



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.

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.



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

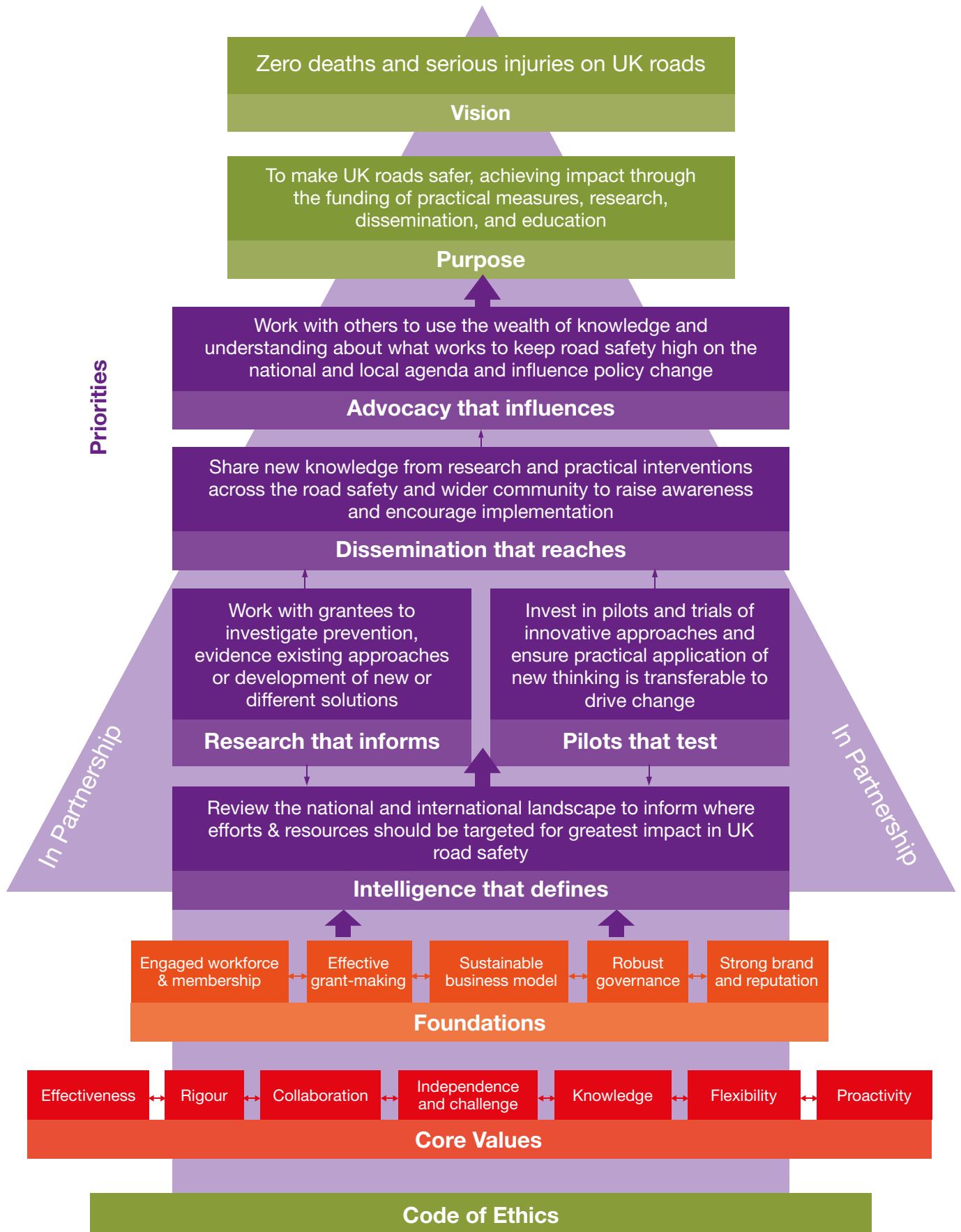
Even though it has been awarding grants now for 5 years, The Road Safety Trust remains a relatively young charitable grant funder and has some other key stakeholders e.g. PACTS and RSGB, with whom it works in partnership in addition to its members, grantees, and members, for whose support we are grateful.

