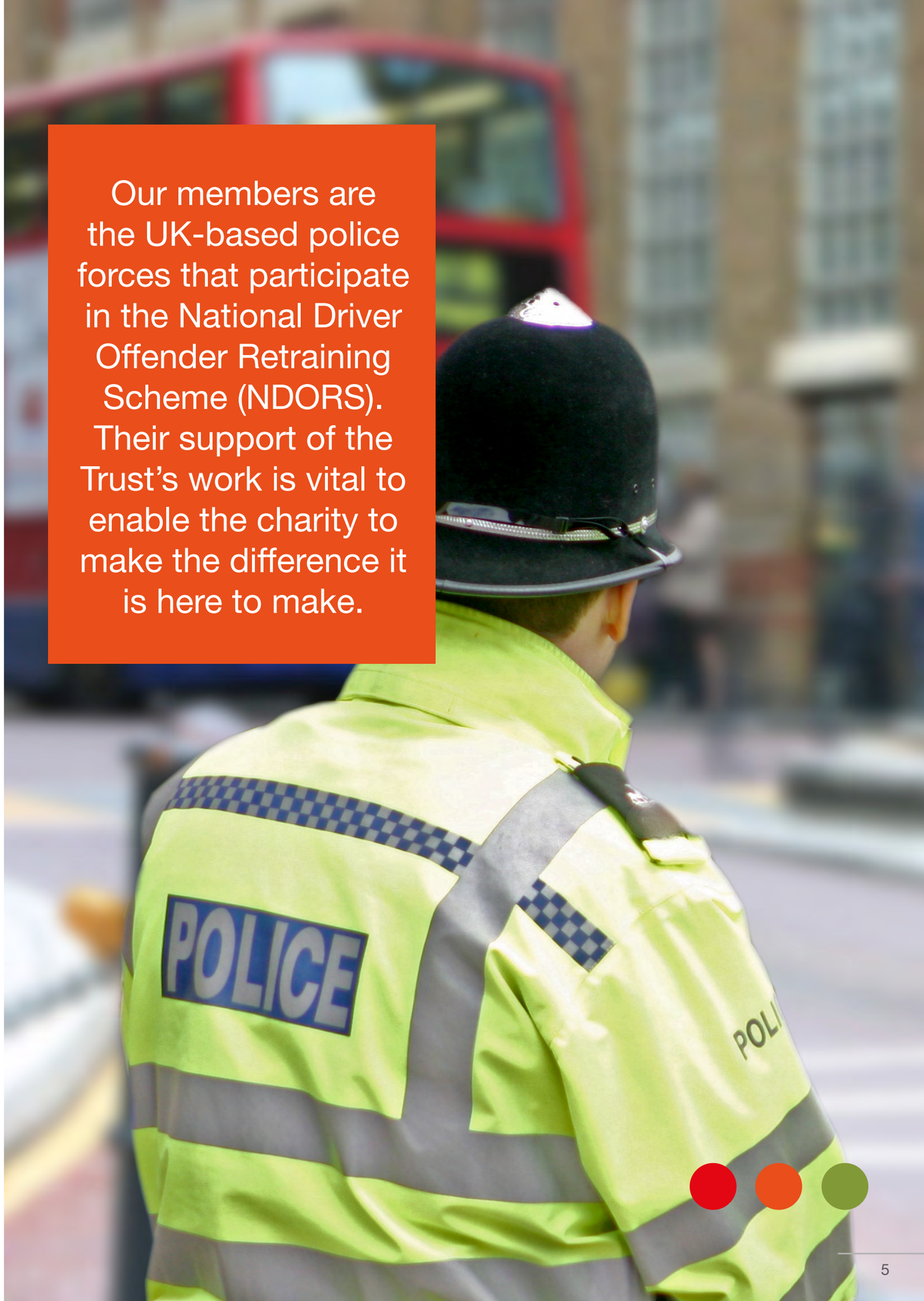
Our members are the UK-based police forces that participate in the National Driver Offender Retraining Scheme (NDORS). Their support of the Trust's work is vital to enable the charity to make the difference it is here to make. Member police forces work in partnership with road safety organisations and local communities, encouraging grant applications and spreading awareness about successful projects and initiatives. We have so far funded 56 road safety projects being run by 42 different organisations – our grantees. We work in partnership with all our grantees who understand that their project objectives are our charitable objectives, and it is in the interest of our beneficiaries (the road-using public) to work with our grantees to help achieve those objectives. Each project is a journey we embark on together with our grantee, and we thank them for respecting the honesty, transparency and collaborative approach that a genuine partnership requires, and which consistently aligns to the values that the Trust is committed to:

- Rigour
- Independence and challenge
- Knowledge
- Effectiveness
- Collaboration
- Flexibility
- Proactivity

The Road Safety Trust is a relatively young charitable grant funder and has a number of stakeholders in addition to those above, for whose support we are grateful. Its source of income for grants is its trading subsidiary company, UKROEd, so a sincere 'thank you' is due to the UKROEd staff team and board of directors for continuing to operate the NDORS scheme efficiently and effectively around the country, despite the challenges presented by the pandemic. The speed and proactiveness of UKROEd in establishing an online offering within two to three weeks of social distancing restrictions being imposed at the start of the financial year was impressive and appreciated. As the country emerges from an unprecedented and difficult year there are different challenges ahead but thanks to the collective effort of UKROEd and its network of providers and stakeholders, the Trust can plan its grant-giving again for 2021-22 with certainty.

In the meantime, NDORS courses continue and anyone who attends a course – physically or virtually - can be assured that costs are kept to a minimum, while contributing any surplus generated directly to the charity's purpose of making UK roads safer. UKROEd is the channel through which this virtuous circle is made possible.

Our members are the UK-based police forces that participate in the National Driver Offender Retraining Scheme (NDORS). Their support of the Trust's work is vital to enable the charity to make the difference it is here to make.



# Vision, Purpose and Activities

**The vision of the Trust, which is shared with its wholly owned trading subsidiary company (UKROEd), is zero deaths and serious injuries on UK roads.**

**The purpose of the Trust is to make UK roads safer, achieving impact through the funding of practical measures, research, dissemination and education.**

UKROEd focuses on education of road offenders which serves as the charity's primary purpose trading activity; the practical measures, research, dissemination and other complementary education initiatives in road safety are funded through the grants awarded by the Trust.

Because its Strategic Review took place towards the end of the reporting period, the activities for 2020-21 were structured in accordance with the four Strategic Priorities set out in the Trust's previous Strategic Plan approved January 2019, i.e. to focus on:

- Research that informs
- Pilots that test
- Dissemination that reaches, and
- Advocacy that influences

The two main goals driving the activities within each strategic priority were as follows:

- To achieve impact for all road users
- To treat each project as a journey to making a tangible difference on the roads

Progress made against the strategic priorities and objectives through 2020-21 is summarised below:

## 1 Strategic Priority: **Research that informs**

**a) Attract high quality research applications**

**Partially met:** The 2020-21 Main Theme grants round was deferred to 2021-22 because of the severe impact of Covid-19 and this is usually the round where substantial research applications are submitted. The Small Grants Plus round which was designed to respond to road safety issues highlighted through the pandemic attracted 50 applications, however, some of which were research orientated. High numbers do not necessarily mean high quality and the Trust continues to learn how it can guide and steer prospective applicants to submitting high quality applications in a better way to achieve this objective. Following the Small Grants Plus round in the Autumn, some improvements were made to its Grants Guidance, including more clarity around eligible and ineligible costs, and there are plans to develop more resources for prospective applicants during 2021-22.

**b) A clear pathway for >75% of projects to progress from research to practical intervention**

**Met:** The message about projects needing ultimately to think about, and plan for, how they are going to make a tangible difference on the roads, has been included in all the grant documentation and terms of partnership with the Trust. The Grants Team supports grantees and recommends and/or facilitates third party involvement if it feels that will add value to the potential impact of the projects. An example during 2020-21 was the project run by Kent University looking at cognitive responses to assess and improve vehicle brake light designs. Laboratory tests indicated better perception and braking times for LED lights than bulb-based lights and some further differences between models. Kent University unfortunately had to stop the project earlier than planned so the Trust is going to issue a call to complete the research in order that the findings can be validated in a real world setting to generate reliable and actionable new knowledge for manufacturers.

**c) Consistent methodology for articulating impact of projects**

**Met:** The framework for the Trust to assess its impact through projects funded was developed during the period, with results for the 25 completed projects published early 2021-22. Using an adapted Safe System wheel to categorise key project impact area, the methodology will be applied to new and ongoing projects with annual updates added to the Trust's website.

## 2 Strategic Priority: **Pilots that test**

**a) Small Grants Programme used to encourage piloting of potentially high impact initiatives**

**Partially met:** While there have been some project applications looking to run pilots and trials through the Small Grants programme (2019-20) and the Small Grants Plus programme (2020-21), there have not been enough of sufficient quality to say that this objective has been achieved. The Trust needs to encourage and guide prospective applicants to the pilot and trial purpose behind Small Grants more actively and that is where effort will be made during 2021-22.

**b) Reference to trials and pilots is included in the applications of all projects as standard consideration**

**Met:** The reference is included as standard. More work needs to be done to convert into practice, however, as outlined in the previous objective.

**c) The Trust is considered a vital support and awareness-raising partner in the project's journey to practical intervention**

**Partially met:** In line with its value of 'partnership', the Trust has emphasised through 2020-21 in its documentation, its publications, social media and (virtual) public speaking events how it works closely with grantees throughout the lifetime of their projects. This reflects the reality that a project's objectives represent the Trust's objectives and they are dependent on each other for achieving that charitable purpose of making UK roads safer for all. The Communications and Stakeholder Strategies both serve to inform how the Trust adds value to projects, with the ability to engage its PR resource with impact work. Case studies on 6 Trust-funded projects were produced during 2020-21, enhancing the portfolio of materials outlining the type of projects the Trust funds to achieve its charitable purpose as a result. Social media activity takes place in partnership with grantees, promoting project awards, progress, reports and results as and when they become evident. The level of activity in this area has increased significantly on previous years and continues to form part of the Trust's support of its grantees work. It is considered partially met because the perception of grantees has not been surveyed, so it is the Trust's own perspective and would benefit from some external validation in the form of a grantee survey during 2021-22.

## 3 Strategic Priority: **Dissemination that informs**

**a) Dissemination Strategy in place**

**Met:** The Trust uses a number of tools at its disposal to help projects disseminate their project reports and outputs, ranging from placing them on its website, promoting and linking via Twitter and Linked-In, issuing press releases and featuring them in presentations at relevant conferences or workshops. Each project is slightly different in terms of its target audience, so the strategy serves as a useful framework for arriving at the best channel and method to be applied. Due to the increasing number of project outputs, Trustees took an important decision towards the end of the reporting period as a result of the Strategic Review to link strategically with Road Safety GB (RSGB) and its revamped Knowledge Centre as a dissemination platform. While some Trust-funded resources are already on there, every project output will be included as standard in the RSGB Knowledge Centre and this will start in 2021-22.

