UNITED RESPONSE

England & Wales · Charity number 265249

Details

Other names	UNITED RESPONSE LTD
Status	Registered
Legal form	Charitable company
Company number	01133776
Registered	1973-10-02
Register	View on the Charity Commission register

Contact

Address	United Response Rowan House Field Lane Teddington Middlesex TW11 9BP
Phone	02082465200
Email	info@unitedresponse.org.uk
Website	www.unitedresponse.org.uk

Activities

Objects: THE OBJECTS FOR WHICH THE CHARITY IS ESTABLISHED ARE:(I) RELIEF OF THOSE WHO ARE IN CHARITABLE NEED, PARTICULARLY THOSE THAT ARE VULNERABLE DUE TO LEARNING DISABILITIES OR MENTAL OR PHYSICAL HEALTH NEEDS OR THOSE IN POVERTY, IN PARTICULAR BY PROVIDING SUPPORT AND SERVICES TO MEET THEIR NEEDS;(II) TO ADVANCE EQUALITY AND DIVERSITY IN PARTICULAR FOR THOSE WITH LEARNING DISABILITIES OR MENTAL OR PHYSICAL HEALTH NEEDS.

Activities: United Response is a national charity that works with adults and young people with learning disabilities, mental health needs or physical disabilities. Our mission is to enable the people we support to take control of their lives. United Response is community based, working in many localities across England and Wales, providing everything from 24 hour care to a few hours of support a week.

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Classification

- **How:** Provides Services
- **What:** Disability, Accommodation/housing
- **Who:** People With Disabilities

Geography

- **Area of benefit:** NATIONAL AND OVERSEAS
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£106,691,000	£108,027,000	£16,711,000	3358
2024-03-31	£106,508,000	£109,364,000	£18,024,000	3450
2023-03-31	£100,796,000	£109,046,000	£20,714,000	3443
2022-03-31	£96,970,000	£96,688,000	£28,970,000	3489
2021-03-31	£96,901,000	£95,175,000	£28,688,000	3632

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Trustees

Name	Role	Appointed
Malcolm Graham McCaig	Chair	2018-03-21
Alison Helen Stanley		2019-07-18
Elysia Alice Edwina McCaffrey		2025-10-22
Guy Van Dichele		2025-05-03
Jonathan James Barton		2025-10-22
Joseph Anichebe		2024-07-17
Joshua Charles Fitzgerald		2025-10-22
Linda Jane Main		2025-10-22
Lisa Odendaal		2022-07-20
Mark Hugh McLaughlin		2019-07-18
Satya Kanta Samal		2021-07-20
Stephen Charles Maltby		2025-10-22
Stuart James Love		2025-10-22
Vicky Whelan		2023-07-19

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UNITED RESPONSE

England & Wales - Charity number 265249

Accounts



Trustees' Annual
Report and Accounts 2024-2025

Our Year Living Life to the Full

United Response
support that changes with you

> Being supported by United Response has been amazing because I can live a better life.
>
> Sophie, person we support

Introduction from Malcolm McCaig



It is my pleasure to introduce this year's Trustees' Annual Report and Accounts, aptly titled 'Living Life to the Full'. It reflects a year marked by transition and purpose.

From our beginnings in 1973 to today, our core purpose has remained. We are dedicated to providing services for disabled people to live a gloriously ordinary life and working together to break down the barriers that prevent equity and inclusion. To celebrate our rich history, we have captured the life stories of people we support through our National Lottery Heritage Lottery Fund-supported anniversary project. This landmark project is preserving learning disability history for future generations, with voices that confirm the positive impact we are having on not only their individual lives but also on society.

One of the standout achievements of the year was the success of our award-winning campaign, My Vote My Voice. This campaign powerfully demonstrated the importance of civic participation and the strength of our collective voice. It was a shining example of what we can achieve when we come together with purpose and passion.

We continue to navigate the significant funding and resourcing issues facing the social care sector. This challenged us to be fit for the future. And, under the direction of interim CEO Belinda Phipps and transitional CEO Guy van Dichele, we have reshaped our operational structure, refreshed our leadership team and begun the work to realign our charity.

Along with longstanding members of our executive team, we also said goodbye to some members of the Board this year. However, we maintained a core group of seasoned Trustees and senior leaders who have played a vital role in guiding us through a year of transformation. To those who have stepped down during the year, we express our thanks.

During the year, we were pleased to welcome Andrew Marsden as our new President. Andrew brings a wealth of experience and a deep commitment to our mission, and we are already seeing the positive impact of his advocacy.

As we approached the new financial year, we were delighted to welcome our new permanent Chief Executive, Kate Terroni. She joins us with over 20 years of experience in the social care sector, with a career that spans operational to national leadership roles underpinned by a passion for championing the voices of those drawing on social care. Her appointment marks the start of a new era, one that will see us continue to tackle the external challenges head-on but where we create long-term stability and growth for our charity.

Finally, a heartfelt thanks to all our supporters and partners for their ongoing support and belief in our mission. Together, we are building a more inclusive future so that disabled people can live their lives to the full.

Malcolm McCaig
Chair of the Board of Trustees

Getting to know Kate Terroni

Donna, who is supported by United Response and is an Our Life Stories researcher, sat down with Kate, our new Chief Executive, to hear about her priorities.

You bring a lot of experience to United Response how will you help our organisation?

I'm really delighted to work at United Response, because my passion is social care. I bring a wealth of knowledge and a genuine drive to make our organisation the best it can be for the people we support. I worked in local government for 17 years, where I was a social worker before becoming a director of social services, where my job was to buy the types of services that we provide. I then spent the last six years working at one of our regulators, the Care Quality Commission. Now, working for a provider, which I think of as the third side of the same triangle, I arrive knowing what it's like to be under pressure in a local authority, where finances are very tight. And I understand what constitutes good quality care, as a regulator. This means I can put all my knowledge into action to run the best organisation possible, ensuring we deliver the most outstanding care.

What plans do you have for the future of United Response?

I've got three priorities for United Response. My first priority is quality – It's really important that the 3000 people we support all get fantastic care. My second priority is financial sustainability. United Response has been here for 50 years. I want to make sure that I do everything I can to do so it's here for another 50 years. And my final priority is about our strategy. My long-term vision is that we involve the people we support in every aspect of how we run the organisation so we focus on the things that are going to make the biggest difference. Everyone I've met at United Response is very values-driven, so they really care about what we're trying to do. And, they are motivated to ensure we provide high-quality care and remain financially sustainable. My job is to make sure we've got the right vision and direction so that we all keep pulling in the same direction, with the people we support.

Can you tell me about some projects you have visited?

I've visited Potter's Den allotment in Bristol, and the best way I could describe it is that just felt quite magic. I spent a few hours with the people we support having an amazing conversation. It happened to be local elections on that day, so we were talking about whether people were going to go and vote. I've also visited Boscawen farm down in Cornwall where I walked an alpaca. It was wonderful to see how lovely it is for people to be in that outdoors environment, doing physical activities that they enjoyed. Then I visited our services in York, where we support people who have an interest in media. I met people who were recording a podcast, and someone else was editing a video. I've also been to quite a lot of supported living services, to people's homes, and a couple of our residential homes as well. Everywhere I've gone, I have met really dedicated colleagues who work for us and people we support who have a lot of positive things to say about the support they're getting.

So you're willing to help people get better achievements?

Everyone deserves to live a great life, and it's really important we understand what that looks like for the people we support. It could be renting their own home, or living in a place they choose so they can walk to get a coffee or go on a bus. When I was at our People's Forum in Derby and I asked what our priorities should be, everyone said they wanted to feel as safe on public transport and in the community as they do when United Response supports them. They said our job should be fighting for the rights of all disabled people so that people felt free from hate crime or discrimination. That was a powerful message that came out of the People's Forum and one that will help us as we set out our new strategy.

And one last question, what do you do in your spare time?

I'm a mum, I've got two kids, two daughters, aged 16 and 13...

...That's another job, isn't it?

Yes, another job in itself! I love to run in my spare time, but I've never run more than a half-marathon. I know our fundraising team are keen for me to take on the London Marathon to fundraise for our services, so you might see me there one day. I've recently started weight training twice a week and I'm absolutely loving that. I also try to meditate most days, if I can. I've got a Headspace app on my phone, so I try to do 10 minutes of sitting quietly, just concentrating on my breathing and quietening my thoughts. And then I like to go out and see my friends a couple of times a month to catch up with them.

> **Everyone deserves to live a great life.**
>
> **Kate**



Our year in numbers

3,000

people supported



4,030,709

hours of care and support delivered by our dedicated team



129

partnerships with local authorities



121

students at ROC College across the academic year 2024/25

53%

of people supported through our employment programmes moved onto work







126,000

visits to our website

654

pieces of press coverage secured

1,009,051

views of our social media posts



£319,000

raised in donations and grants from supporters, donors, trusts and foundations



Who we are

United Response works in communities across England and Wales to provide adult social care and support, as well as housing, education and employment services. Founded in 1973 with just one service, we now support people in 69 local authority areas.