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

Other (follow on grant

Cycle helmet safety testing

Amount Awarded: £18,130

Lead Organisation: Folksam

Advocacy

Amount Awarded: £116,000

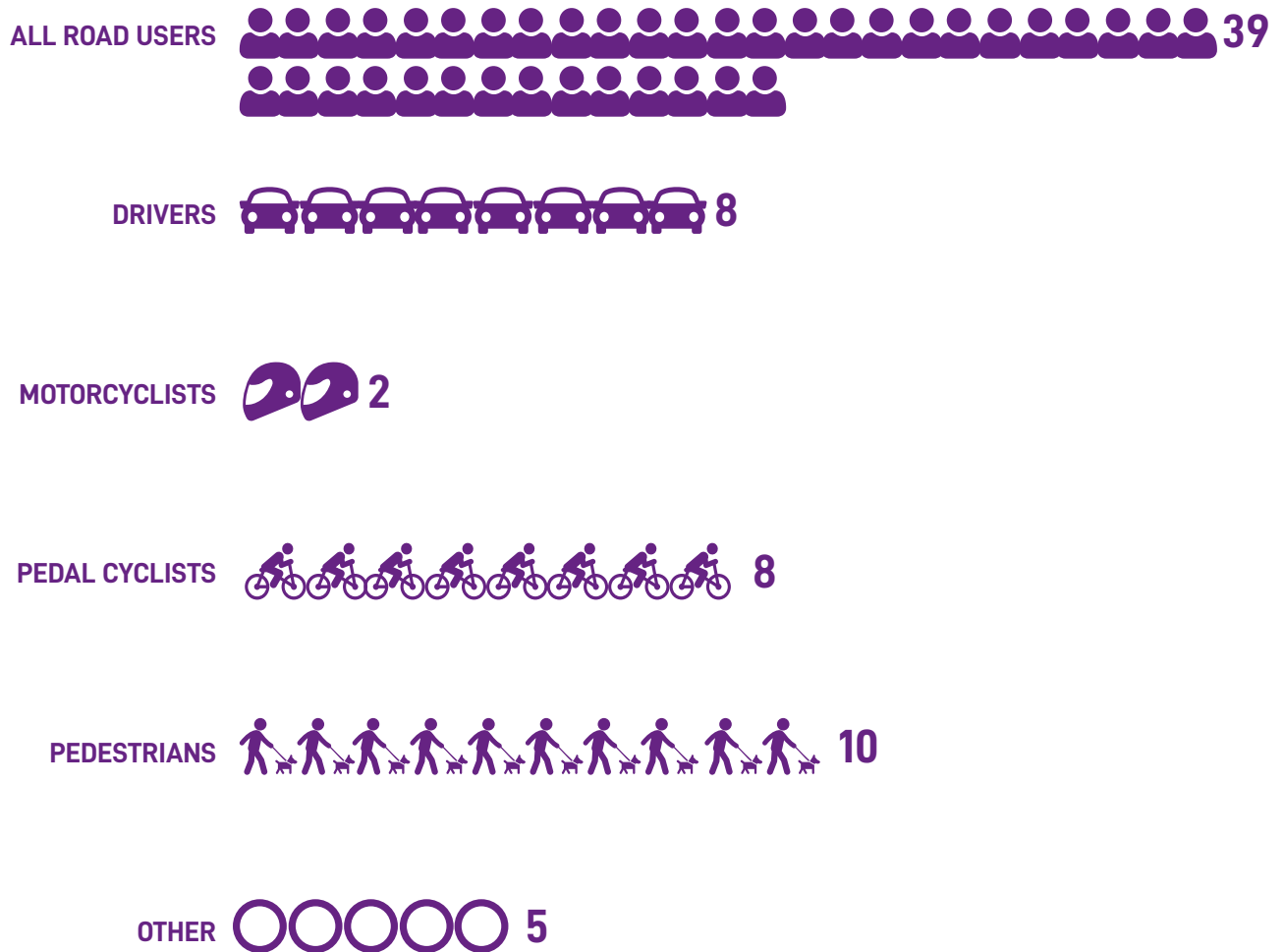
Lead Organisation: The Parliamentary Advisory
Council for Transport Safety