Follower numbers **increased from 400 to 700+**

**b) Knowledge Bank established by the end of 2020**

**Partially met:** As explained above and as part of its Strategic Review, the Trust considered its options in terms of a platform for all the resources, reports and other outputs being produced by projects it funds and decided to link strategically with RSGB as a partner. RSGB already runs the online Knowledge Centre so it makes for a logical and effective way of reaching target audiences, with more than 2,000 individuals accessing it over the course of a year. It is partially met as an objective because, whilst the decision has been reached to work with RSGB, implementation will happen during 2021-22.

**c) Entire road safety community is clear about the Trust's role and engages with all available facilities**

**Partially met:** a lot of work has taken place through 2020-21 to raise awareness of the Trust's role and increase engagement with our stakeholders in the road safety community. Examples include the first eBulletin distributed in December 2020 to the 30 external stakeholders who had subscribed to it via the website (this number excludes all Trust and UKROEd staff and directors); by April 2021 this number of external subscribers had doubled to 60. Social media interactions have been busy, with follower numbers increasing from approximately 400 to more than 700 during the year and 224 tweets issued by the Trust during the period. Similarly to objective 2c) above, however, a stakeholder survey is needed to establish whether the road safety community is clear about the Trust's role rather than basing the measure on our opinion and informal stakeholder feedback alone.

## 4 Strategic Priority: **Advocacy that influences**

**a) An Advocacy Strategy is compiled by the end of 2020**

**Partially met:** the Advocacy Strategy is in place following the Trust's Strategic Review at the end of the financial year, however several elements of it have not yet been implemented. Some actions taken directly include participation in government consultations during 2020-21 regarding the law surrounding mobile phones and a call for evidence around the effectiveness of roads policing. Going forward, the strategy is to complement direct activity with working in partnership with other organisations which are well positioned to advocate on the Trust's behalf.

# Report of the Board of Trustees

**In the year under review, The Road Safety Trust had to suspend its planned 2020-21 Main Theme grants round to the following year, due to Covid-19 and uncertainties around security of funding and the ability of projects to be able to apply and start projects that would be subject to Covid-19 restrictions.**

As the financial situation and impact of Covid-19 on UKROEd's business operations became clearer over the first half of the period, Trustees were again able to consider a grant round and chose to respond to some of the road safety issues that had been highlighted through the pandemic. The total overall budget for the Small Grants Plus programme was £300k and applications were invited for between £20k and £50k of Trust grant funding i.e. slightly more than the Small Grants programme trialled in 2019-20. The Small Grants Plus programme launched in September 2020 focused on road safety issues raised through the pandemic and attracted 50 applications, all of which had to outline how they could continue to function through any further lockdown periods. 7 of these were awarded (total value £272,575) and are included in the 30 new and ongoing projects entering into 2021-22.

The Trust has now funded 56 projects up to 31st March 2021, of which 25 have completed. This includes the 4 completed during the period which is 8 less than the 12 originally scheduled. Delays are attributable to Covid-19 and restrictions, resulting in 17 of the 30 new and ongoing projects due to complete during 2021-22.

Every organisation that runs a project is our partner; we work together throughout the project's lifetime to achieve mutual objectives. Full project details are featured on the Trust's website.

The 7 new projects awarded during 2020-21 are listed opposite.

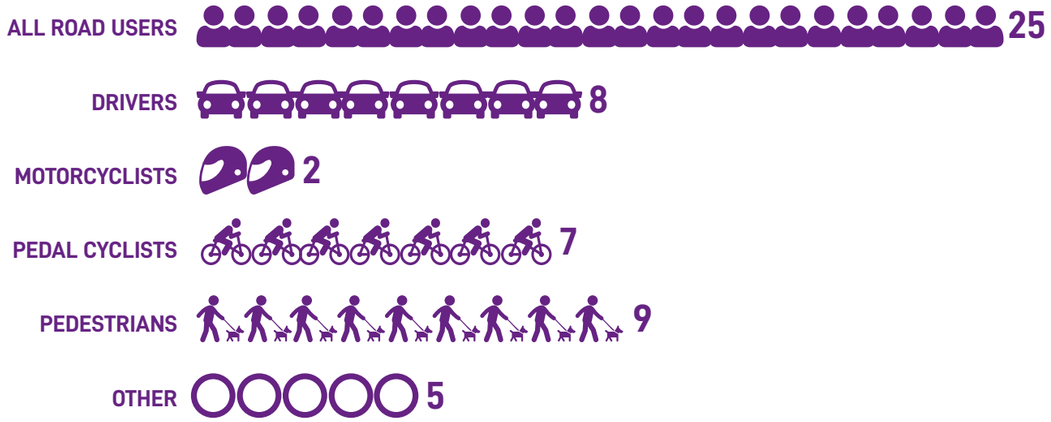
## Small Grants Plus Programme 2020-21

| Title | Amount Awarded | Lead Organisation |
|---|---|---|
| "Message Not Received" – Seatbelts, the unseen problem | £50,000 | Birmingham City Council |
| How effective is reducing speed limits on rural roads | £39,840 | Surrey County Council |
| Knowledge compilation and road safety evaluation for Emergency Active Travel Fund facilities | £49,903 | Road Safety Foundation |
| The safety of private e-scooter use in the UK | £25,000 | PACTS – Parliamentary Advisory Council for Transport Safety |
| Safe Journey Ahead: road safety teacher training | £32,560 | Norfolk County Council |
| Look out for Laura - Humanising vulnerable road users | £43,780 | The British Horse Society (BHS) |
| An Immersive Reality Intervention to Improve Young Cyclists' ability to Detect and Perceive Hazards as they Navigate Road Junctions: A Collaborative Safe Cycling Pilot Study | £31,492 | Brunel University London |

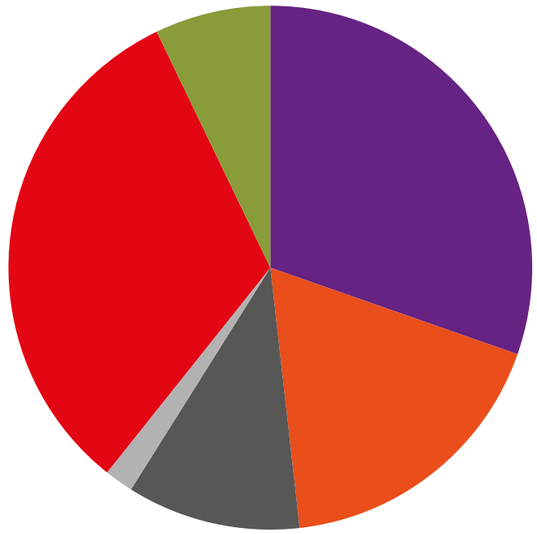
## Additional Grant 2020-21

| Title | Amount Awarded | Lead Organisation |
|---|---|---|
| Safeguarding Vulnerable Road Users: Motorcycle Safety in Scotland using Applied Psychology to Influence Rider Behaviour | £46,000 | Transport for Scotland |

## NUMBER OF GRANTS AWARDED BY ROAD USER

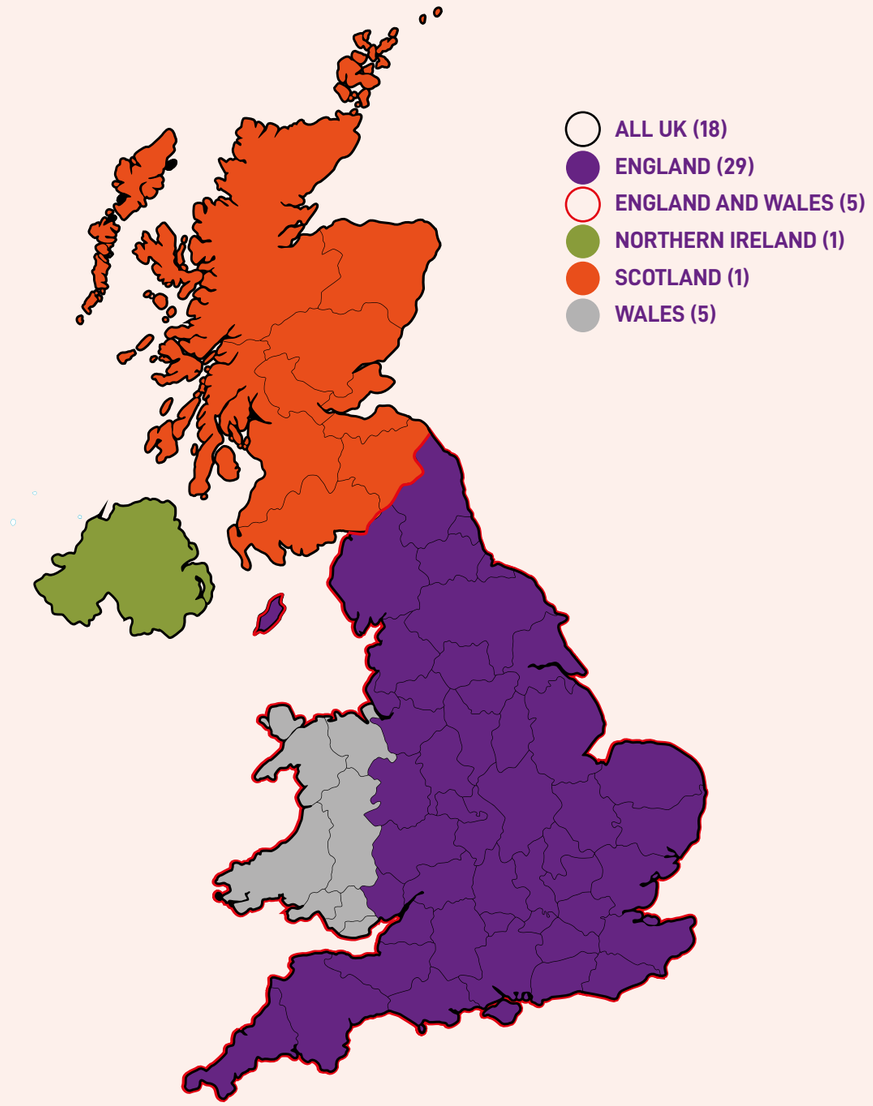



## NUMBER OF GRANTS AWARDED BY ORGANISATION TYPE





## GRANTS BY GEOGRAPHICAL AREA



# Financial Review

**Since its establishment, The Road Safety Trust has awarded £3.9m to 56 projects. It has set a prudent level of reserves and manages its investment in its trading subsidiary with a focus on governance and control over costs.**

The Road Safety Trust relies on surpluses generated by its wholly owned trading subsidiary company, UKROEd, to be able to carry out its grant-giving activity and meet its charitable objectives and does not undertake any fundraising activities with the public.