Our vision is a society where everyone has equal access to the same rights and opportunities.

Our mission is to ensure that individuals with learning disabilities and mental or physical support needs have the opportunity to live their lives to the full.

Our values guide the way we work. We are Creative, Responsive, Strong, Honest and United.

Our impact will be felt when the people we support can say:

- I am connected
- I have relationships
- I have choice
- I have strengths
- I am respected





United



Response

Our stories



Joseph's story

My passion is creativity. My career aspirations are to become a professional actor and filmmaker. United Response are helping me with this through the Creative Group I attend 3 days per week. At the group we have sessions for acting, dance, writing, improvisation and more. We work on scripts and stories, developing characters and how they fit into the whole show.

I've been part of some performances I'm very proud of, including Macbeth, a Charlie Chaplin show and a play called Your World Needs You, which I performed at the Lyceum Theatre in Torquay.

I've also learnt filmmaking skills and been part of the crew supporting camera work, lighting and sound, which helps me gain the knowledge I need to turn my own visions into reality.

I am connected to my passions

Joseph is supported in Devon. He told us how he is supported to achieve his creative goals:

> "I've been part of some performances I'm very proud of."

I always wanted to live in my own flat. I wanted somewhere I could be 100% me, and that I could be proud of. United Response supported me to find the right place, which is in a great location quite central to town. This means I can do all sorts by myself, and I love getting out, travelling by bus, shopping and being able to come home and use skills I've been supported to learn like cleaning and cooking.

I share my flat with Michael and we're like brothers. We share lots of similar interests like dance and drama, and then there's lots we do separately, but we love living together and on Sundays we will often cook together to share a meal at the end of the week.

At home I spend time writing my own scripts, as well as stand-up comedy material. I describe my style as Shane Ritchie meets Jim Carrey. I love creating characters and voices, and am always working to find the comedy in a story as I love to make people laugh.

I like working with everyone at United Response because they help me get the best from myself and become what I want to be. It's fun to be with the team at Creative Group and the people who support me at home and that makes a massive difference.

I am supported to have relationships

Sophie's story

We started supporting Sophie (pictured centre) two years ago after her mum sadly passed away. She told us about how she lives a good life with our support in Nottinghamshire.

> "I've got lots of new friends now."

Being supported by United Response has been amazing because I can live a better life. The staff have really helped me. Two years ago, I lost my Mum to cancer, and staff check in with me here to make sure I'm okay. On Mother's Day, I am going to make a card for my service.

I like to do lots of things. I love arts and crafts, and making things. I also like to go out for activities like bowling, and sometimes we go out for lunches.

As well as this, I go to a local Day Centre where I get to go to a relaxation group, a choir and a woman's group, where we will share what's on our mind. I have met some good people at the Day Centre, and the choir has helped me with my confidence. I also recently got engaged to my fiancé!

I love parties and doing karaoke and things like that! We do this a lot in our services. I also go on lots of trips with United Response. I've been to Skegness and York. York was amazing because it's where they filmed my favourite movie, Harry Potter!

My proudest achievement is being here. If I feel down, the staff will always make me happy. I would recommend United Response to anyone because the staff are amazing, wonderful and kind. I've got lots of new friends now and being with my support worker Richard has changed me. He's really caring. If I were to describe United Response in three words I'd pick "better for me".



Rhys's story

I make healthy choices



> When you're going through challenges it's great to know you have people who are there to support you.

I'm a singer, DJ and passionate gardener, and I work with United Response by supporting the new staff interview process, designing questions to find out if people are enthusiastic about what's important to me. I'm in a band and write my own songs, which is a talent/calling I get from my dad.

Over the last year I've found all of this tested by having to spend time in and out of hospital with some serious illnesses.

In August 2024 I went into hospital after experiencing severe and unexplained vomiting and had breathing issues. They thought it was something to do with digestion and I went home but it kept happening. I went a couple of times, and my support worker came with me, and once I was admitted they found it was heart failure.

I was unhappy in hospital because I didn't like the food and there wasn't much to do. I also felt like I wasn't being listened to. I was given my medication at different times than I'm used to, even though my team informed the nurses when I should be given them, and the hospital staff used their bare hands to give tablets, which my support staff would never do. People were friendly and nice, but I wanted to have things done the way I wanted.

I'm such an active person, and love to be out keeping busy, playing gigs or seeing friends at the pub, and so this time spent in hospital was difficult. But now I'm making positive choices to stay healthier and make sure I'm taking care of myself. I'm eating a much healthier diet, in particular avoiding too much salt. When I'm shopping, I use the traffic light system on food packets to know if something should be avoided. I'm also managing my fluid intake following guidance from the hospital.

My United Response team are really important for this too. They're like family to me, it's a super good team just like Liverpool who are the best team in the Premier League. When you're going through challenges it's great to know you have people who are there to support you, and that's what I've got.

I have regained my strength

Donna's story

Donna is supported by our team in London. She is a keen poet and is one of the Our Life Stories researchers.

I'm Donna and I'd like to tell you about some of the ways that United Response have made a difference to my mental health.

One of my support workers helped me dress better in public. I used to wear clothes that were so old: they lacked shape and fashion. The clothes that I used to wear had no style. I feel proud with new clothes and gained more confidence and motivation to walk around on the streets.

I felt proud with new sense of accomplishment in the fashionable clothes. I appreciated the guidance of support workers. The guidance was not forced, but out of kindness. It was not nice when people looked at me oddly and moved away because of old worn-out clothing.

Two members of staff support me in the Our Life Stories project. They guided me in what to say and do in the interview. I was nervous at first about the interviews. As I got into it, it went smoothly.

The first lady I interviewed was calming but also nervous. It was challenging but manageable. The second interview was with an autistic woman. One of the support staff pushed me to go ahead, even though I am stumbling with my words.

They help guide me to be independent. They help me with daily task such as bills and answering phone calls. Some support me in other activities. I used to stay in the house and push myself to do more activities. Before I came to United Response, I struggled with mental health a lot and now I can manage it better. When you support someone who has mental health needs, the actions might seem small but it's helping them walk towards the light of better mental health.



> I feel proud with new clothes and gained more confidence and motivation to walk around on the streets.

I am
respected
for my capabilities

Rashid's story

Rashid has been supported by United Response to get back into work. He talked to us about his journey to a role that enables him to thrive.

I came across United Response about two years ago through my social prescriber as I was keen to get back into work. At that time, my confidence was really low, and from previous roles I had lost my faith in people. I had also been labelled as 'limited capacity for work-related activities (LCWR)' after an assessment by Department of Work and Pensions. This means that I can't work full-time, but I can still work 16 hours or less – that isn't an easy role to find.

What I found really good about United Response was there was no pressure, but they did encourage me. Some days my mental health wasn't letting me get out of the house, even if I had an appointment. And when I would tell my key worker this, they would give me different options: someone could come to me, someone could come with me to my appointment and that support really helped. Working with United Response helped to rebuild my confidence so I was ready to look for a new role.

We looked at a few different things that didn't work out, but then we started looking at a school crossing patrol role which I got an interview for. My key worker supported me with interview preparations and also came along with me to the interview which was great for moral support.

After I passed the interview, DBS and safeguarding checks, I was offered the job and I just love it. I wake up every morning knowing the importance of my role and knowing that the people of this area rely on me. From day one, the community truly welcomed me, and the positivity and support from local residents and the school has been amazing.

I like to get up early – my morning shift is 8am-9am, but I like to get up around 5am so I can get ready without having to rush. I get to my crossing early to set up cones to make sure people don't park in front of the school for safety reasons. I never want to be confrontational and tell people to move, so the cones act as a reminder to not park there so I can focus on being a friendly, reassuring face to the students.

If things do happen during the day that can endanger someone I have to report it – thankfully this doesn't happen often, but I take the safety of the residents and pupils very seriously. I have even started studying the highway code and safeguarding so I know what to do if a situation ever does arise. I've developed a strong working relationship with the school, the pupils and their parents, many of whom affectionately call me "The Sheriff"! It means a great deal to me when they acknowledge my efforts, offering kind words, smiles, and waves as they drop their children off at school.

Now that I have found this role, I am so much happier and would gladly stay here until retirement. I receive really nice feedback from parents who see me doing my job every day – someone recognised me the other day in a shop and took the time out to tell me I do a good job.



> I wake up every morning knowing that the people of this area rely on me.



Our priorities and progress

In 2024/25 we entered a transformation year to improve the way we work together and put us on a path to financial sustainability, ready to develop our next organisational strategy. Across the year, we had seven priorities.

1 Offer excellent person-centred support

During the year, 94.1% of services were rated Good by the CQC. Nourish, our digital care management system, was rolled out, improving real-time data access and reducing administrative burden. We transformed our Quality function to expand our clinical expertise and focus on audit, incident management and regulatory compliance.

ROC College received a "Requires Improvement" Ofsted rating but with several areas highlighted as "Good", particularly around behaviour and personal development.

Our Supported Employment services had a 53% success rate, above the national average of 31%.