A nudge in the right direction – using insights from behavioural science to improve pedestrian crossing design

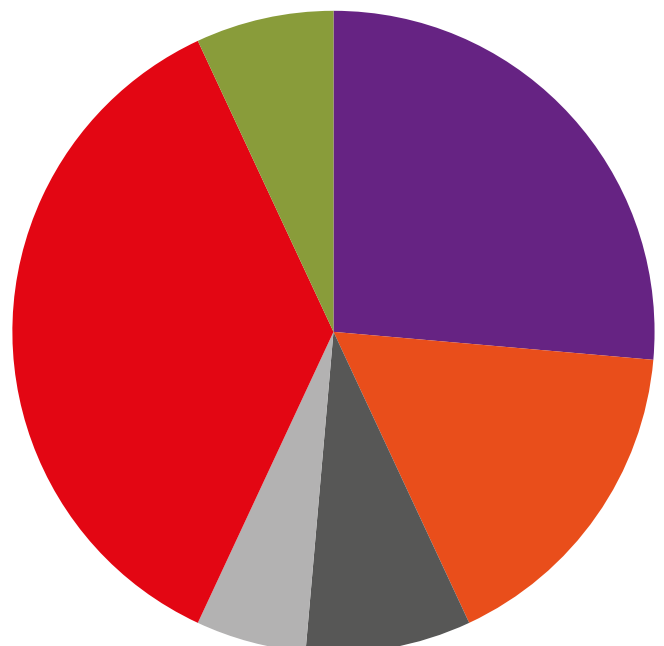
Amount Awarded: £ 8,783

Lead Organisation: Liverpool City Council

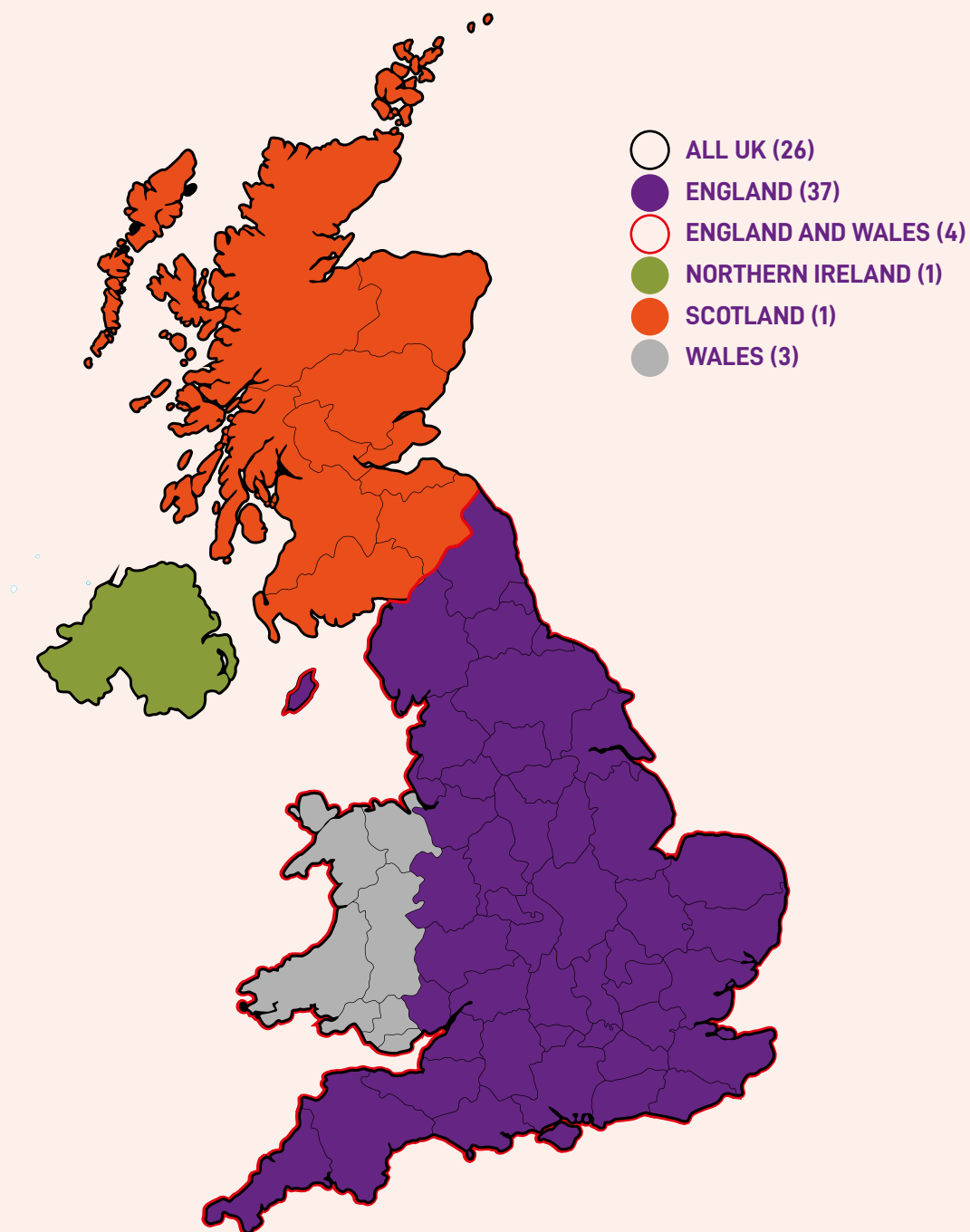
NUMBER OF GRANTS AWARDED BY ROAD USER



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.





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.

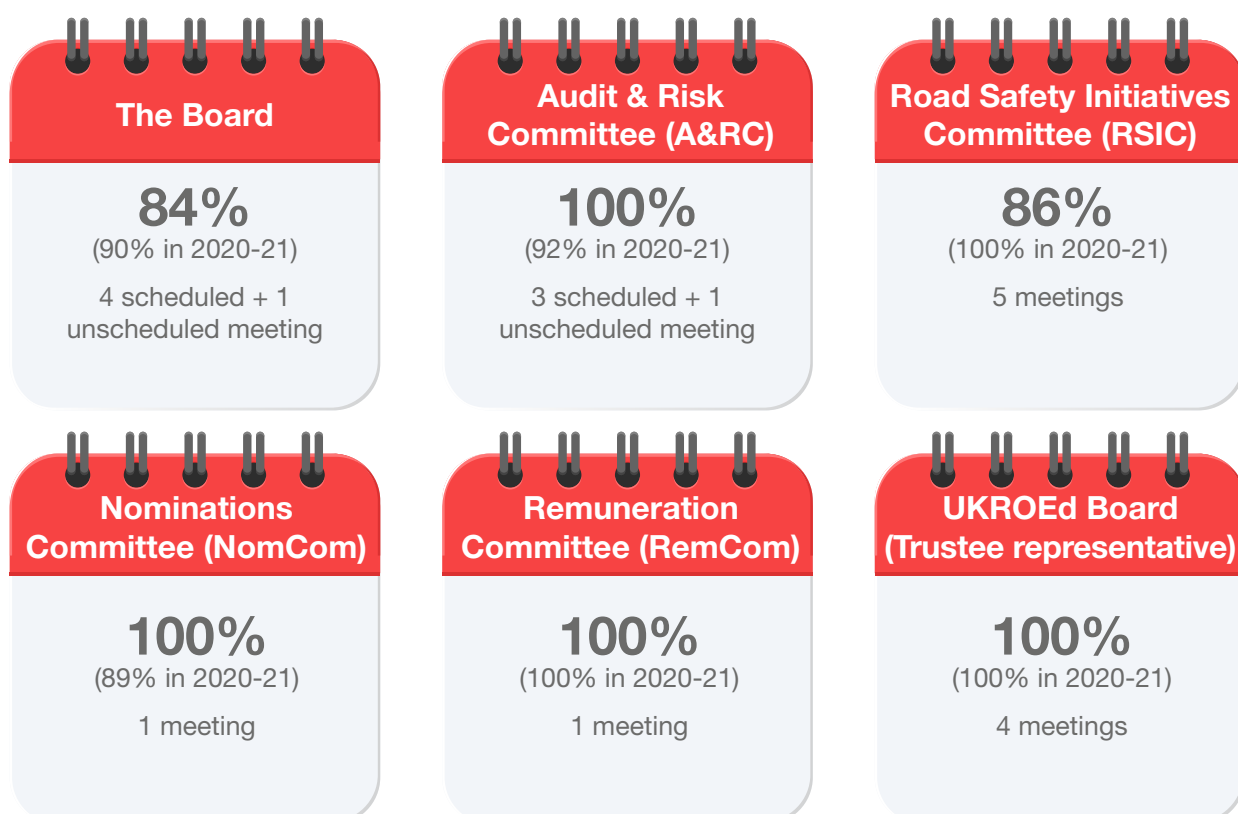
Trustees are encouraged to be members of at least one Committee. The Audit & Risk (A&R) and Road Safety Initiatives (RSI) Committees meet three or four times per year. The Remuneration Committee meets annually unless otherwise required. In accordance with its Terms of Reference, the Remuneration Committee 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 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 Stefa ska (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.