The Charity is conscious of keeping its operational overheads in proportion to grants awarded, as it is the allocation of grants that indirectly reaches the ultimate beneficiaries of the Trust via the projects it funds: the UK road user.

The cost of operating the Trust's grant-giving activity came to £282,549 in 2020-21 (2019-20 £336,100). Most of this was salaries for the four staff (2.75 FTE) of £160,585 (2019-20 £150,667), other operating costs of £56,921 (2019-20 £97,050) and governance costs of £65,043 (2019-20 £78,644).

In operating the NDORS scheme, UKROEd generated a surplus of £2,020,724 for the year 2020-21 (a surplus of £1,653,884 for the year 2019-20). The surplus was generated despite the social and economic disruption caused by the Covid-19 pandemic. A loan facility of £1,000,000 (2019 £1,500,000 due as an inter-company balance before conversion into a formal loan) was approved by the charity to its trading subsidiary in January 2020 for the year 2020-21 to assist with working capital requirements. In the light of Covid-19 in March 2020, the decision was taken by Trustees to approve a further £1,000,000 inter-company loan facility for its trading subsidiary (totalling £2,000,000 available overall) to mitigate the financial risks arising from the impact of the pandemic. Both decisions were made in line with Charity Commission guidance, the rules in its governing document and reserves policy. UKROEd drew down £1,000,000 of the loan facility on 30th June 2020 but did not need to make further use of the facility, due to the resumption of course delivery and the generation of income. As the year progressed and the financial surplus accumulated, the company made interim donations to the Trust. The level of working capital required by UKROEd for the year 2021-22 is now £500,000, while the overall loan facility has been reduced to £1,000,000, with the additional amount put in place as a precaution until the uncertainties associated with the Covid-19 pandemic have been sufficiently mitigated.

The control measures introduced by legislation to address the Covid-19 pandemic known as 'lockdown' effectively halted the provision of face to face training courses under the Scheme. The lockdown started in March 2020 and continued into 2020-21, with several lockdowns imposed during the financial period.



The disruption and uncertainty caused by the pandemic necessitated rapid assessment of operational and financial risks, development of alternative methods of delivery of courses which are safe, and consultation on how to support police forces to enforce road traffic laws in changing circumstances.

The UKROEd team produced a new operational plan supported by a revised set of financial budgets and provision of courses resumed through virtual classrooms in April 2020. The social and economic disruption caused by the Covid-19 pandemic did not alter the fundamental financial model of NDORS nor the ability of UKROEd to operate the Scheme and provide support to police forces and to the Trust. The resumption of the delivery of educational courses through virtual classroom technology, together with the continuing enforcement of traffic offences, entailed income from the Scheme swiftly recovering to normal levels. The delivery of aspects of UKROEd's strategy was delayed, causing costs to be significantly lower than originally budgeted. The combination of resilient income and curtailed spending led to a strong surplus for the year.

Due to UKROEd's strong leadership and performance during a very challenging year, Trustees were satisfied that the financial forecast was sufficiently robust for the Trust to resume its grant-giving strategy and re-open the suspended 2020 Main Theme round in February 2021 with a Small Grants programme in the Autumn of 2021.

The detail on how expenditure for 2020-21 supports the charity's strategic priorities and details of projects funded is set out above.

**Going concern**

At the time of approving the financial statements the Trustees have a reasonable expectation that the Charity and the Group have adequate resources to continue in operational existence for the foreseeable future based on forecasts which have been stress tested in relation to the key uncertainties and assumptions. The social and economic disruption caused by the Covid-19 pandemic has not altered the fundamental financial model of the Charity nor its trading subsidiary, however the subsidiary company has seen reduced volumes of courses following restrictions on travel, but these have been factored into the above forecasts, previously booked courses are now being successfully delivered online. The Charity and the Group have put in place measures to enable them to respond flexibly to changed circumstances, including revisions to operations and financial arrangements. Recent events have validated the Trustees' policy of holding significant reserves in order to mitigate the risks it has identified. The Trustees therefore continue to adopt the going concern basis of accounting in preparing the financial statements.

## Reserves policy

The Reserves Policy demonstrates the compliance of The Road Safety Trust with its legal duties to act in the interests of the Charity and its beneficiaries, to protect and safeguard the assets of the charity, to act with reasonable care and skill and to ensure that the Charity is accountable. The Policy is designed to:

- Justify and clearly explain the keeping or not keeping of reserves;

- Identify and plan for the maintenance of grants for beneficiaries;
- Reflect the risks of unplanned closure associated with the business model, spending commitments, potential liabilities and financial forecasts of the Trust and of its trading subsidiary, which operates NDORS; and,
- Help to address the risks of unplanned closure on projects we fund, staff and suppliers.

The Reserves Policy is monitored annually to review its effectiveness and application in light of changing road safety research needs and priorities, as well as changes affecting NDORS.

The Trust keeps a level of reserves that is sufficient to:

- Meet a minimum of one year of operating expenditure in case of unplanned closure of the Trust;
- Mitigate the financial aspects of risk in the activities of NDORS; and,
- Commit to large road safety projects of long duration.

Reserves are unrestricted and are not formally designated for a specific purpose.

- One year of operating expenditure in case of unplanned closure of the Trust £0.3m;
- Mitigating the financial aspects of risk in the activities of NDORS £2.5m; and,
- Commit to large road safety projects of long duration £2m.

The amounts listed are recognised as covering contingencies which can be met concurrently rather than cumulatively. The Trust will therefore aim to hold reserves between £2.5m and £5m. As at 31st March 2021, the free reserves held by the charity amounted to £4,818,264 (2020 £3,132,479). The consolidated reserves of the group are £4,818,264 (2020 £3,132,479).

Despite the challenges outlined above, the Trustees consider that the level of reserves remains satisfactory and is compliant with the Reserves Policy.

## Investment policy and performance

The secondary income source to the Trust was dividends and interest from investments which totalled £223,708 (2019-20 £126,931). During the year, the Trust withdrew £1,000,000 of funds with CCLA Investment Managers Limited having reviewed its Investment Policy as a result of economic volatility arising due to the Covid-19 pandemic. The CCLA investment was sold at a value of £1,042,064 giving rise to a realised gain in the year of £140,918 (2020 an unrealised loss of £98,854). The Trust advanced an unsecured loan of £1,000,000 to its trading subsidiary on 30th June 2020 at an interest rate of 6% as an investment within its portfolio which was outstanding at the end of the year. £5,003,140 (2020 £1,506,965) was held in interest bearing deposit accounts with National Westminster Bank plc.

The Trust's Investment Policy states that the long term investment objective is to generate a total return in excess of inflation (as measured by CPI), while generating an income to support the ongoing activities of the Trust, the level of which will be determined by Trustees from time to time, subject to acceptable levels of risk. The Trust also has the ability to invest in its trading subsidiary in order to provide sufficient funds for its continued operation of the NDORS scheme.

Trustees place a high priority on maintaining the real value of capital funds and of income returns over the long term, subject to acceptable levels of risk. They accept that at times this will mean accepting short- or medium-term fluctuations in capital value. The key risk to the long-term reserves is inflation, and surplus assets should be invested to mitigate this risk over the long term.

A review of the Trust's Investment Policy set out investment time horizons over which funds may be required. The policy sets out events which require a review of time horizons and allocation of funds. Funds held to meet short-term (within one year) needs are held in bank current accounts and short-term deposits. Funds held to meet medium-term (between one and five years) are held in bank deposit accounts with up to three years notice. Long-term funds, which are needed after more than five years, may be invested in financially regulated assets which may be subject to risk in their capital value.

Investment in the Trust's trading subsidiary is in the form of a loan. The Trustees considered the risks associated with the loan facility of £2m made during 2019-20, determined the appropriateness of advancing loans under the facility and set the terms of repayment and interest accordingly.

A loan of £1,000,000 was advanced on 30th June 2020 and was outstanding at the year end. An assessment in January 2021 of the working capital needed and the additional loan facility required resulted in a reduced working capital loan of £500,000 for 2021-22 and an overall loan facility of £1m. The working capital loan was reduced by a repayment of £500,000 made on 20th April 2021. The loan bears interest at 6% and the facility expires on 31 October 2021. In the event that all or part of the further loan facility for mitigating the financial risks arising from the Covid-19 crisis is utilised, loans are repayable on 31 October 2021.

Short term cash reserves are held to provide financial security and may be required at short notice. As such, capital volatility is avoided by choosing instant access and short term bank deposits. The balance of funds in pooled investments, term bank deposits and instant access bank deposits are reviewed periodically. The overall return on invested assets (i.e. capital gains and dividends from investments, deposit accounts and instant access accounts) was 4.2% (0.8% in 2019-20).

# Structure, governance and management

**The Road Safety Trust is a company limited by guarantee, not having a share capital (Company number 08837451) incorporated on 8 January 2014 and is a charity registered in England and Wales on 20 March 2014 (Charity number 1156300).**

Its governing document is its Articles of Association and its members are the Police Forces of the United Kingdom which participate in the NDORS Scheme.

## Recruitment, training and appointment of new Trustees

The Directors of The Road Safety Trust are also the Trustees for the purposes of charity law.

There were two resignations and one appointment to the Trust Board made in 2020-21. One of the resignations and the appointment were related to the Trust's association with the APCC (Association of Police and Crime Commissioners), which has a representative Trustee on The Road Safety Trust Board. David Jamieson had held this position since March 2015 and had been due to retire with the PCC elections in May 2020. Covid-19 resulted in a postponement of the PCC elections until 2021 but David nonetheless retired as a Trustee and a PCC replacement was identified as Philip Seccombe, PCC for Warwickshire. Philip was appointed to the Board on 5th March 2021 and successfully re-elected as PCC for Warwickshire in May 2021, thereby ensuring some continuity of APCC representation in the Trust.

The other resignation (Gary Walker) was earlier than anticipated mid-way through his second 3-year term as a Trustee, due to increased work commitments. Recruitment for a replacement Trustee is being carried out in accordance with the Trust's Trustee Recruitment Procedure with the skills required for membership of the Audit & Risk Committee, of which Gary was a valued member.

The skills-led approach to Trustee recruitment forms the basis of one of the Trust's key objectives under Diversity, Equality and Inclusion which is monitored as part of the Trust's commitment to the Charity Governance Code. At 31st March 2021, the Board's minimum required number of Trustees with skills/experience was exceeded in all 24 areas identified as necessary for an effective Board.