> *I want to be independent. I want to do it all on my own.*
>
> Sam, person we support

> **Before United Response, I was at home all day, I did nothing. They are there for me. I can always get help when I need it.**
>
> Kurosh,
> person we support

2 Forging a path to financial sustainability

The 2025/26 budget forecasted a £1.4 million deficit, driven primarily by increased National Insurance and Living Wage costs, without which the organisation would have been on track for a surplus. We ended the year in a better position, with a £1.3 million deficit.

Significant progress was made in cost control, with agency spending reduced by over 60% in the past two years and active management of void losses, helping us move to a more positive position.

To manage financial risk, a contingency framework is in place and the Executive team continues to drive financial improvements.

3 Building strong leadership teams

Embedding a culture of accountability and transparency across all levels of the organisation remains a priority focus as United Response continues to evolve.

We have made significant strides in building strong leadership teams, beginning with the implementation of a single operations directorate in 2023/24.

This year, we completed a significant restructuring of our operational leadership, reducing the number of management layers to strengthen oversight and accountability.

During our transformation year, we also introduced several interim Director roles to support the organisation through this period of change in preparation for the permanent CEO to confirm their top team.

> United Response's support makes me feel like I'm part of a team.
>
> Laura, person we support

4 Establishing our digital and data foundations

We made progress with our digital transformation, recognising that our fragmented systems were a significant barrier to efficiency and quality.

Projects for key systems were initiated and work to improve our data infrastructure was identified as a priority before the projects could be fully implemented.

We also began simplifying our Microsoft Teams environment to reflect a more integrated and transparent way of working.

5 Strengthening our governance

Our governance review, led by Board Alchemy, identified several key areas for improvement across United Response's governance framework. Recommendations include enhancing the Board's skills matrix to include soft skills, behaviours, and diversity characteristics, and introducing a formal schedule of matters reserved for the Board, aligning governance practices with Charity Commission guidance. These changes aim to strengthen the Board's effectiveness, improve transparency and ensure our governance structure is fit for purpose as the organisation evolves.



6 Promoting good wellbeing at work

We continued to place a strong emphasis on promoting wellbeing at work and empowering our workforce. The People and Inclusion team led a range of initiatives aimed at improving recruitment, retention, and staff experience, such as strengthening our Equality, Diversity, and Inclusion (EDI) efforts through new e-learning modules and awareness campaigns.

Locality-based 'people plans' were developed to support succession planning and address skills gaps, thereby embedding performance management processes. We also placed a renewed focus on reward and recognition, including analysis of staff feedback to lay the foundation for a more inclusive, motivated and capable workforce.



> Quote to go here from able about Our Life Stories and why it was good to do
>
> Able, person we support

7 Ensure the voices of people we support are heard and respected

We have made significant strides in our commitment to ensuring that people we support are not only heard but also actively shape our charity's direction and priorities.

Our People's Forum continued to grow in influence, holding national and local meetings and contributing to key organisational decisions, including director interviews. The people we support played a central role in My Vote My Voice, which positioned United Response as a leader in promoting democratic participation among people with disabilities.

In parallel, we pioneered two lived experience research projects. Our Life Stories, a peer-led oral history project funded by the National Lottery Heritage Fund, continued to gather life stories of people we support for archiving at the British Library and showcasing them in a national exhibition in February 2026. The lived experience researchers on our Motability Funded project, Journey To Safety, gathered the experiences of victims of disability hate crime on public transport, highlighting the continued need for systematic change.

Looking ahead

We are navigating a complex landscape shaped by both internal and external pressures.

Internally, we operate multiple service models that vary in maturity and although our workforce is deeply passionate, they are stretched thin. Financial pressures are also mounting due to low fee uplifts and rising employment costs.

Externally, the social care sector is equally under immense strain. Demand is rising, yet provider closures are increasing. Policy changes, such as the proposed National Care Service and Fair Pay Agreement, add further uncertainty. Navigating these pressures requires a bold strategy that is financially sustainable, measurable and importantly, rooted in the voices of those we support.

Next year, we will embark on an ambitious project to co-design our new organisational strategy with people we support, their families and our teams. In 2025, we will enter an engagement phase with colleagues, the people we support, and families to shape our vision, mission, values and our strategy together. Then in 2026, our big plan will be ratified by the Board, setting our direction of travel to 2030, when we want to be known for three things:

1 An outstanding provider of care, support and education, offering excellent experiences to more people

2 The most coproduced social care charity in the UK

3 An organisation that makes the lives of all disabled people better through our work.

> **Without United Response, I wouldn't have met Nathan. Now we are engaged!**
>
> Grace, person we support



Financial review

Over the last year, we have undertaken a significant programme of transformation and financial improvement. This has seen teams reshaped, decision-making streamlined and weaknesses concerning agency reliance addressed. We have made good progress in recent years with centralising functions, delivering savings through efficiencies in improved processes, and reducing costs through central procurement.

Underlying market-driven and structural vulnerabilities remain, particularly around digital, but as we enter 2025/26, the organisation is better prepared to move forward with confidence.

The external environment for our work remains challenging, not least in the increases in employers' National Insurance contributions announced in the 2024 Autumn budget. Concerns remain about the long-term sustainability of some care homes due to rising costs and other market factors. Along with our fellow providers, we are working with partners and funders to address the challenges this poses.

Looking ahead, the Board has set a target to return to operating surplus. Investments in better use of digital technology will continue but at lower levels than before and a specific project team has been established to guide the organisation back to financial sustainability. In addition to the recovery plan, we now have an agreed framework to support the reduction and growth of the services we provide, which will be reflected in our organisational structure.

The financial position of the company at the end of the year

United Response recorded a decrease in reserves of £1.3m in 2024/25, which is an improved position from 2023/24 (£2.7m). This deficit reflects £0.8m in planned investments for digital platforms, with the remaining amount driven by transformation efforts to support long-term sustainability. Total unrestricted operations, excluding investment gains and asset sales, showed a deficit of £1.4m (2023/24: £2.7m).

Income remained flat at £106.7m (2023/24: £106.5m), with slight reductions in activity due to contract handbacks and limited growth. Contractual income accounted for 99% of total revenue at £105.6m (2023/24: £104.1m/98%). Expenditure decreased to £108.0m (2023/24: £109.4m).

Direct charitable activities rose by £1.5m to £92.2m (2023/24: £90.7m) due to a 9.8% increase in the National Living Wage. Encouragingly, agency usage declined to 9.2% of staff costs (2023/24: 12.1%), yielding significant savings. Support costs also dropped by £1.8m to £15.1m (2023/24: £16.9m), partly due to a £1.7m one-off Oracle contract cost last year and tighter cost controls.

Total net assets fell by £1.3m to £16.7m (2023/24: £18.0m). Working capital changes included a £0.9m drop in Creditors <1 Year, a £1m drop in Debtors, a £0.7m decrease in cash at bank, and zero net investment activity (2023/24: £1m used). Unrestricted freehold property held within designated reserves retained a net book value of £4m (2023/24: £4m). These properties likely command a premium above book value in the current market.



United Response Services Limited (URS) reported gross income of £59.0m (2023/24: £56.6m) and a trading surplus of £1.2m (2023/24: £1.1m), which was gift-aided to United Response Limited. URS holds contracts with local authorities for welfare services subcontracted to United Response. In April 2025, HMRC issued a notice changing its view on VAT groups involving charities contracting with non-state-regulated entities. United Response typically reclaims over £1m in VAT annually. While HMRC has not directly approached the charity yet, the ruling requires extensive contract renegotiations, which will take time.

Investment policy and performance

The Trustees hold broad investment powers as outlined in the Memorandum and Articles. The Board is responsible for establishing the Charity's investment policy and reviewing the target return annually. In line with the Charity's investment strategy, surplus funds have been allocated between short-notice money market investments and a longer-term investment in a multi-asset fund managed by Brewin Dolphin. During this period, an additional £0.5 million was invested in the fund following the formal transfer of the Club of Saint Raphael's assets to the Charity. As of 31st March 2025, the market value stood at £2.7 million, achieving a net return of 4.1%.

Oversight of these long-term investments will continue to be provided by the Finance and Resources Committee.

Changes in fixed assets

Changes in the charity's fixed assets are shown in notes 11 and 12 to the accounts.

Reserves

The total funds held by United Response at 31 March 2025 were £16.7m (2023/24 - £18.0m), of which £1.9m was held in restricted funds (2023/24 - £2.2m). Please refer to the details of restricted funds in note 18 to the accounts.

The Trustees have designated some reserves for specific purposes; on 31 March 2025, the total designated reserves were £5.6m (2023/24: £5.9m). Due to the nature of the funds, the total has not changed significantly over the last two years, see details in note 20 to the accounts.

Our free reserves represent unrestricted general funds which have not been designated for a specific purpose and are therefore available for use within the charity's objectives.

Our charity needs reserves to protect our operations against risks and to ensure financial sustainability, including an adequate level of working capital to provide a financial buffer, particularly in such times of uncertainty. Reserves also enable us to take advantage of opportunities to develop our activities and to enhance support to people, over and above that which we can provide from income received under contract.