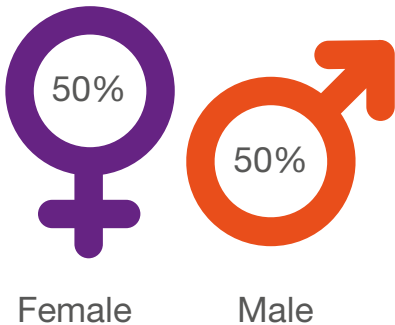
The Charity's agreed Diversity, Equality and Inclusion objectives for its Board are as follows:

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.

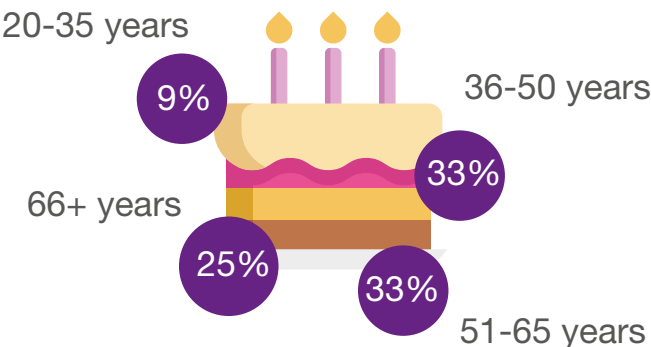
The following page outlines the Trust's performance against these objectives as at 31st March 2022 (12 Trustees holding office in March 2022):