The Charity recognises the importance of a comprehensive induction for new Trustees and learning and development for new and existing Trustees in order to be able to discharge their duties and fulfil their roles properly. There is a Trustee Induction, Training & Development Procedure in place which outlines how individual Trustees will be supported in their development during their term of office. Part of this involves a number of subscriptions and memberships that benefit Trustees' learning and development. Examples include National Council of Voluntary Organisations (NCVO), Association of Charitable Foundations (ACF), Civil Society Governance & Leadership magazine and online access, and the Association of Chairs for the Chair and Vice Chair, as well as a number of road safety specific subscriptions. Opportunities for Trustee learning and development are circulated to the Board by the Chief Executive as they arise.

## Board Governance

All meetings during 2020-21 have been held virtually, including the AGM in October 2020. While there were some adjustments needed to start with to get accustomed to this way of working, the charity supported Trustees with quality headsets where needed and the Executive team has undertaken training on how to run virtual meetings more effectively. The Chair and Trustees have managed to run and hold effective meetings, despite a difficult and challenging year, and it is felt that the governance has not been detrimentally affected by having to hold meetings on a virtual platform rather than face-to-face.

The Board meets quarterly, although it held two additional meetings at the start of the reporting period to assess and monitor the risks associated to Covid-19 and the July meeting had to be extended to a second date because of the level of decision-making required and need for full and proper discussion. For the purposes of attendance reporting, the records are based on the 4 scheduled Board meetings and the 2 unscheduled Board meetings. They do not include the follow-on date that had to be set at short notice in July as the extension to that meeting, as for those in working positions it was difficult to get that time at such short notice and it would not be considered fair or representative to include it.

Trustees are encouraged to be members of at least one Committee. The Audit & Risk (A&R) and Road Safety Initiative (RSI) Committees meet three or four times per year. The Remuneration Committee meets annually unless otherwise required. In accordance with its Terms of Reference, the Remuneration Committee ensures that Trust staff are remunerated in line with the Remuneration Policy. The Nominations Committee meets at least twice a year or more often as necessary. An example when meetings happened more frequently during 2020-21 was to lead on the process for recruiting a replacement Chair of the Board to take over from the current Chair (Ashton West) at the 2021 AGM. Following an agreed process, the nomination of the Vice-Chair (Tony Fuller) was reviewed and considered by the Nominations Committee in August 2020, recommended to the Trustee Board in October 2020 and obtained unanimous approval. There was one change in Committee Chair during the year: the A&RC Chair (Anthony Bangham) resigned at the November 2020 meeting but remained as a member, and James Kean was elected to take on the role.

Further to its Governance Review carried out in 2019-20 by BDO, the Trust remains committed to the Charity Governance Code as a tool for continuous improvement towards the highest standards. The last of the recommendations arising from the Governance Review were implemented during 2020-21, with positive reactions and feedback from all involved.

Senior Management members report to the committees that relate to their areas of responsibility (e.g. the Head of Finance reports to the Audit & Risk Committee and the Grants Director reports to the RSI Committee). In this way Trustees are kept abreast of the practical and pertinent issues affecting the Trust directly by staff other than the Chief Executive and are able to make decisions on an informed basis. Minutes from Committee meetings are issued in time to be posted onto its secure online Trustee Login Area for the quarterly Board meeting and Committee chairs bring significant items arising to the Board for discussion and decisions accordingly. Each of the Committees reviewed their Terms of Reference within the period, with changes brought to the full Board for approval. The RSI and Remuneration Committees both completed reviews of their effectiveness during 2020-21, reported to the full Board in July 2020 and February 2021 respectively. No issues of concern were raised and suggestion of incorporating some 360-degree feedback in the next ones was received positively.

## Board and Committee Attendance Records
for the period 1st April 2020 to 31st March 2021

**90%** (was 83% in 2019-20)
**The Board,** 6 meetings

**92%** (was 77% in 2019-20)
**Audit & Risk Committee (A&RC),** 3 meetings

**100%** (was 94% in 2020-21)
**Road Safety Initiatives Committee (RSIC),** 5 meetings

**89%** (was 80% in 2019-20)
**Nominations Committee (NomCom),** 3 meetings

**100%** (was 100% in 2019-20)
**Remuneration Committee (RemCom),** 1 meeting

**100%** (was 100% in 2019-20)
**UKROEd Board (Trustee representative),** 9 meetings



The Directors and Officers insurance and third party indemnity insurance for Trustees remains in place and was renewed 24th July 2020. The nature and scale of the policy will continue to be kept under review. The cost of the insurance for the year was £6,200 (2020 £6,053). The Charity continues to be supported by a small team of 5 part-time employees (2.75 FTE): Sally Lines (Chief Executive), Louise Palomino (Grants Director), Tanya Qadir (Grants Officer) and Victoria Sinclair (Administration Officer). Hugh Sutherland is Head of Finance and during 2020-21 his contract of employment was transferred from The Road Safety Trust to its trading company, UKROEd, where most time is spent as Finance Director. Trustees are grateful to the team for the professional support that the team has provided through the year.

In addition, HR, website, PR and graphic design support is provided on a consultancy basis.

## Individual attendance records 2020-21

| | Board | NomCom | RemCom | RSIC | A&RC | UKROEd Board |
|---|---|---|---|---|---|---|
| Ashton West, Chair | 100% | 100% | | | | |
| Tony Fuller, Vice Chair | 100% | 100% | 100% | | | |
| Kate McMahon | 100% | | | 100% | | |
| Anthony Bangham, Chair A&RC* | 100% | | | | 100% | |
| James Millar | 100% | | | 100% | | |
| Gary Walker | 50% | | | | 100% | |
| David Jamieson (until June 2020) | 100% | | | | | |
| Oliver Carsten, Chair RSIC | 100% | | 100% | 100% | | |
| Heather Ward | 100% | | | 100% | | |
| Rachel Aldred | 83% | | | 100% | | |
| Jagdeep Chaggar | 50% | | | | 66% | |
| Kathy Webster | 100% | | 100% | | | 100% |
| James Kean, Chair A&RC+ | 66% | | | | 100% | |
| Sonya Hurt, Chair NomCom | 100% | 66% | | 100% | | |
| Philip Seccombe** | 100% | | | | | |

*(to Nov 2020)
+ (from Nov 2020)
**(February Board meeting)

# Diversity, equality and inclusion

**The Charity recognises the benefits of embracing diversity, equality and inclusion.**

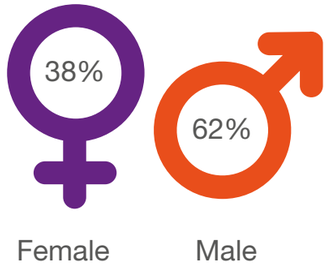
The Lead Trustee for Diversity is the Chair of the Board. The Charity's agreed Diversity, Equality and Inclusion objectives for its Board are as follows:

1. To meet the skills and experience identified as necessary at Board and Committee level;
2. To actively encourage and seek out individuals from under-represented groups who are able to fill the skills and experience gaps as and when Trustee vacancies arise;
3. To strive for a balanced and diverse Board in its widest sense;
4. To reflect as far as possible the community of interest of the charity's ultimate beneficiaries.

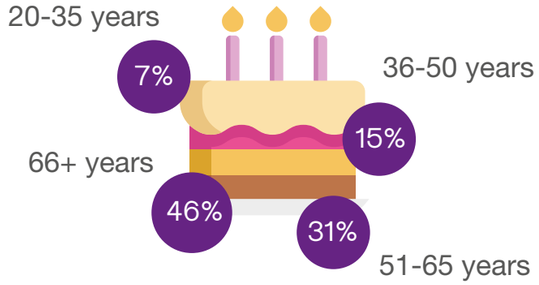
The following page outlines the Trust's performance against these objectives as at 31st March 2021:

# 2020-21 Board

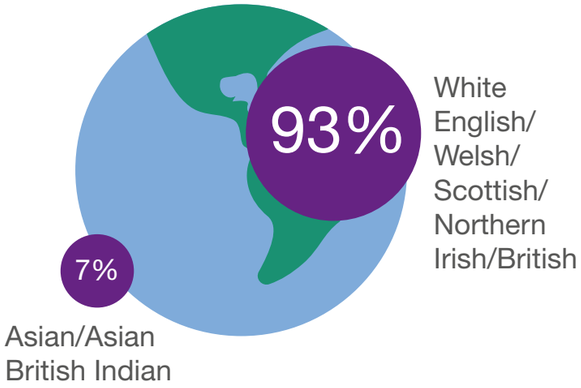
## Gender



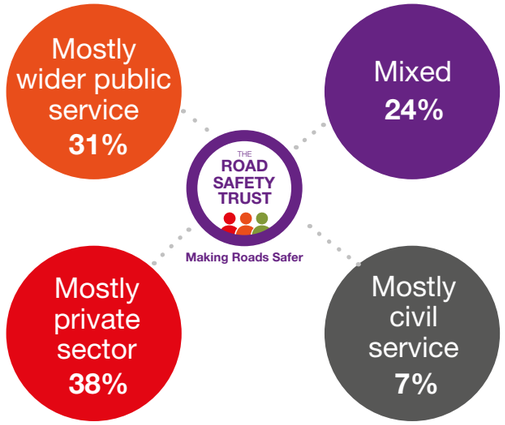

## Age



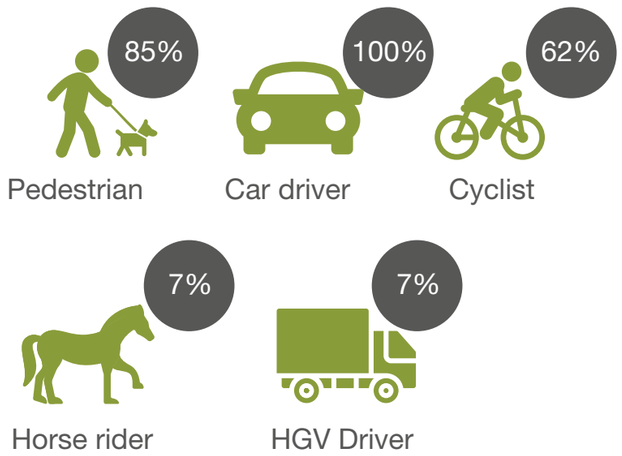

## Ethnic Origin




## Sector Background




## Type of Road User




## Skills

Board Skills Matrix identifies 24 areas e.g. Financial Control, Business Planning etc.

**Met:** minimum number of Trustees required as having these skills met in all 24 areas

# Stakeholder representation and engagement

**Our police force members are represented on the Board of Trustees by the NPCC Lead for Roads Policing.**

The Association of Police and Crime Commissioners (APCC) also has representation on the Trustee Board, thanks to David Jamieson, PCC for the West Midlands, up to June 2020 and Philip Seccombe, PCC for Warwickshire, from February 2021. There was constitutional correspondence with police force members prior to the 2020 AGM which was held virtually and attended by more members than previous years. Regular bulletins from NRPOII (National Roads Policing Operations, Intelligence and Investigations) to police members contained updates from The Road Safety Trust and there was more interest shown in the Small Grants Plus funding round than there had been in previous rounds.