On 31 March 2025, the balance of free reserves was £9.2m (2023/24: £10m) and cash holdings, including investments, were £14.8m (2023/24: £15.5m). This exceeded the minimum reserves target of £7.0m set by the Finance and Resources Committee in June 2022. This calculation of free reserves also excludes unrestricted freehold property that had a net book value in March 2025 of £4.8m (2023/24: £4.9m).

The cost of winding up the organisation in an orderly fashion is estimated at £6.5m. The Trustees consider such an event a remote possibility as most services supplied are statutory, and staff would be transferred under TUPE regulations to an alternative provider, thus significantly reducing the exposure.

Going concern

United Response remains financially strong, supported by healthy liquidity, committed funders and a clear strategy. Liquidity is evident with £14.8m in unrestricted reserves (2023/24: £15.9m), 100% of which are in cash and investments. The organisation therefore maintains sufficient reserves to manage short-term financial shocks.

Amidst challenging conditions, we have contingency measures, rigorous monitoring, and robust risk management. The dedicated recovery team and structural framework will ensure operational efficiency and service quality. Services that are either no longer viable or do not align with our future strategic direction will be gradually phased out, and we will maintain and grow only where it is financially viable, there is demand, and we are confident of our offering.

Alongside an organisation-wide focus on financial improvement, we have set ambitious savings targets and will continue to monitor and press key performance levers such as voids and agency usage. In conclusion, the financial statements are prepared on a going concern basis, as the Trustees believe the charity has adequate resources and no material uncertainties affecting its operational continuity.





Fundraising

In 2024/25 the Fundraising Team raised £319,000 through:

- Securing philanthropic donations from trusts, foundations, statutory funders and corporate partners
- Providing opportunities for people to leave a gift to us in their will
- Supporting people to take part in challenge events and raise money on behalf of United Response
- Community-based fundraising activity.

In 2024/25, we paused fundraising activity for eight months and made changes to streamline the team. These decisions were part of United Response's wider transformation plans and inevitably had a big impact on what we were able to do. Despite this, we were able to continue delivery of our key fundraising activities, secure vital income from new funders and lay strong foundations for future growth through the development of a new, strategic approach.

We were proud to begin new partnerships with The Electoral Commission, the Hobson Charity and NHS Nottingham and Nottinghamshire Integrated Care Board. We are also grateful for the continued support of long-standing partners, including the Clothworkers' Foundation, the Motability Foundation and the National Lottery Heritage Fund. Many more people and organisations have supported us, and we are truly grateful to every one of them.

Thanks to funding from the Motability Foundation, we delivered a high-impact peer research project investigating the experiences of disabled people facing hate crime on public transport. This project resulted in a series of evidence-based recommendations rooted in lived experience, published in our report Journey to Safety. The findings received strong media attention and laid the groundwork for further funding opportunities.

We are thankful to the Electoral Commission for supporting our flagship My Vote My Voice campaign. Their funding enabled more organisations to join the coalition, expand our campaigning reach and create new participation opportunities for people with learning disabilities.

We are also making great progress with two projects funded by the National Lottery Heritage Fund. In Cornwall, heritage crafts are now a part of our education offer, giving people the chance to learn new creative and cultural skills.

Nationally, our peer-to-peer oral history project has empowered people supported by United Response to share their life stories, which will become part of the national collection at the British Library.









This year, 19 incredible individuals took on the challenge of running the iconic London Marathon in support of United Response. Together, they raised £24,403. We are deeply grateful for their determination and generosity.

We are also grateful for the legacy gifts we received this year, totalling £63,000. These generous and lasting contributions are a powerful reflection of the care and commitment shown by those who chose to support United Response and the people we support through their wills. We are honoured by their trust and thankful to the individuals and families whose legacies will help shape a brighter future for those we support.

In compliance with charity Law, we transferred a legacy of £22,000 back to an estate. This legacy was specifically designated for a service no longer delivered, so the funds were returned to support the purpose originally intended.

As we continue our organisational transformation, our fundraising activity will evolve to meet the needs of the people we support and adapt to changes in the external landscape. With the continued backing of our supporters, we are confident in our ability to meet the challenges ahead and create even greater impact in the years to come.

We received no complaints about our fundraising during the year. We follow the Fundraising Regulator's Code of Fundraising Practice and GDPR legislation, ensuring our data is efficiently and securely captured and stored.

We would like to extend our heartfelt thanks to all of our funders, donors and supporters. Your generosity enables us to deliver on our mission of supporting people to live a good life and work towards our vision of a society where everyone has equal rights and opportunities.

"What I've learnt about United Response is how many different approaches there are to helping people."

Daniel, fundraiser

Structure, Governance and Management

United Response is incorporated as a company limited by guarantee and a registered charity. Its Memorandum and Articles of Association govern it. United Response Services Limited is a company limited by shares, with United Response being the only shareholder. The directors of this subsidiary are Joseph Anichebe, Director; Michael Henshaw, Company Secretary; and Kate Terroni – Director (Appointed 12 June 2025)

Our Board of Trustees uphold and promotes the principles of the Charity Governance Code. The Trustees operate by Section 172 (1) of the Companies Act, they act in a way they consider would most likely achieve the organisation's purposes. In making this assessment, the Trustees have considered the following:

- The likely consequences of any decision in the long term
- The interests of the company's employees
- The need to foster the company's relationships with stakeholders, including the people we support, our funders, supporters and key influencers
- The impact of the company's operations on the community and the environment
- The desirability of the company maintaining a reputation for high standards of business conduct

How we are organised and governed

A Board of Trustees governs United Response. With the powers and obligations of directors under the Companies Act 2006, the Trustees are responsible for United Response's leadership and strategic direction, stewardship, overall financial and organisational control, monitoring progress and ensuring compliance. The Board is also responsible for protecting the organisation's reputation and values, setting the long-term vision, and holding the Chief Executive and the directors' team to account while maximising their performance in delivering United Response's policies, strategies, and objectives.

The Board of Trustees meet at least four times per year. Six committees feed into the work of the board:

- The Finance and Resources Committee oversees our work's critical financial aspects, which stem from finance, HR, investment and other resource-related strategies.
- The Operations Committee focuses on the quality and safety of services to the people we support.
- The Education, Skills and Employability Committee is responsible for overseeing and scrutinising our education, skills, and employability provision.
- The Audit and Risk Committee oversees external audits and internal controls across United Response.
- The Nominations Committee acts on behalf of the board to ensure that appropriate governance arrangements are in place, including recruiting new Trustees.
- The Housing and Property Committee is responsible for scrutinising matters relating to the housing and property portfolio of United Response, including oversight of the delivery of the Housing Strategy.

Each committee can appoint co-optees to enhance their work should the Nominations Committee chair and members feel this would add value to the committee's work. During this year, the co-optees were:

Independent Safeguarding Adviser
- Patricia Dennison

Audit and Risk Committee
- Jon Barton (and co-optee to the Board)

Education, Skills, Employment and Enterprise Committee
- Stephen Maltby (and co-optee to the Board)
- Ian Robinson
- Matthew Hinton (Resigned September 2024)

Housing and Property Committee
- Colin Gummow
- Steve Coleman (appointed Trustee in July 2024, stepped down in September 2024)
- Julia Pritchard (Resigned December 2024)
- Carl Brazier (Resigned September 2024)

United Response adheres to principles of good governance, in particular the Charity Governance Code. In line with good practice, we undertake periodic reviews of our governance, both compliance with requirements and adherence to best practice. This activity is undertaken in part during annual business of the Board and its committees, for example review of committee Terms of Reference and their performance and through more in-depth periodic reviews.



Trustee Induction and Training

Trustees are recruited through a robust panel process, which includes the involvement of people we support. Over the past year, all trustees have completed safeguarding training and participated in a skills audit to identify their strengths and areas for development. They have also undertaken Insights profiling to gain a deeper understanding of how the Board works together from a behavioural perspective.

All trustees follow a comprehensive recruitment and induction checklist, ensuring they receive the necessary governance policies, organisational information and materials to carry out their roles effectively. In addition, our Board away days provide further opportunities to review strategic priorities, reflect on performance, and ensure trustees remain engaged and effective in their oversight of the charity's work.

This structured approach, combined with ongoing development opportunities, supports trustees in fulfilling their governance responsibilities.