2021-22 Board

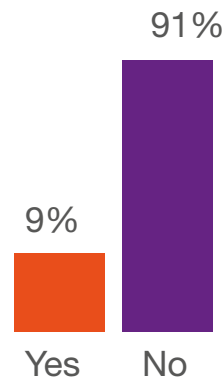
Gender



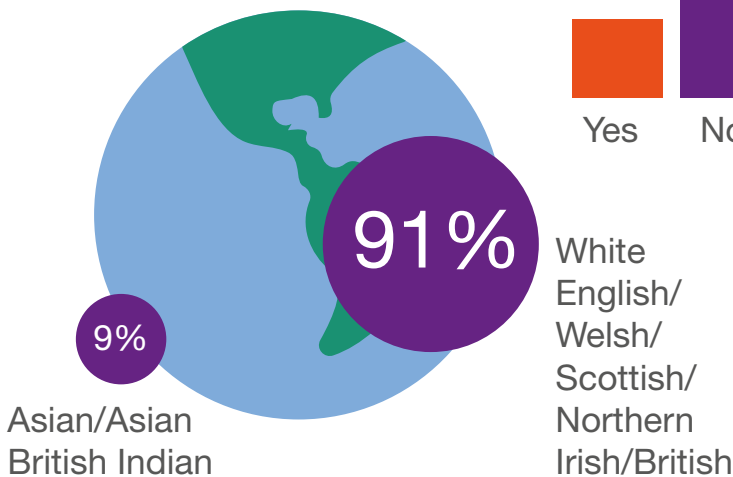
Age



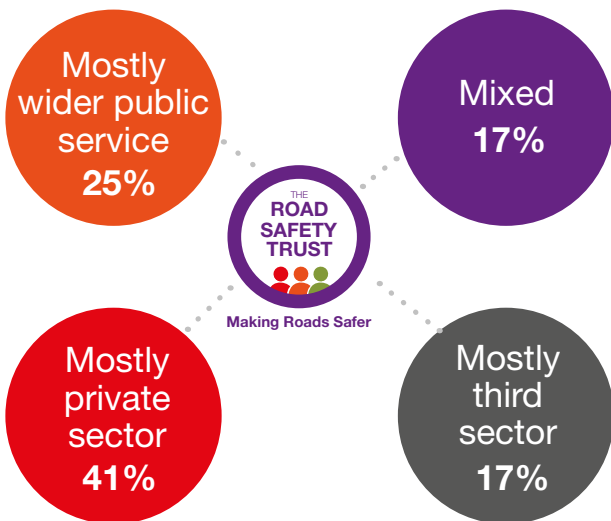
Disability



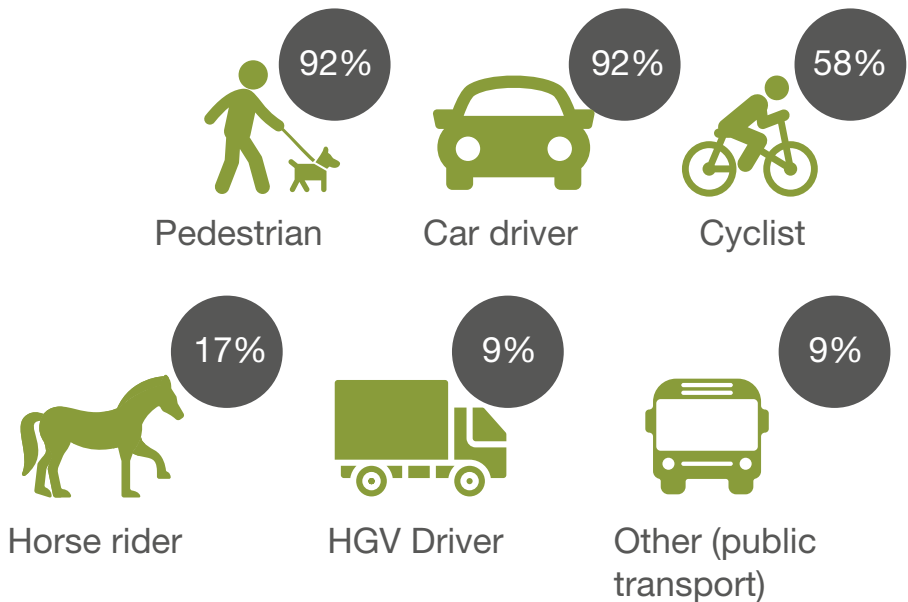
Ethnic Origin



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

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.