Since June 2019, the Charity has contracted with Campaign Collective, a social enterprise PR agency, for its media support role. The three key objectives given to Campaign Collective were to:

- Raise the profile of The Road Safety Trust and the difference it makes to road safety as a result of its grant-giving activity
- Encourage and invite interest in its grant funding with a view to receiving high quality applications
- Promote road safety

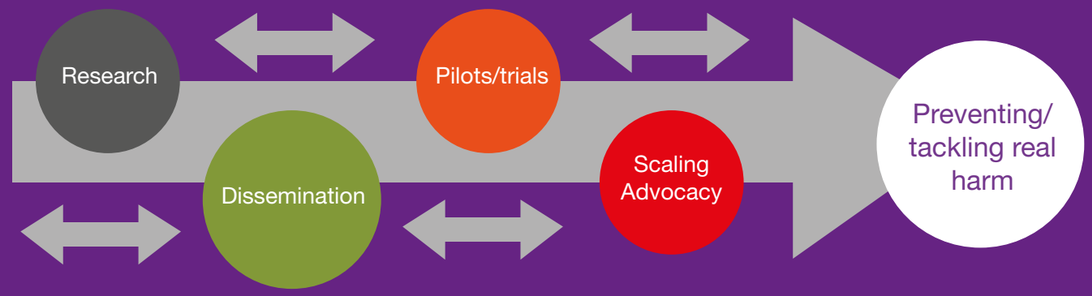
Despite the impact of Covid-19 on operations during 2020-21, Campaign Collective reported 119 pieces of media coverage (all positive pieces, with an ‘opportunity to see’ of 5,765,339) and 25 separate media enquiries.

# Plans for future periods

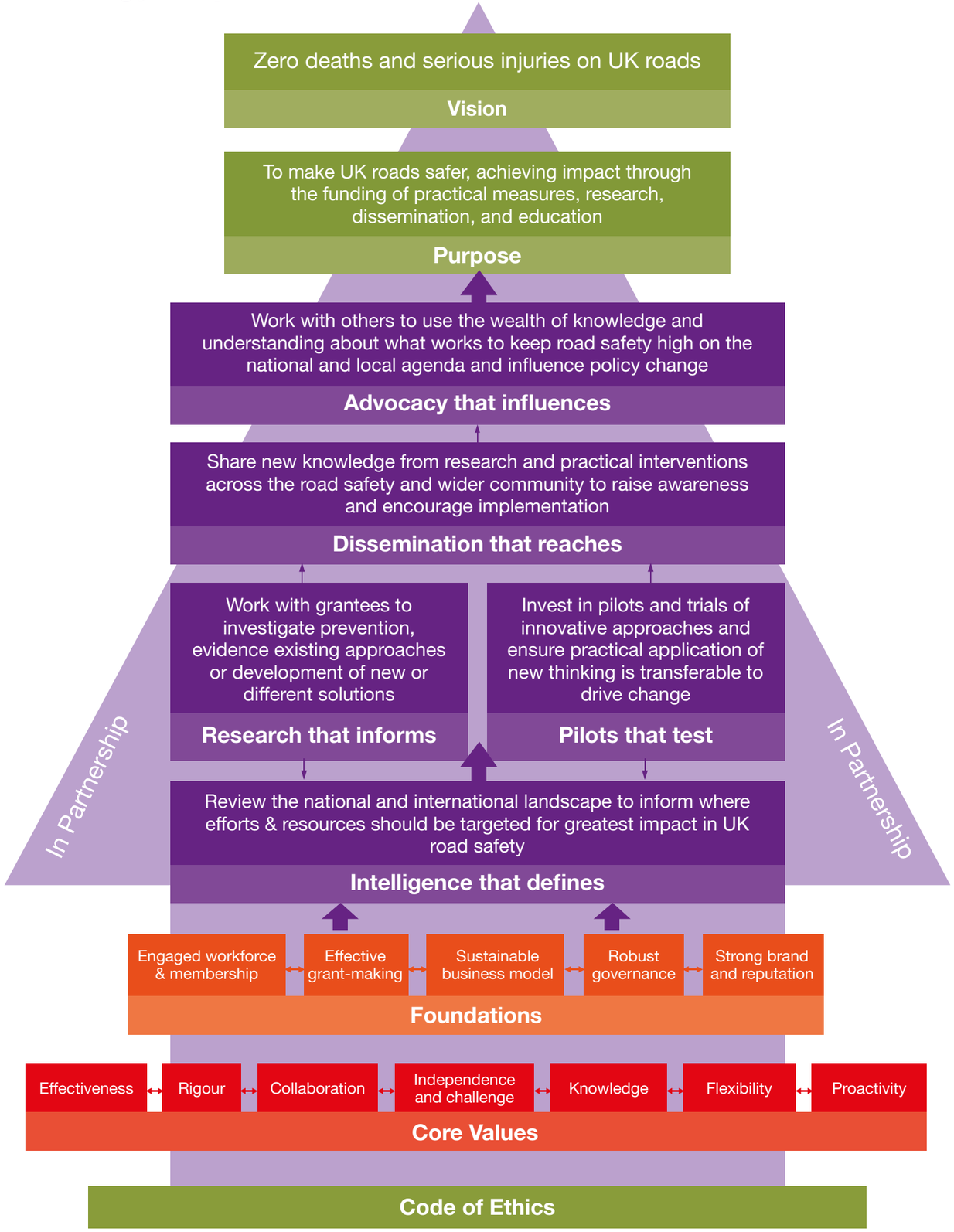
**Trustees and staff reviewed the Charity’s strategy during 2020-21 with input from the UKROEd Chair and Chief Executive, resulting in the revised Strategy Map on the following page.**

The Strategy Map helps all stakeholders to understand what the Trust’s charitable goals and priorities are and what is expected from the road safety projects funded. The main changes related to increased emphasis on partnership to achieve its objectives, the addition of an underlying strategic priority to help determine what road safety issues the trust’s funding should focus on (‘Intelligence that defines’). Some important values were added, and the Vision was slightly amended to remain aligned with the UKROEd Vision.

The progression of projects towards making a practical difference is vital for the Trust to meet its charitable purpose:



# Strategy Map 2021-2024




The main impact of Covid-19 on projects funded by the Trust has been delays in being able to progress or complete. This has resulted in 4 instead of 12 scheduled projects completing during 2020-21 and the balance moving into 2021-22 instead. This means that there are 30 new and ongoing projects (£2,200,884) entering the new financial year which is optimum number for the Grants Team of 1.5 FTE staff to manage. The Trust is mindful of its reliance on projects to meet their objectives for the Trust to meet its charitable purpose and is monitoring the situation with its grantees carefully. It used the opportunity of having slightly more capacity within its Grants Team during 2020-21 when it was unable due to uncertainties to run any significant grants round, to develop its framework for assessing and articulating the Charity's impact. The results of this work carried out on the 25 completed projects over the first 5 years of its grant-giving are being shared in the Trust's first Impact Report in June 2021. It shows these projects have either resulted in, or have the potential to result in, the following key areas:

# Principal risks and uncertainties

**The Strategic Risk Register is reviewed quarterly by the Audit & Risk Committee and then reported to the Trust Board with a summary of the operational risks that are, or have become, significant.**

The Audit & Risk Committee held its annual risk workshop on 23rd February 2021 (open to all Trustees to attend) and reviewed the strategic risks which had been adjusted through the year to account for additional risks caused by Covid-19 and other policy or legislative developments.  The potential impact of each of the strategic risks outlined below is considerable.

## Financial sustainability

The Trust depends on its trading subsidiary as its sole source of income. While its subsidiary is legally obliged to distribute all of its surplus to the Trust, the amount of the surplus each year is variable and subject to risks which the Trust cannot wholly control. The Trust holds reserves in respect of the risks associated with both the Trust and with UKROEd and made a loan of £1m to UKROEd on 30th June 2020 which was outstanding at the year end. Care has been taken with the 3-year strategy and financial planning of the trading subsidiary to ensure its viability so that the Trust can continue its grant-making activity. A number of measures and monitoring tasks from governance to operations are in place to manage this risk.

## Compliance

The Road Safety Trust or its trading subsidiary could inadvertently become non-compliant by not identifying, planning for or accommodating regulatory or legislative requirements, current or future. Work on Freedom Of Information requests (including training for staff and Trustees) and GDPR took place during the year. Mitigating measures include: taking a collective responsibility for keeping abreast of existing and future legislative and future requirements and changes that might affect the Trust; using internal audits to identify gaps and improvement opportunities; maintaining up to date policies and procedures for staff and Trustees to follow; providing Trustees with oversight on audit and risk matters via the Audit & Risk Committee; managing staff effectively and carrying out staff training (e.g. the CEO is trained as Senior Information Risk Owner [SIRO]).



## Purpose and impact

The risk is about projects funded by the Trust not achieving their objectives, or the way in which funds are awarded and managed by the Trust not being done properly. If either of these situations happen then the project objectives and their outcomes risk not being achieved, resulting in the charity not achieving its purpose and not being able to prove impact of its core activity (grant-making). The impact of Covid-19 on grantee organisations and their ability or capacity to operate their projects according to the original timeframe has inevitably resulted in negotiated delays to projects during 2020-21. The situation is being carefully monitored due to the risk of delays affecting the Charity's ability to achieve its purpose and because of the small staff team's capacity to manage more than the optimum number of 30 'live' projects at any one time.