The Executive team

The Chief Executive leads the executive team, reporting to the Chair of the Trustees. Through the Chief Executive, the directors are responsible for the day-to-day management and implementation of the strategy approved by the board, as well as leadership of the organisation and key decisions. They are the most senior paid employees of the organisation. Members of the executive team attend board and subcommittee meetings to brief the Trustees on organisational matters. As we sought to strengthen our leadership team we had several interim Director roles to support the organisation through this period of change, during the year the Directors were:

Interim Chief Executive
Belinda Phipps (Resigned February 2025)

Interim Chief Executive
Guy Van Dichele (Appointed May 2025)

Director of Finance and Company Secretary
Pete Thomas

Director of People and Inclusion
Jennifer Tremewan



Interim Director of Quality, Education, Skills and Employment
Sally Cornish (Appointed April 2024)

Interim Director of Communications and Marketing
Ali Gunn (Appointed September 2024)

Interim Director of Business Development
Sarah Frost (Appointed September 2024)

Interim Director of Housing and Development
Mark Nightall (Appointed September 2024)

Director of Operations
Sarah Allen (Appointed December 2024)

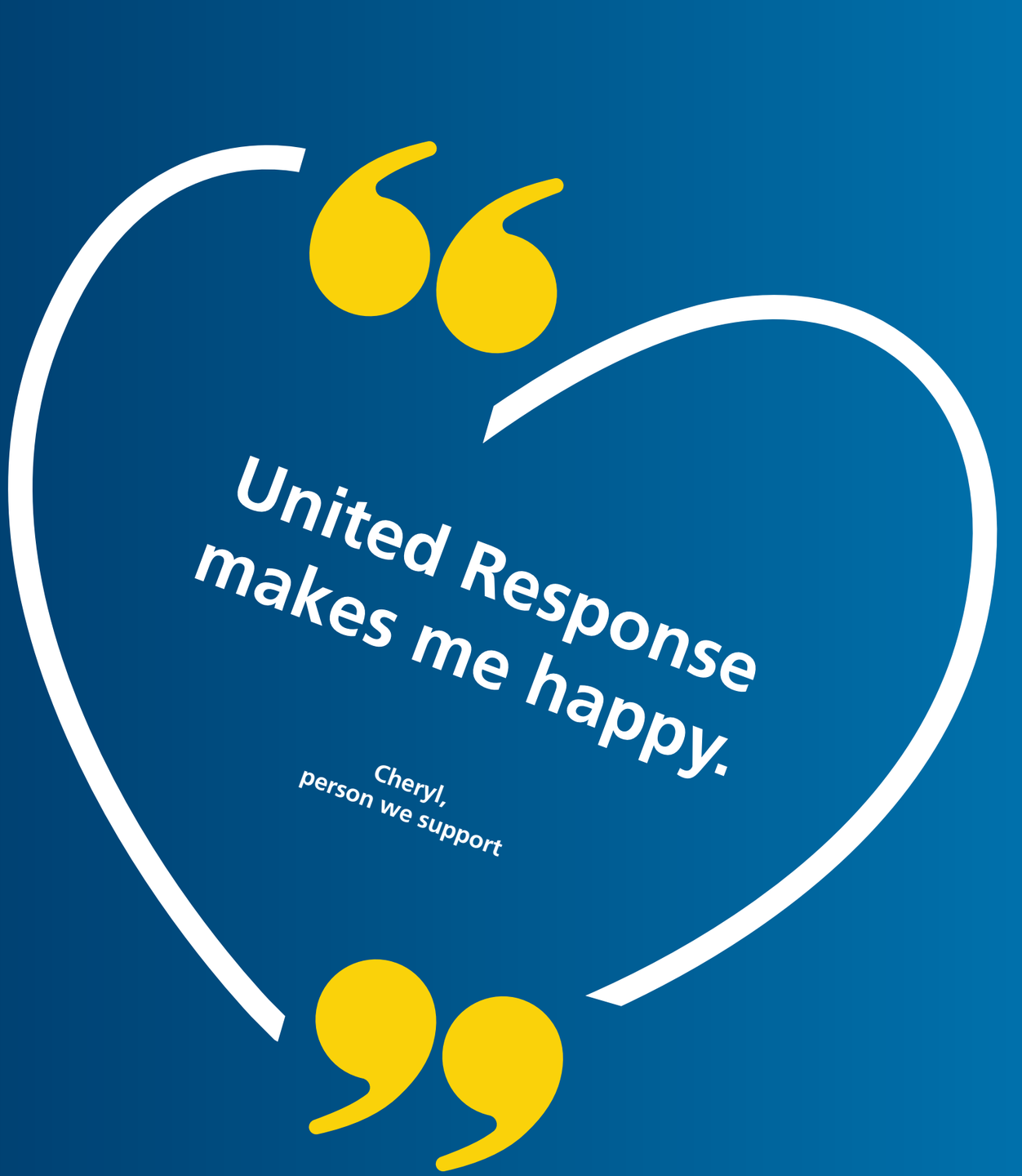
Director of Housing and Development
Be McCarrol (Resigned September 2024)

Director of Communities
Julia Casserly (Resigned October 2024)

Director of Quality and Practice
Sarah Battershall (Resigned October 2024)

Remuneration of the directors' team

The Nominations Committee is responsible for overseeing the pay and rewards of the Chief Executive and directors. The committee undertakes benchmarking with multiple sources, utilising external advice, to ensure that the pay of senior staff is appropriately reviewed against comparable organisations in the charitable sector and is proportionate to the overall pay rates in the charity. The committee reports its findings to the Board of Trustees.





Stakeholders and relationships

The relationships forged and maintained by United Response are the backbone of our history and future, and are deeply rooted in all our work, both at regional and national levels. Maintaining and fostering each of these relationships is a key priority for our charity. Our priorities and the decisions we made during the financial year carefully consider the importance of these relationships.



Stakeholder	How we engage	Our aims
People we support	Our support is person-centred. This means that people drive our support and what they want for their life, no matter their support needs. People we support don't just have a say in how they are supported in their service, they also have a say in how the organisation as a whole supports people. They do this by taking part in our People's Forum, working as Quality Checkers, and helping us interview and train new staff.	Through our work, we support people to exercise choice and control. We work alongside them so they can achieve the outcomes they want and meaningfully contribute to their communities so they can be active citizens. People we support should be able to say that as a result of access our services: ■ I am connected ■ I have relationships ■ I have choice ■ I have strengths ■ I am respected

> **Staff treat us with respect, speaking to us as people. The support our daughter receives in fantastic.**
>
> John, parent



Stakeholder	How we engage	Our aims
Families and circles of support	We work closely with family members and advocates so that we can benefit from their knowledge and experience. We keep families and circles of support up to-date and ensure that they are involved in our care and support plan. We also welcome family involvement more broadly in our organisation through family forums, interviewing staff and helping us to develop our strategy	Our aim is to work in partnership with families so that we can achieve the very best outcomes for their relative.

Stakeholder	How we engage	Our aims
Communities we work in and potential people we support	We work with 129 local authorities providing support for people who have learning disabilities, are autistic or who need mental or physical support needs. We reach the communities we work by: ■ Engaging with local partners including, the NHS, other support providers, local groups ■ Social media and digital marketing ■ Through our campaigning and media work to improve the social care sector, reduce stigma and challenge negative stereotypes ■ We share our practice resources with others in the UK ■ Producing accessible and Easy Read information and guidance Our support is person-centred. This means that people drive our support and what they want for their life, no matter their support needs. People we support don't just have a say in how they are supported in their service, they also have a say in how the organisation as a whole supports people. They do this by taking part in our People's Forum, working as Quality Checkers, and helping us interview and train new staff.	We aim to use our knowledge and experience to highlight how the social care sector and wider societal attitudes can be improved so that people can have a better quality of life. We work with our partners and funders so people can gain access to high quality services and support. We are recognised as experts in producing accessible information and are often commissioned to produce Easy Read translations.





Stakeholder	How we engage	Our aims
Our funders	We reach our funders in a variety of ways: ■ We hold long-standing, positive relationships with our funders meaning we work closely together on any relevant issues ■ We provide opportunities for our funders to visit our services and events ■ We seek feedback from our funders through surveys and use feedback and insights on our performance to help develop our offer. ■ We provide reports and updates about the projects that our funders support.	United Response gains funding from a variety of sources to deliver our services and activities, including from: • Local authorities • NHS trusts • Trusts and Foundations • Individual Giving
Our regulators	We ensure that we comply and engage with our regulators by: ■ Compiling and submitting timely reports and returns ■ Self-reporting when necessary ■ Being prompt with any requests for information ■ Meeting with our regulators and updating them on our performance	We maintain strong governance and compliance with our regulators, which includes: • CQC • CIW • Ofsted • The Charity Commission • Companies House
Our staff	We engage, reward and recognise our staff in a number of ways: ■ Providing learning and development opportunities ■ Focusing on improving our culture and equality, diversity and inclusion ■ Recognising staff through our UR Stars awards scheme ■ Listening to staff through our staff forum, United Voice, and improving two-way internal communication.	We aim to recruit and retain a skilled workforce who are signed up to our vision, mission and our values.

Risks and how we manage them

We apply a structured and proactive approach to risk management, ensuring that key risks are identified, assessed and addressed at the appropriate level of the organisation.

Each department maintains its risk register, enabling local ownership and early identification of emerging issues. Risks that exceed our tolerance levels or have cross-organisational implications are escalated through clear channels to the corporate risk register, where they receive senior oversight and strategic attention. Our risk appetite statements guide decision-making by clarifying the level of risk we are prepared to accept in pursuit of our objectives, helping to balance innovation with control.