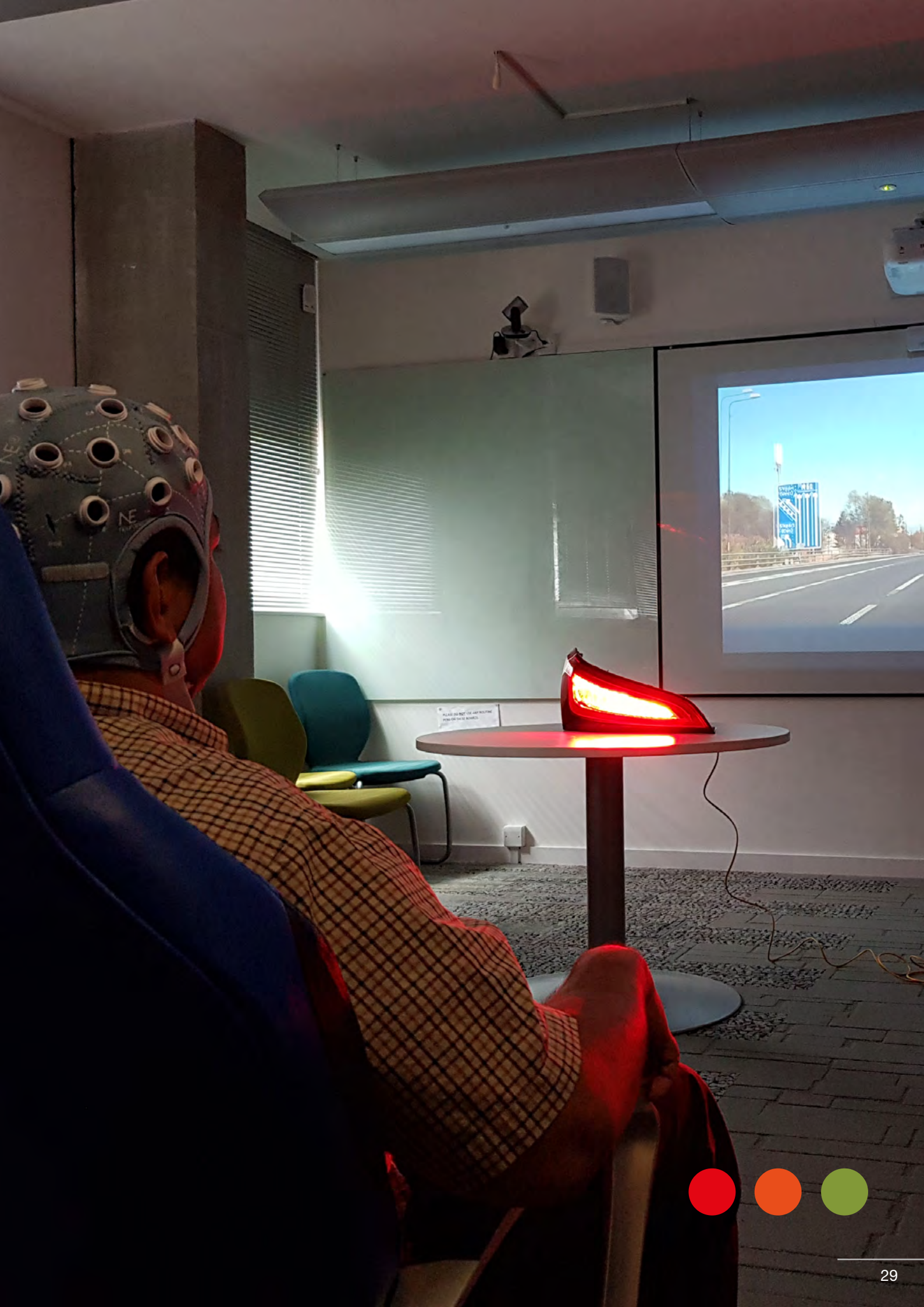
The Association of Police and Crime Commissioners (APCC) also has representation on the Trustee Board, thanks to Philip Seccombe, PCC for Warwickshire, from February 2021 to April 2022 and Matthew Scott, PCC for Kent, from May 2022. There was constitutional correspondence with police force members prior 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 2021 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 (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

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.



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



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 £	£	2021 £	£
Current assets					
Debtors	12	14,115,853		11,743,823	
Cash at bank and in hand		8,190,395		7,608,695	
		<u>22,306,248</u>		<u>19,352,518</u>	
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			<u>5,242,674</u>		<u>4,818,248</u>
Charity funds					
Unrestricted funds			5,242,674		4,818,248
Total funds			<u>5,242,674</u>		<u>4,818,248</u>

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 £	£	2021 £	£
Current assets					
Debtors	12	694,180		1,063,922	
Cash at bank and in hand		6,574,006		5,059,027	
		<u>7,268,186</u>		<u>6,122,949</u>	
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			<u>5,242,674</u>		<u>4,818,248</u>
Charity funds					
Unrestricted funds			5,242,674		4,818,248
Total funds			<u>5,242,674</u>		<u>4,818,248</u>

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 £	2021 £
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.



Notes to the Financial Statements

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).



Notes to the Financial Statements

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 Flook 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 £	<i>Group 2021 £</i>	Charity 2022 £	<i>Charity 2021 £</i>
Net income is stated after charging:				
<i>Fees payable to the auditors as follows:</i>				
Audit services	27,950	26,626	11,750	11,226
<i>Other services:</i>				
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
	<hr/> 576,227	<hr/> 1,419,869

19. Control

At 31 March 2022 there was no one ultimate controlling party.





Making Roads Safer