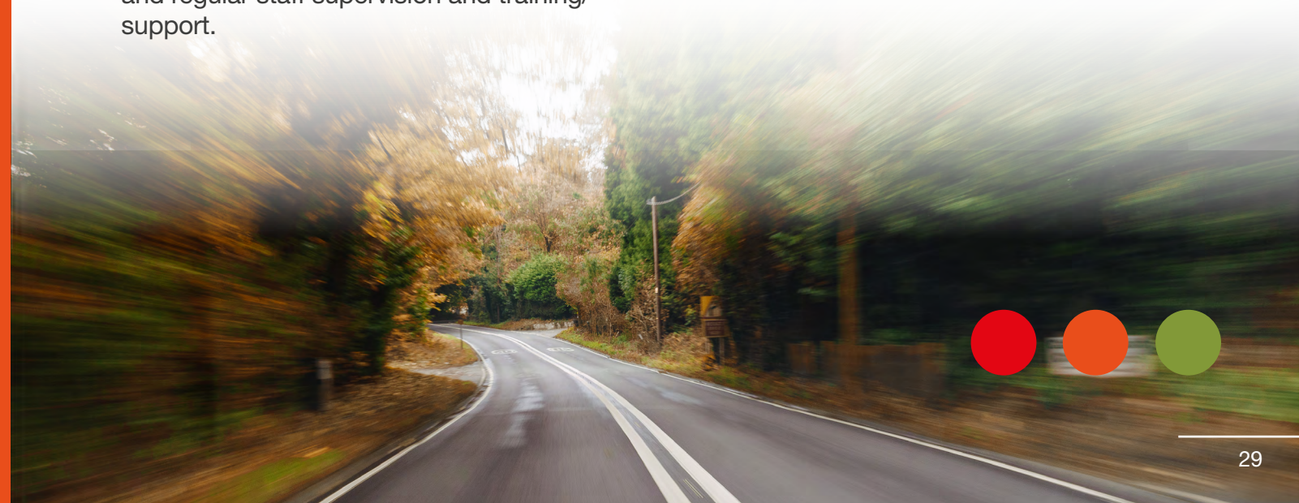
Mitigating actions include close liaison with grantees to support and service their queries and concerns around their projects and adjustments that may be necessary so that we can remain informed and report on impact to the Trust, whilst aiming to try and complete projects on schedule as far as possible. Other mitigating actions include the online application software which serves to monitor and control ongoing projects, internal audit checks, improved documentation/guidance for applicants and regular staff supervision and training/ support.

## Reputation

All of the above would have a reputational impact on the Trust, as would any significant events within UKROEd. In the event of a serious incident, the organisation as a whole has taken steps to ensure it is prepared to deal with and manage internal and external communications as a means of not making an already bad situation worse and to minimise the damage to its reputation.

## Governance

In addition to governing the charity, Trustees need to have oversight of the charity's trading subsidiary and be assured of its governance and management. Ineffective governance comprises a risk to the group. A clear governance structure, framework and relationship between the two companies and clear delegation of authorities and controls as well as effective performance reporting processes has been established. BDO undertook a Governance Review in the previous reporting period. This strategic risk has been further reduced and mitigated during the 2020-21 year with a more robust framework and clear leadership, including the permanent appointment of the UKROEd CEO (Ruth Purdie) within the period.



# Statement of internal financial control

**The Board acknowledges its ultimate responsibility for ensuring that The Road Safety Trust has in place a system of internal financial control that is appropriate to the business environment in which it operates.**

Although no system of internal financial control can provide absolute reassurance against material misstatement or loss, the Trust's system is designed to provide the Board with reasonable reassurance that:

- The financial information used within The Road Safety Trust or for publication is reliable
- Proper accounting records are maintained
- Assets are safeguarded against unauthorised use or disposition
- Problems are identified on a timely basis and dealt with appropriately

In addition, the Board is reassured by the following:

- Formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and restrict the unauthorised use of the Trust's assets. This includes strict controls for the authorisation of personal expense claims.
- Experienced and suitable staff take responsibility for important business functions.
- Forecasts and budgets are prepared which allow the Board and SMT to monitor key business risks and financial objectives and progress towards financial plans set for the year through preparation of regular management accounts.
- All significant new initiatives and grant awards are subject to formal authorisation procedures, through the Board and its relevant Committees.
- Regular reporting to the Board and Committees, including management accounts and detailed reports on the grants programmes.
- The Audit & Risk Committee reviews reports from management staff, the internal auditors and the external auditors, to provide reasonable assurance that control procedures are in place and are being followed.
- Formal procedures have been established for instituting appropriate action to correct weaknesses from the above reports.

## Auditors

As part of its normal programme of cost review and selection of suppliers, the Trust put the contract for supply of statutory audit services out to tender as a formal procurement exercise. The outcome of the procurement process was that Crowe U.K. LLP were appointed as the Trust's auditors. As part of the appointment of new auditors, the outgoing auditors RSM UK Audit LLP provided a statement that there are no reasons or matters related to their resignation as auditors which they considered should be brought to the attention of members or creditors of the company. A resolution to re-appoint Crowe U.K. LLP will be put to the members at the forthcoming Annual General Meeting.

## Statement as to disclosure of information to the auditor

The Trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the Trustees has confirmed that they have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

Approved by order of the members of the board of Trustees on 6th September 2021 and signed on their behalf by:

**Ashton West,**
**Chair**

# Statement of Trustees' Responsibilities

**The Trustees (which comprises the directors for the purpose of company law) are responsible for preparing the Trustees' Report (incorporating the Strategic Report) and the financial statements in accordance with applicable law and regulations.**

Company and charity law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company and charity law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the group and the charitable company for that period.

In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Group and the charitable company will continue in business.

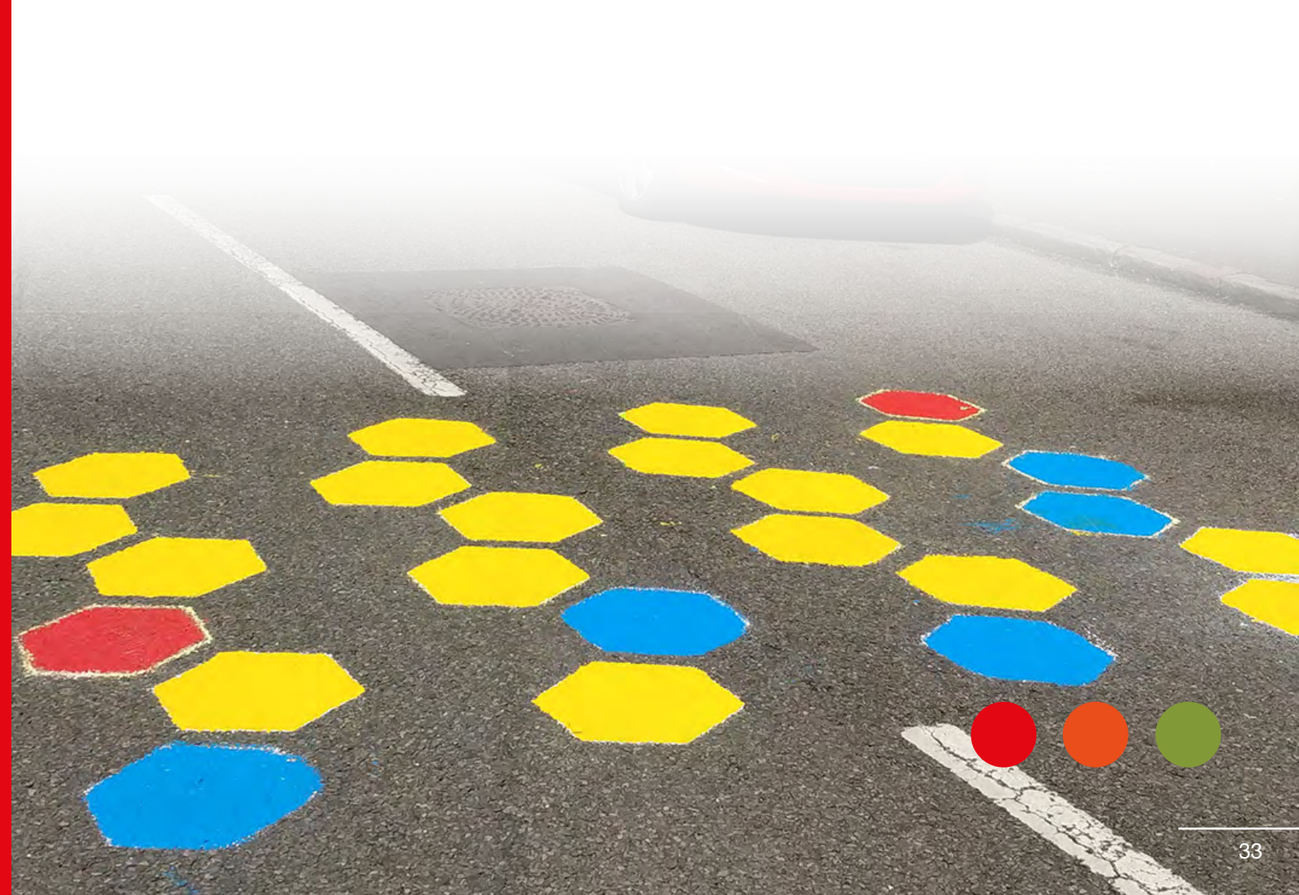
The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the group's and the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the group and the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the group and the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on The Road Safety Trust website.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by order of the members of the board of Trustees on 14th September 2021 and signed on its behalf by:

**Ashton West,**
**Chair**



# Independent Auditor's Report

## to the members of The Road Safety Trust

### Opinion

We have audited the financial statements of The Road Safety Trust ('the charitable company') [and its subsidiaries ('the group')] for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Charity Statement of Financial Activities, the Consolidated and Charity Balance Sheets and the Consolidated Cashflow Statement 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 of the parent charitable company's affairs as at 31 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 charitable company and 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 Group's or the parent 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 contained within the annual report. The other information comprises the information included in the 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.

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 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 the audit:

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

### Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or 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 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; 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

## Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 21, 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. 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 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 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

## Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR) and taxation legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non- compliance and cannot be expected to detect non-compliance with all laws and regulations.

## 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.

Andrew Thomas
Senior Statutory Auditor
For and on behalf of Crowe U.K. LLP
Statutory Auditor

Date: 14 September 2021

# Consolidated Statement of Financial Activities

## (Incorporating Income and Expenditure Account) for the year ended 31 March 2021

| | Note | Unrestricted funds 2021 £ | Total funds 2020 £ |
|---|---|---|---|
| Income from: | | | |
| Other trading activities | 11 | 64,197,984 | 71,669,429 |
| Investments | 4 | 22,790 | 36,931 |
| Total income | | 64,220,774 | 71,706,360 |
| Expenditure on: | | | |
| Raising funds | 9 | 62,117,259 | 69,935,284 |
| Charitable activities | 5 | 558,664 | 1,258,834 |
| Total expenditure | | 62,675,923 | 71,194,118 |
| Net income before net gains/(losses) on investments | | 1,544,851 | 512,242 |
| Net gains/(losses) on investments | 12 | 140,918 | (98,854) |
| Net movement in funds | | 1,685,769 | 413,388 |
| Reconciliation of funds: | | | |
| Total funds brought forward | | 3,132,479 | 2,719,091 |
| Net movement in funds | | 1,685,769 | 413,388 |
| Total funds carried forward | | 4,818,248 | 3,132,479 |

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year. The notes on pages 43 to 54 form part of these financial statements.