To assure that risks are being effectively managed, we deliver a comprehensive annual plan of assurance activity, including a targeted programme of internal audits aligned to our strategic priorities and risk profile. This is complemented by regular reviews of risk registers, deep dives into priority areas, and ongoing engagement with operational and support teams. Together, these mechanisms form a dynamic and responsive risk management framework that supports informed decision-making, strengthens accountability, and enhances our ability to deliver safe, high-quality services and efficient, effective corporate services within a complex and ever-changing environment.



Description of risk	Annual trend	How we've mitigated the risk
Safeguarding Safeguarding remains a critical and ongoing priority for the charity, underpinning our commitment to delivering safe, effective, and high-quality care. The evolving range of needs among the individuals we support, alongside workforce challenges and sector-wide recruitment pressures, presents a persistent risk to maintaining consistently high safeguarding standards. We continue to evolve to ensure that our policies, standards, training and reporting procedures are of the highest possible quality. Despite financial challenges, we continue to invest in safeguarding to ensure that we identify, mitigate and learn from risks both proactively and where required, reactively.	Stable	■ We have reshaped our Quality team (increased audit capacity, increased health capacity, increased safeguarding and data team capacity) and review of management structures within operations. ■ We have commissioned an independent safeguarding review ■ We have escalated the safeguarding risk in our risk register to retain continuous oversight ■ We have reviewed and improved a number of our safeguarding related processes including complaints, incidents and digital reporting.
Financial sustainability United Response continues to be impacted by a long-standing risk related to financial sustainability, driven in large part by a persistently volatile economic climate. This year, the risk has been exacerbated by two external events related to changes to National Insurance for employers (Oct 2024) and more recently VAT novation and recovery (April 2025). These developments, alongside ongoing challenges related to pressures within both the care sector and local authority funding highlight the need for sustained focus and vigilance.	Worsened	■ We have continued our application of a financial adversity recovery plan via a framework of triggers that enable United Response to act accordingly when its financial position changes or economic events occur ■ We continue to hold ongoing negotiations with local authorities for new and renewed contracts. The viability of our contracts is reviewed consistently ■ We run a proactive programme of financial performance monitoring ■ We have enhanced our focus on financial controls and processes ■ We have undertaken some organisational reshaping in appropriate areas.

Description of risk	Annual trend	How we've mitigated the risk
Maintaining the quality of our services We are actively strengthening the consistency and quality of care across our services. We are using outputs from Internal Assurance activity and regulatory assessments to enhance key aspects of our services, particularly in the use of digital care planning tools, staffing capacity, and elements of our quality management framework. In response, we have launched a targeted programme of quality improvement, enhanced our internal audit methodology, and are investing in workforce capability and system-wide learning. These actions will support more consistent practice and better outcomes for the people we support, and remain a key focus for the year ahead.	Stable	■ We have reshaped our organisational Quality function ■ We are in the process of developing and embedding a robust quality management framework ■ We are continually looking to improve our use of digital care planning ■ We have increased use of Internal Audit to provide assurance that our services are operating safely and to a high standard.
Data management We are a large nationwide charity with a diverse operational network and several legacy systems, many of which are not integrated. We are now delivering a programme of digital improvement, with gaps in our data management practices being patched in order to mitigate risk concerning transparency, compliance and performance. Improving the accuracy and reliability of our data in areas such as housing and facilities, compliance, quality and incidents will enhance our assurance regarding some critical business units and functions.	Stable	■ The implementation of our digital care management system is significantly improving data management relating to people we support and our operations ■ Ongoing digital improvements and upgrades ■ We are working on improved data structures and have recruited specialist staff to manage and oversee key data and processes.

Description of risk	Annual trend	How we've mitigated the risk
Disruption and distraction during transformation Throughout this year we have undergone significant transformation, which has at times increased our exposure to operational disruption and uncertainty. This includes the loss of organisational and sector-specific knowledge, and temporary impacts on business-as-usual activities. In response, we are actively strengthening change management processes, improving knowledge retention, and enhancing strategic clarity to ensure stability and resilience as we continue to evolve.	Reduced	■ We have been strengthening our change management processes to minimise disruption. ■ Consistent use of Internal Communications has provided clarity on strategic direction. ■ We have been reviewing and adjusting structures to better align with evolving priorities. ■ We have been supporting teams through periods of change with targeted leadership engagement.



Our performance

Quality management and safeguarding

Keeping people safe, well and protected from abuse is at the heart of what we do. To achieve this, we work with our partners, such as local safeguarding boards, the Care Quality Commission (CQC), Care Inspectorate Wales (CIW) and Ofsted.

We continued to perform well within the CQC Market Oversight Group with 94% of our services receiving a good rating. 100% of our CIW-regulated services are rated as good with no non-compliances or non-conformances. Ofsted inspected our Further Education College in this reporting period and received a rating of requires improvement.

Quality improvement

During our transformation year, we revised our audit process for services and how we utilise the information we collect and collate to enhance information quality.

We also appointed an Engagement and Involvement Manager who collaborates directly with our Quality Checkers, People's Forum and UR consultants. They will work closely with our operational teams to gain a deeper understanding of lived experiences, which will inform our organisation's future decisions.
Our quality team revised our internal audit tool, making it a much more comprehensive and detailed audit that aligns with the CQC quality statements. In 2024/25 our team of auditors completed 34 audits.

They found:

- Our care and support are generally very good.
- Recording of information on Nourish is improving.
- Recording of incidents, accidents, safeguarding incidents and complaints is providing much better oversight.
- We must continue to embed training around the Mental Capacity Act.
- Support plans could better reflect the day-to-day lives of the people we support.
- We need to involve the people we support more in the creation and review of their care and support.

As a result of their findings, we have:

- Reviewed the rollout of our Nourish to ensure we make continuous improvements and embed a culture of improved reporting.
- Worked with services and staff teams to ensure that the information on Nourish is fit for purpose, person-centred, and person-led.
- Worked with central teams, such as learning and development and people and inclusion to ensure that our staff is knowledgeable, skilled, and competent.
- Recruited a new Director of Quality who will be instrumental in forming a quality assurance framework and strategy.



Safeguarding

United Response is committed to embedding a culture of safeguarding and learning across our organisation. We do this by training and supporting our staff to follow our safeguarding and whistleblowing policies and procedures, implementing various control measures and processes such as risk assessment, person-centred planning and positive behaviour support planning. We encourage and welcome the involvement of the families and friends of the people we support. This acts as a safeguarding measure and is essential to their quality of life.

In 2024/25 we examined 271 safeguarding incidents that involve the people we support. Of these:

- We conducted full investigations using a tiered investigation process depending on the seriousness and impact of the safeguarding incident.
- We found 16% were substantiated against United Response, 84% were not substantiated against United Response and 83% had been closed out by the Local Authority.
- To support our ongoing commitment to improving safeguarding, we have:
- Recruited a Safeguarding, Incidents and Complaints Manager to support the central safeguarding function to ensure that safeguarding incidents can be reviewed daily.
- Refined the escalation process to support managers with effective safeguarding and serious incident support when they need it.

Our commitments

We fully comply with the obligations under the Modern Slavery Act 2015. Our annual transparency statement for the year ended 31 March 2024 is on our website. United Response takes a zero-tolerance approach towards fraud, bribery and corruption. It is committed to complying with all applicable laws and regulations relating to fraud, bribery and corruption wherever it operates.

Our People and Culture

This year, we appointed a dedicated Equality, Diversity and Inclusion (EDI) Specialist to lead the implementation of our EDI strategy and support the cultural transformation required to become a truly inclusive employer. As a result, we have achieved the following:

- The introduction of mandatory EDI e-learning for all staff.
- Developed and published a suite of inclusive resources on our internal Hub.
- Delivered a series of inclusion awareness campaigns, including Black History Month, Neurodiversity Awareness, Mental Health Awareness, Deaf Awareness, International Women's Day, Downs Syndrome Awareness, Race Equality Week, and Pride.
- Introduced a quarterly EDI Infographic, a user-friendly resource that visually presents key workforce demographics such as gender, age, disability, and ethnicity to help us to raise awareness of the gap between our current state and where we want to drive improvements.

We are transparent in our approach reporting EDI data to the Finance and Resources Committee as well as capturing and acting upon this data as part of People and Inclusion KPI's.

Improving Wellbeing and Engagement

We recognise that many of our frontline colleagues face challenging and often stressful situations both at work and at home. In response, we introduced BUPA counselling services to offer timely access to professional mental health support.

We also strengthened our employee voice by continuing to work closely with United Voice, our employee forum. This year, we welcomed three new convenors and developed United Voice Digital. This made the forum more accessible and engaging through features such as polls, breakout rooms and opportunities to submit questions before and during meetings.

To better understand our workforce and monitor engagement, we conducted three themed pulse surveys:

- EDI and workforce demographics
- Reward and Recognition
- Wellbeing

Each survey included six core questions to assess engagement. 74% of respondents said they would recommend United Response as a great place to work.