# Charity Statement of Financial Activities

## As at 31 March 2021

| | Note | Unrestricted funds 2021 £ | Unrestricted funds 2020 £ |
|---|---|---|---|
| Income from: | | | |
| Investments - distribution from subsidiary undertakings | Note | 2,020,724 | 867,644 |
| Investments - other | 4 | 82,791 | 126,931 |
| Total income | | 2,103,515 | 994,575 |
| Expenditure on: | | | |
| Charitable activites | 5 | (558,664) | (1,268,573) |
| Total expenditure | | (558,664) | (1,268,573) |
| Net income/(expenditure) before loss on investments | | 1,544,851 | (273,998) |
| Net gains/(losses) on investments | 12 | 140,918 | (98,854) |
| Net income/(expenditure) Reconciliation of funds: | | 1,685,769 | (372,852) |
| Total funds brought forward | | 3,132,479 | 3,505,331 |
| Total funds carried forward | | 4,818,248 | 3,132,479 |

# Consolidated Balance Sheet

## At 31 March 2021

| | Note | 2021 £ | 2020 £ |
|---|---|---|---|
| **Fixed assets** | | | |
| Investments | 12 | | 901,146 |
| **Current assets** | | | |
| Debtors | 13 | 11,743,823 | 9,677,037 |
| Cash at bank and in hand | | 7,608,695 | 5,123,971 |
| | | 19,352,518 | 14,801,008 |
| Creditors: amounts falling due within one year | 14 | (14,264,336) | (11,846,263) |
| **Net current assets** | | 5,088,182 | 2,954,745 |
| Total assets less current liabilities | | 5,088,182 | 3,855,891 |
| Creditors: amounts falling due after more than one year | 15 | (269,934) | (723,412) |
| **Total net assets** | | 4,818,248 | 3,132,479 |
| **Charity funds** | | | |
| Unrestricted funds | | 4,818,248 | 3,132,479 |
| **Total funds** | | 4,818,248 | 3,132,479 |

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

The financial statements were approved and authorised for issue by the Trustees on 14th September 2021 and signed on their behalf by:

Ashton West OBE
Chairman

The notes on pages 43 to 54 form part of these financial statements.





# Charity Balance Sheet

## for the year ended 31 March 2021

| | Note | 2021 £ | 2020 £ |
|---|---|---|---|
| **Fixed assets** | | | |
| Investments | 12 | | 901,146 |
| **Current assets** | | | |
| Debtors | 13 | 1,063,922 | 874,987 |
| Cash at bank and in hand | | 5,059,027 | 3,168,564 |
| | | 6,122,949 | 4,043,551 |
| Creditors: amounts falling due within one year | 14 | (1,034,767) | (1,088,806) |
| **Net current assets** | | 5,088,182 | 2,954,745 |
| Total assets less current liabilities | | 5,088,182 | 3,855,891 |
| Creditors: amounts falling due after more than one year | 15 | (269,934) | (723,412) |
| **Total net assets** | | 4,818,248 | 3,132,479 |
| **Charity funds** | | | |
| Unrestricted funds | | 4,818,248 | 3,132,479 |
| **Total funds** | | 4,818,248 | 3,132,479 |

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

The financial statements were approved and authorised for issue by the Trustees on 14th September 2021 and signed on their behalf by:

Ashton West OBE
Chairman

The notes on pages 43 to 54 form part of these financial statements.

# Consolidated Statement of Cash Flows

## for the year ended 31 March 2021

| | 2021 £ | 2020 £ |
|---|---|---|
| **Cash flows from operating activities** | | |
| Net cash used in operating activities | 1,419,869 | 1,307,088 |
| **Cash flows from investing activities** | | |
| Interest received | 22,791 | 36,931 |
| Disposal/(Purchase) of investments | 1,042,064 | (1,000,000) |
| **Net cash provided by/(used in) investing activities** | 1,064,854 | (963,069) |
| **Cash flows from financing activities** | | |
| **Net cash provided by financing activities** | - | - |
| **Change in cash and cash equivalents in the year** | 2,484,724 | 344,019 |
| Cash and cash equivalents at the beginning of the year | 5,123,971 | 4,779,952 |
| **Cash and cash equivalents at the end of the year** | 7,608,695 | 5,123,971 |

The notes on pages 43 to 54 form part of these financial statements





# Notes to the Financial Statements

## for the year ended 31 March 2021

## 1. General information

The Road Safety Trust is a private limited company limited by guarantee, and is registered, domiciled and incorporated in England. The registered address is Colwyn Chambers, York Street, Manchester, M2 3BA.

## 2. Accounting policies

### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the 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) (second edition - October 2019) (effective 1 January 2019), FRS 102 and the Companies Act 2006.

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

The accounts are prepared under the historical cost convention, modified to include certain financial instruments at fair value.

The financial statements are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £1.

The financial statements consolidate the results of the charitable company and its wholly controlled subsidiary, UKROEd Limited, on a line-by-line basis. The Road Safety Trust is the sole member of UKROEd Limited and by virtue of this wholly controls UKROEd Limited.

# 2. Accounting policies (continued)

## 2.2 Going concern

At the time of approving the financial statements the Trustees have a reasonable expectation that the Charity and the Group have adequate resources to continue in operational existence for the foreseeable future based on forecasts which have been stress tested in relation to the key uncertainties and assumptions. The social and economic disruption caused by the Covid-19 pandemic has not altered the fundamental financial model of the Charity nor its trading subsidiary, however the subsidiary company has seen reduced volumes of courses following restrictions on travel, but these have been factored into the above forecasts, previously booked courses are now being successfully delivered online. The Charity and the Group have put in place measures to enable them to respond flexibly to changed circumstances, including revisions to operations and financial arrangements. Recent events have validated the Trustees' policy of holding significant reserves in order to mitigate the risks it has identified. The Trustees therefore continue to adopt the going concern basis of accounting in preparing the financial statements.

## 2.3 Income

Income from commercial trading activities consists of the income generated by the trading subsidiary UKROEd Limited. The income received for the management and operation of the National Driver Offender Retraining Scheme (NDORS) is recognised when the course occurs.

## 2.4 Investment income

Income from investments consists of interest earned on bank deposits and current accounts and distributions made by the subsidiary undertaking under gift aid and loans to the subsidiary undertaking. Income from fixed asset investments consists of dividend income. The charity recognises all investment income on an accruals basis.

## 2.5 Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. The Trustees have carefully considered how expenditure is classified. Items are allocated according to the facts relating to the expenditure.

Costs of charitable activities include grants made, governance costs and support costs as shown in note 5.

Costs of the commercial trading activities include the costs of the subsidiary's operations and are shown in note 11.

Expenditure on items of office equipment and computers whose cost is less than the threshold amount of £2,000 is charged as an expense. Items costing more than the threshold amount are capitalised as tangible fixed assets.

## 2.6 Grants

Grants payable are payments made to UK based organisations, registered charities and university departments in the furtherance of the charitable objectives of the charitable company. Grant commitments are recognised once an application for a grant has been approved, the recipient notified of the grant and a legal or constructive obligation thereby created. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the Trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and any condition attaching to the grant is outside the control of the charitable company.



Notes to the Financial Statements

# 2. Accounting policies (continued)

## 2.7 Allocation of support and government costs

Support costs are those functions that assist the work of the group but do not directly undertake charitable activities.

Governance costs are costs associated with the governance arrangements of the group. Included within this category are costs associated with the strategic as opposed to day to day management of the group's activities.

## 2.8 Funds

Unrestricted funds are income receivable or generated for the objects of the group without further specified purpose.

## 2.9 Fixed asset investments

Investments are a basic financial instrument and are included in the balance sheet initially at transaction value and subsequently recognised at their fair value at the end of the financial period which is the bid price quoted on a recognised stock exchange. Realised and unrealised gains and losses are credited or debited to the Statement of Financial Activities in the year in which they arise.

## 2.10 Financial instruments

Financial instruments are classified and accounted for according to the substance of the contractual arrangement as financial assets or financial liabilities.

Basic financial assets, which include trade debtors, accrued income and amounts owed by group undertakings, are initially measured at the transaction price and are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Loans to the subsidiary undertaking are initially measured at transaction price and subsequently measured at amortised cost using the effective interest rate.

Basic financial liabilities, which include trade creditors, grants payable, other creditors and accruals, are initially measured at the transaction price and are subsequently measured at amortised cost, being the transaction price less any amounts settled.

## 2.11 Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

## 2.12 Retirement benefits

For defined contribution schemes the amount charged to profit or loss are the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

## 3. Critical accounting estimates and areas of judgment

In the application of the charitable group'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.

In determining whether the subsidiary undertaking is acting as agent or principal with regard to an element of the 'Scheme Participation Charge' income, the Trustees have assessed whether it is the subsidiary undertaking or the relevant police force that has exposure to the significant risks and rewards associated with the provision of the NDORS scheme. The Trustees have determined that the subsidiary undertaking is acting as principal based on this assessment.

The element of the 'Scheme Participation Charge' income recovered by the police forces during the year was £58,198,815 (2020: £65,159,460).

## 4. Investment income - Other

| | **Group 2020 £** | Group | **Charity 2020 £** | Charity |
|---|---|---|---|---|
| Bank interest | 6,790 | 13,797 | 6,790 | 13,797 |
| Interest on loan to group undertaking | - | - | 60,000 | 90,000 |
| Dividends | 16,001 | 23,134 | 16,001 | 23,134 |
| | 22,791 | 36,931 | 82,791 | 126,931 |





## 5. Expenditure on charitable activities

| | **Group 2021 £** | Group 2020 £ | **Charity 2021 £** | Charity 2020 £ |
|---|---|---|---|---|
| Grants (see note 6) | 276,114 | 932,473 | 276,114 | 932,473 |
| Direct costs | 160,585 | 160,406 | 160,585 | 160,406 |
| Support costs | 121,965 | 175,694 | 121,965 | 175,694 |
| | 558,664 | 1,268,573 | 558,664 | 1,268,573 |

Support costs include the following:

| | **Group 2021 £** | Group 2020 £ | **Charity 2021 £** | Charity 2020 £ |
|---|---|---|---|---|
| Office costs | 2,691 | 12,079 | 2,691 | 12,079 |
| Other costs | 54,230 | 84,971 | 54,230 | 84,971 |
| Governance costs including legal and professional fees | 65,043 | 78,644 | 65,043 | 78,644 |
| | 121,964 | 175,694 | 121,964 | 175,694 |

Support costs and governance costs have been allocated against the charitable activity.

## 6. Grants – Group and charity

Grants were awarded by the Charity to the following

| | Grants awarded 2021 £ | No. of grants 2021 | Grants awarded 2020 £ | No. of grants 2020 |
|---|---|---|---|---|
| Parliamentary Advisory Council for Transport Safety (PACTS) | 25,000 | 1 | 60,000 | 1 |
| University of the West of England - Bristol | - | - | 26,352 | 1 |
| Urban Vision | - | - | (589) | - |
| Liverpool City Council | - | - | 196,253 | 1 |
| Road Safety Foundation | 49,903 | 1 | 199,867 | 1 |
| Transport Scotland † | 46,000 | - | 169,250 | 1 |
| Folksam | - | - | 17,000 | 1 |
| Shiny Side Up Partnership | - | - | 13,000 | 1 |
| e-driving Solutions Ltd | - | - | 9,060 | 1 |
| Wilsden Parish Council (WPC) | - | - | 19,940 | 1 |
| The AA Charitable Trust for Road Safety and the Environment | - | - | 20,000 | 1 |
| Kent Fire and Rescue Service (KFRS) | - | - | 28,000 | 1 |
| Derby City Council | - | - | 30,000 | 1 |
| Sustrans | - | - | 115,732 | 2 |
| Grants paid from the Impact Fund* | 7,920 | - | 28,608 | - |
| Birmingham City Council | 50,000 | 1 | - | - |
| Brunel University, London | 31,492 | 1 | - | - |
| Norfolk County council | 32,560 | 1 | - | - |
| Surrey County Council | 39,840 | 1 | - | - |
| The British Horse Society | 43,780 | 1 | - | - |
| University of Kent † | (45,703) | | | |
| University of Leicester † | (4,678) | | | |
| | - | - | - | - |
| Grants awarded recognised as expenditure | 276,114 | 7 | 932,473 | 14 |
| Grants payable at 1 April | 1,784,216 | 7 | 1,549,116 | - |
| Grants paid during the year | (787,799) | 7 | (697,373) | - |
| Grants payable at 31 March | 1,272,531 | 21 | 1,784,216 | 14 |





*Grants paid from the Impact Fund represent a small number of additional grants paid for existing recipients to help enhance the impact of their projects.

†Grant commitments may be amended as the requirements of the project change, with the approval of the Road Safety Initiatives Committee.

Grants payable is the amount provided in respect of grants committed to recipients which had not yet been paid by the end of the year. The projects which are funded by the grants made are typically carried out over a period of more than one year and occasionally more than two years, with grant instalments payable in arrears when the projects reach agreed milestones. The amount of grants payable therefore reflects the high level of grants committed in prior years, as well as the somewhat lower level of grants committed in the year.

Information about the nature of the projects being supported can be found on pages 10 to 13 of the Trustees' Report.

## 7. Net income/(expenditure)

| | **Group 2021 £** | Group 2020 £ | **Charity 2021 £** | Charity 2020 £ |
|---|---|---|---|---|
| Net income/(expenditure) is stated after charging: | | | | |
| Fees payable to the auditors and its associates in respect of both audit and non- audit services are as follows: | | | | |
| Audit services - statutory audit of parent and consolidated accounts | 11,226 | 11,425 | 11,226 | 11,425 |
| Assurance services - other than statutory audit | - | 3,969 | - | 1,359 |
| Other services: | | | | |
| Audit services – statutory audit of associates of the charity | 15,400 | 15,500 | - | - |
| Taxation compliance services | 3,168 | 5,350 | - | - |
| Other non-audit services | 7,805 | 15,330 | 4,996 | 5,985 |
| | 37,599 | 51,574 | 16,222 | 18,769 |

## 8. Staff costs and remuneration of key management personnel

| | **Group 2021 £** | Group 2020 £ | **Charity 2021 £** | Charity 2020 £ |
|---|---|---|---|---|
| Salaries and wages | 1,102,772 | 955,830 | 139,254 | 131,194 |
| Social security costs | 120,348 | 104,891 | 14,368 | 13,450 |
| Pension costs | 52,752 | 45,086 | 6,963 | 6,023 |
| **Total employee benefits** | 1,275,872 | 1,105,807 | 160,585 | 150,667 |

| | **Group 2021** | Group 2020 | **Charity 2021** | Charity 2020 |
|---|---|---|---|---|
| Average number of employees | 21 | 18 | 4 | 4 |

During the year, 2 (2020: 8) Trustees were reimbursed expenses of £522 (2020: £2,303). This related to travel and other out of pocket expenses.

The key management personnel of the Group comprise the Trustees of the Charity, the directors of UKROEd Limited and the Chief Executive Officer of the Charity. The total employment benefits of the key management personnel including National Insurance of the Group were £336,125 (2020: £411,772).

The key management personnel of the Charity comprise the Trustees of the Charity, the Chief Executive Officer and the Head of Finance. The total employment benefits of the key management personnel of the Charity including National Insurance were £73,310 (2020: £81,254).

The number of employees whose total employee benefits exceeded £60,000 during the year for the charitable group was:

| | 2021 | 2020 |
|---|---|---|
| £60,001 - £70,000 | 4 | 6 |
| [£70,001 - £80,000 | - | -] |
| £80,001 - £90,000 | - | 1 |
| £90,001 - £100,000 | 1 | - |
| [£100,001 - £110,000 | - | -] |
| £110,001 - £120,000 | 1 | 1 |
| **Total** | 6 | 8 |





## 9. Retirement benefit scheme

The Group operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the group in an independently administered fund.
The employer's pension costs charged to the Statement of Financial Activities during the year amounted to £52,753 (2020: £45,086).

## 10. Taxation

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

## 11. Subsidiary undertaking – Group

The Charity controls and is the sole member of UKROEd Limited, a company limited by. guarantee, incorporated in the United Kingdom (company number 08773977). Its registered office address is: Colwyn Chambers, York Street, Manchester, England, M2 3BA. A summary of the trading results are shown below:

| | 2021 £ | 2020 £ |
|---|---|---|
| Aggregate assets | 14,240,914 | 11,662,813 |
| Aggregate liabilities | (14,240,914) | (11,662,813) |
| **Net liabilities** | - | - |
| Income | 64,197,984 | 71,669,429 |
| Cost of sales | (58,977,541) | (65,804,702) |
| Administrative expenses | (3,139,719) | (4,120,843) |
| Interest payable | (60,000) | (90,000) |
| **Surplus /(Deficit) for the year** | 2,020,724 | 1,653,884 |

The subsidiary made a distribution of £2,020,724 during the year to the charitable parent under gift aid (2020: £867,644).

## 12. Fixed asset investments

| | Other fixed asset investments £ |
|---|---|
| At 1 April 2020 | 901,146 |
| Disposals | (1,042,064) |
| Revaluations reversal | 140,918 |
| At 31 March 2021 | - |
| **Net book value** | |
| **At 31 March 2021** | - |
| At 31 March 2020 | 901,146 |

All investments relate to units held in COIF (Charities Investment Fund) and are carried at their fair value. Holdings in common investment funds, unit trusts and open-ended investment companies are at the bid price. Asset sales and purchases are recognised at the date of trade at cost (that is their transaction value).

## 13. Debtors

| | Group 2021 £ | Group 2020 £ | Charity 2021 £ | Charity 2020 £ |
|---|---|---|---|---|
| Due within one year | | | | |
| Trade debtors | 5,352,026 | | - | - |
| Amounts owed by group undertakings | - | - | | |
| Other debtors | 9,379 | - | - | - |
| Prepayments and accrued income | 6,382,418 | 3,910,535 | 43,198 | 9,631 |
| | 11,743,823 | 9,677,037 | 1,063,922 | 874,987 |





## 14. Creditors: Amounts falling due within one year

| | **Group 2021 £** | Group 2021 £ | **Charity 2021 £** | Charity 2021 £ |
|---|---|---|---|---|
| Trade creditors | 6,810,814 | 6,811,330 | 3,068 | 260 |
| Other taxation and social security | 510,775 | 320,061 | 3,091 | 3,355 |
| Other creditors | 5,939,977 | 3,654,068 | 25,840 | 24,386 |
| Grants payable | 1,002,770 | 1,060,804 | 1,002,768 | 1,060,805 |
| | 14,264,336 | 11,846,263 | 1,034,767 | 1,088,806 |

## 15. Creditors: Amounts falling due after more than one year

| | Group 2021 £ | Group 2020 £ | Charity 2021 £ | Charity 2020 £ |
|---|---|---|---|---|
| Grants payable | 269,934 | 723,412 | 269,934 | 723,412 |

## 16. Operating lease commitments

At 31 March 2021 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | Group 2021 £ | Group 2020 £ |
|---|---|---|
| Not later than 1 year | 23,542 | 18,600 |
| Later than 1 year and not later than 5 years | 14,932 | 48,013 |
| | 38,474 | 66,613 |

## 17. Limited liability

The company is limited by guarantee and does not have share capital. Each member gives a guarantee to contribute a sum, not exceeding £1, to the company should it be wound up. At 31 March 2021 there were 43 members (2020: 43).

## 18. Related party transactions

During the year £2,020,724 was distributed under gift aid from UKROEd Limited, the wholly owned subsidiary (2020: £867,644). The full amount of the distribution was due at 31 March 2021 and is included in amounts owed by group undertakings (2020: £nil).

During the year UKROEd Limited recharged £Nil staff costs to the Charity (2020: £9,739). The Charity recharged £8,927 of bank charges to UKROEd Limited (2020: £9,290). The unsecured amount due from UKROEd Limited to The Road Safety Trust at 31 March 2021 was £11,345 (2020: £865,356). No interest was charged on this amount.

During the year the Charity advanced a loan of £1,000,000 to UKROEd Limited. The loan was unsecured and repayable in full at the end of its 2 year term and bore interest annually at a rate of 6%.

The balance of the loan to UKROEd Limited was £1,000,000 at 31 March 2021 (2020: £Nil).

Although not related parties as defined by FRS 102, in the interest of transparency the Trustees have the following other relationships;

- according to the Trust's Articles of Association, the Police Force Trustee is the Chief Officer who is the National Lead for Roads Policing in England, Wales and Northern Ireland. The force which they lead will therefore be a recipient of income reflecting cost recovery arising from the NDORS Scheme payable by UKROEd Limited.
- the police forces overseen by the Police and Crime Commissioner appointed to the Board of Trustees will also be a recipient of income reflecting cost recovery arising from the NDORS Scheme payable by UKROEd Limited.

## 19. Reconciliation of net income/(expenditure) to net cash flow from operating activities

| | 2020<br>£ | 2019<br>£ |
|---|---|---|
| Net income/(expenditure) | 1,685,769 | 413,388 |
| Adjustments for: | | |
| Revaluation (gain)/loss on investments | (140,918) | 98,854 |
| Interest receivable | (22,791) | (36,931) |
| Decrease/(increase) in debtors | (2,066,786) | 1,796,690 |
| Increase/(decrease) in creditors | 1964595 | (964,913) |
| Net cash generated from/(used in) operations | 1,419,869 | 1,307,088 |

## 20. Control

At 31 March 2021 there was no one ultimate controlling party

Making Roads Safer