We also celebrated UR Stars, apprenticeships and long service at our annual celebration event in October. The event was well attended including people we support, trustees and our President, Andrew Marsden.

Gender Pay Gap

At United Response, our Mean Gender Pay Gap decreased significantly from 2.26% in 2023 to just 0.1% in 2024 indicating that, on average, men and women now earn almost exactly the same hourly rate.

Inclusive employment opportunities for disabled people

We are proud to hold Disability Confident Leader status (Level 3 of the UK Government's Disability Confident Scheme), demonstrating our commitment to disability inclusion in recruitment and Employment. As a Disability Confident Leader, we:

- Guarantee interviews for disabled applicants meeting the minimum criteria.
- Actively recruit, employ, and support disabled people within our workforce.
- Sourcing opportunities for people we support to gain employment opportunities within our charity.

We are investing in inclusive recruitment and development programmes to ensure equitable access to opportunities. This commitment is embedded within our Recruitment Policy and Equality and Diversity Policy, ensuring fairness and accessibility across the employment cycle. We also provide reasonable adjustments in recruitment and workplace support for staff who become disabled, enabling them to remain in their roles and progress in their careers.

These measures demonstrate our determination to foster an inclusive workplace where disabled employees are supported to thrive.



Our environmental impact

- Total energy use: 3,904 MWh
- Total Carbon Emissions: 769.6 Tons
- Intensity Radio 2024 1 (full time staff): 0.26 Ton per staff member
- Intensity Radio 2024 2 (Degree Day): 0.38 Ton per Degree Day

Quantification and Reporting Methodology

We have followed the 2019 UK Government Environmental Reporting Guidelines to include Streamlined Energy and Carbon Reporting Guidance. We have also reported on some aspects of the GHG Protocol Value Chain (Scope 3) but we are not yet able to report on all categories that may be relevant. The figures relate to the Scope 3 emissions, where information has been made available from the required elements.

We have used the UK Government GHG Conversion Factors for Company Reporting (2024).



Annual result

	Current year	Year past	Difference
Total annual co2e tonne	769.60	786.82	17.22
TOTAL ANNUAL ENERGY USED kwh	3,904,287.39	4,052,921	80,041

Intensity ratio

	Current year	Year past	Difference
Tonnes of co2e per fte	0.26	0.228	-0.03
Tonnes of co2e per degree day	0.38	0.42	0.04

Emission scope breakdown

Scope 1	Scope 2	Scope 3	Market scope 1	Market scope 2
526.71	242.89	177.23	n/a	n/a

Degree day information

	Current year	Year past	Difference
Heating demand	2031.4	1856	n/a

Fuel type emissions table

	Current year	Year past	Difference
GAS (CNG)	0.1829	0.18256	n/a
ELECTRICITY	0.20705	0.20707	n/a

Annual reduction target	30.708 Tonne



	Activity	Annual kWh	Annual CO2e (Kg)
Scope 1	Gas (CNG)	2330668	426.28
	Vehicles (Company)	400530	100.43
	Microgeneration	0	0
	Total	2731198	526.71
Scope 2	Electricity	1173089	242.89
	Electricity From PV	0	0
	Total	1173089	242.89
Scope 3		0	0.00
	Vehicles (Grey)	657495	177.23
	Tranmission and Distribution	1173089	0.00
	Total	1830584	177.23
Gross		3904287.39	769.60
Exported	Renewables	0.0	0.0
Total	Metric Tonnes	3904287.39	769.60
Full time employees (FTE)	3002		
Degree Days	2031.4		

Reporting methodology

The following methodology was used to determine the Energy and Carbon use by United Response. The sum of these figures was calculated to provide a figure. The following methodologies have been used to calculate annual energy consumption.

Electricity Metered Data

Data was provided in the form of an invoice for each Meter Point Administration Number (MPAN) by the power supplier for the period. Where this data was not complete estimates have been used based on seasonality and historic consumption. Where no invoicing was available, data was provided by the Meter Operator, the Data Aggregator and the Data Collection Provider based on historic measured consumption. The quantity of energy is calculated in Kilowatt Hours (kWh) and multiplied by the conversation factor stated in UK Government GHG Conversion Factors for Company Reporting Version 2, 2024.

Gas Metered Data

Data was provided in the form of an invoice for each Meter Point Registration Number (MPRN) by the power supplier for the period. Where this data was not complete estimates have been used based on seasonality and historic consumption. Where no invoicing was available, data was provided by the Data Aggregator and the Data Collection Provider based on historic measured consumption. The quantity of energy is calculated in Kilowatt Hours (kWh) and multiplied by the conversation factor stated in UK Government GHG Conversion Factors for Company Reporting Version 2, 2024.

Vehicles

Fuel consumption for vehicles owned and operated by United Response is recorded in two ways – fuel



purchases via a fuel card is recorded in litres, fuel purchased by an employee for business is paid for per mile – the data provided has been converted to kWh and the conversion factor applied for each fuel type to calculate scope 1 emissions. Where staff have claimed mileage for grey fleet, we have converted the mileage to kWh on a basis on 1kW = 1mile and converted this to litres using an estimate of 10kW per litre.

Degree Day Data

Degree Day Data is generated from the temperatures recorded Kenley, England, GB (0.09W,51.3N)

Reference and administrative details

United Response is a Charity registered with the Charity Commission and a company limited by guarantee.

Company and VAT number 01133776 / GB317764974

Charity number 265249

Trustees

During the year the trustees were:

- Malcolm McCaig, Chair
- Joe Anichebe, Vice-Chair and Honorary Treasurer (Appointed July 2024)
- Mark McLaughlin, Chair of Audit and Risk Committee
- Alison Stanley, Chair of Finance and Resources Committee
- Guy Van Dichele, Chair of Operations Committee (Resigned February 2025)
- Satya Samal
- Deborah Tavana
- Lisa Odendaal
- Vicky Whelan, Chair of Operations Committee from February 2025
- Bronagh Scott (Retired July 2024)
- David Willis, Vice Chair (Retired July 2024)
- Charles Garthwaite, Treasurer (Retired July 2024)
- Steve Coleman (Resigned September 2024)
- Nicola Pawsey (Resigned February 2025)

Bankers

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Croydon
CR0 2BX

About this report

This report outlines the aims, objectives and performance of United Response for the year 2024 to 2025. Through this report, we aim to highlight what we do, the outcomes of our work and how we use the money we receive to deliver our charitable objectives.

This report provides evidence of the charity's activities, which are all for the public benefit and are delivered on a not-for-profit basis. The objects of the charity are to support people with learning disabilities or physical disabilities, autistic people, and those with mental health needs to live the life they choose in their own community. We do this by delivering care and support services encompassing residential care, supported living, housing, employment support, day opportunities, skills and wellbeing activities and further education.

The report is presented by the Board of Trustees of the charity under UK charity law who are also directors under UK company law. In this report we refer to the members of the Board as "the Trustees". The report includes the reference and administrative details on page 58, the Statement of Trustees responsibilities on page 59 and 60 and the financial statements on pages 66 to 89. In preparing the report, we aim to meet our overall obligations under the rules and regulations.

As far as the Trustees are aware, there is no relevant audit information of which the auditors are unaware, and the Trustees have taken all reasonable steps to ensure that all relevant information has been disclosed appropriately to the auditors.

Statement of Trustees responsibility

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

Company law requires Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP



- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as each of the Trustees of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each trustee has taken all of the steps that he/she should have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Public Benefit Statement

United Response exists entirely for the public benefit. All our activities are carried out in support of our charitable objectives. The core of our work is in providing services for disabled people. We provide social care services primarily under contracts with local authorities, the NHS and personal budgets. It is central to our ethos and charitable status that we promote and campaign for the wider public benefit of our beneficiaries in terms of equality and citizenship. We have taken into account the guidance in the Charity Commission's general advice on Public Benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

With thanks

The Trustees would like to express their thanks to everyone who contributes to United Response's work; the people we support and their families, our staff, our commissioners, funders, donors and partners. We are grateful for your tireless dedication and support for our cause. The Trustees' Annual Report and the strategic report contained within was approved by the Trustees of United Response on 22 October 2025 and signed on its behalf by



Malcolm McCaig, Chair;

I have no worries or concerns for my brother's future. He's in a wonderful place – the best place he's ever been – and he doesn't worry about anything.

Sandra, sister of someone we support

Independent Auditors Report



Opinion

We have audited the financial statements of United Response ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2025 which comprise the Group Statement of Financial Activities, the Group and Company Balance Sheets, the Group Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).
In our opinion the financial statements:

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

Basis for opinion

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

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

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

Other information

The trustees are responsible for the other information 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 on in this regard.
Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, 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 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 with respect to the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent company has not kept adequate accounting records; or
- the parent company 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 59 , the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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



We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, including financial reporting legislation and the Charity SORP (FRS 102), and [local] tax regulations. 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 necessary to the group's ability to operate or to avoid a material penalty. 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 also considered the opportunities and incentives that may exist within the group for fraud. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of contract income, recording the impact of CQC regulatory reviews and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Vincent Marke
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London

12.11.2025

United Response Consolidated Statement of Financial Activities

For the year ended 31 March 2025 (incorporating a consolidated income and expenditure account)

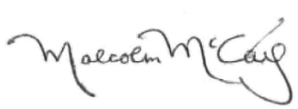
	Notes	Unrestricted Funds 2025 £'000	Restricted Funds 2025 £'000	Total Funds 2025 £'000	Total Funds 2024 £'000
Income from:					
Donations and legacies	2	118	201	**319**	570
Charitable activities	5	105,857	-	**105,857**	105,377
Investments	3	515	-	**515**	560
Other activities	4	-	-	**-**	1
Total income		**106,490**	**201**	**106,691**	**106,508**
Expenditure on:					
Raising funds	6	304	-	**304**	288
Charitable activities	6	106,862	99	**106,961**	107,333
Other activities	6	762	-	**762**	1,743
Total expenditure		**107,928**	**99**	**108,027**	**109,364**
Net deficit on operations		**(1,438)**	**102**	**(1,336)**	**(2,856)**
Net gain/(loss) on investments	21	23	-	**23**	**166**
Net (expenditure)/income before transfers between funds		**(1,415)**	**102**	**(1,313)**	**(2,690)**
Transfers between funds	21	370	(370)	-	**-**
Net movement in funds		**(1,045)**	**(268)**	**(1,313)**	**(2,690)**
Reconciliation of funds: Total funds at 1 April 2024		15,861	2,163	18,024	20,714
Total funds at 31 March 2025	18	**14,816**	**1,895**	**16,711**	**18,024**

The notes on pages 70 to 89 form part of these accounts. All the above results are derived from continuing activities. All gains and losses recognised in the year are included above. If income and expenditure from Other Activities are ignored, the net deficit would be - £574,000 (2023/24 deficit of -£1,114,000).

United Response Consolidated and Charity Balance Sheets - As at 31 March 2025

	Notes	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Fixed assets					
Intangible assets	11	**-**	1	**-**	1
Tangible assets	12	**5,139**	5,422	**5,139**	5,422
Investments	13	**2,743**	2,814	**2,743**	2,814
Total fixed assets		**7,882**	**8,237**	**7,882**	**8,237**
Current assets					
Stocks		**-**	40	**-**	40
Debtors	14	**10,473**	11,433	**6,493**	7,902
Cash at bank and in hand		**12,052**	12,728	**12,047**	12,722
Total current assets		**22,525**	**24,201**	**18,540**	**20,664**
Creditors - amounts falling due within one year	15	**(11,388)**	(12,299)	**(7,407)**	(8,764)
Net current assets		**11,137**	**11,902**	**11,133**	**11,900**
Total assets less current liabilities		**19,019**	**20,139**	**19,015**	**20,137**
Provision for liabilities	17	**(2,308)**	(2,115)	**(2,308)**	(2,115)
TOTAL NET ASSETS	18	**16,711**	**18,024**	**16,707**	**18,022**
FUNDS OF THE GROUP:					
Restricted funds					
Restricted funds	19	**1,089**	1,333	**1,089**	1,333
Restricted property fund	20	**806**	830	**806**	830
Total restricted funds	19	**1,895**	**2,163**	**1,895**	**2,163**
Unrestricted funds					
General funds	21	**9,172**	9,858	**9,168**	9,856
Designated funds	21	**5,644**	6,003	**5,644**	6,003
Total unrestricted funds		**14,816**	**15,861**	**14,812**	**15,859**
TOTAL GROUP FUNDS	18	**16,711**	**18,024**	**16,707**	**18,022**

The notes on pages 70 to 89 form part of these accounts. The deficit for the financial year, dealt within the financial statements of the parent charity, with company number 1133776, was £1,313,000 (2023/24 deficit of - £2,690,000) after gift aid from subsidiaries. These financial statements were approved by the Board and authorised for issue on 22 October 2025.



Malcolm McCaig - Chair



Joe Anichebe - Treasurer

United Response Consolidated Statement of Cashflows - For the year ended 31 March 2025

	Notes	2025 £'000	2024 £'000
Cash flows from operating activities:			
Net cash used in operating activities	A	**(677)**	**374**
Cash flows from investing activities			
Dividends and interest from investments		**64**	52
Purchase of Investment Portfolio		**(124)**	(2,036)
(Decrease) / increase in cash held for reinvestment		**218**	1,382
Purchase of property, plant and equipment		**(157)**	(332)
Net cash generated / (used) in investing activities		**1**	**(934)**
Change in cash and cash equivalents in the reporting period		**(676)**	(560)
Cash & cash equivalents at the beginning of the reporting period		**12,728**	13,288
Cash and cash equivalents at the end of the reporting period	B	**12,052**	**12,728**

A. Reconciliation of net income to net cash flows from operating activities

Net income for the reporting period (as per the Statement of Financial Activities)	**(1,313)**	(2,690)
Adjustments for:		
Depreciation and amortisation charges	**217**	382
Returns on investments	**(23)**	(166)
Dividends and interest from investments	**(64)**	(52)
(Gain) / loss on sale of fixed assets	**82**	-
Decrease / (increase) in stocks	**40**	-
Decrease / (increase) in debtors	**960**	(131)
(Decrease) / Increase in creditors	**(911)**	1,241
Increase / (decrease) in provisions	**335**	1,790
Net cash provided by operating activities	**(677)**	**374**

B. Analysis of cash and cash equivalents

Cash in hand	**103**	87
Cash at bank	**11,949**	12,641
Total cash and cash equivalents	**12,052**	**12,728**

The notes on pages 70 to 89 form part of these accounts.

United Response Notes to the Accounts for the year ended 31 March 2025

Charity Information

United Response is a public benefit entity registered as charity in England and Wales and a company limited by guarantee.

It was incorporated on 11 September 1973 (company number: 1133776) and registered as a charity on 2 October 1973 (charity number: 265249).

The address of the registered office is 3rd Floor, Suite B Corinthian House, 17 Lansdowne Rd, London CR0 2BX.

1. Accounting Policies

a) Basis of preparation

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The financial statements have been prepared in accordance with the second edition of the Charities Statement of Recommended Practice issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and Companies Act 2006.

The charity has taken advantage of the exemptions in FRS 102 from the requirements to present a charity only Cash Flow Statement and certain disclosures about the charity's financial instruments.

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

b) Group financial statements

These financial statements consolidate the results of the charity and its wholly owned subsidiaries: United Response Services Limited, United Response in Business Limited (dormant) and Robert Owen Communities (dormant) and are referred to as "the Group".

A separate statement of financial activities and income and expenditure account are not presented for the charity itself following the exemptions afforded by section 408 of the Companies Act 2006.

c) Preparation of the accounts on a going concern basis

We have set out in this report a review of United Response's financial performance, the reserves position and principal risks and uncertainties.

Going Concern is considered for the period 12 months from the date of approval.

United Response's liquidity is evident in review of the consolidated reserves which stand at £16.7m (2023/24 - £18.0m) and £8.9m as free reserves (2023/24 - £9.9m), of which almost all is held as cash and short-term fixed deposits.

The current economic climate has been challenging due to a soar in the cost of living, the disruption of global supply chains and a recruitment crisis. We have maintained some remedial actions, using reserves and proceeds of sold properties from services we handed back where local authority fees did not meet the total cost of delivering good quality care and support. United Response's free reserves continue to be considered sufficient to provide cover for any short term unexpected changes in income and expenditure.

The trustees therefore have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future being at least twelve months from the date of approval of these financial statements and are not aware of any other material uncertainties which may adversely affect the organisation. Accordingly, the financial statements continue to be prepared on the going concern basis.

d) Critical accounting judgements and key sources of uncertainty

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

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

In the view of the trustees, other than those matters disclosed above, there are no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date likely to result in a material adjustment to their carrying amounts in the next financial year.

e) Income

Any funds received are accounted for as income when United Response can meet the following recognition criteria: it has entitlement, there is probability (more likely than not) that it will be received, and the monetary value can be measured with sufficient reliability.

Sources of funds include Charitable contractual income, Grants, Legacies, Gifts in kind/Donation and investment income. Any funds received in advance are deferred until the contracted service has been provided at which point United Response is entitled to record it.

Where there are terms or conditions attached to incoming funds, particularly grants, then these terms or conditions must be met before the income is recognised. Where terms or conditions have not been met or uncertainty exists as to whether they can be met then the relevant income is not recognised in the year but deferred and shown on the balance sheet as deferred income.

Grants are recognised on the performance model, when the charity has complied with any conditions attaching to the grant and the grant will be received. See Note 4 for revenues recorded related to additional Government grants and funding for the pandemic.

f) Expenditure

Costs of raising funds are those costs incurred in attracting voluntary income. Charitable activities include expenditure associated with the provision of support to people with learning disabilities or mental health needs and include both the direct and support costs relating to these activities. Governance costs are primarily associated with constitutional and statutory requirements. Where support costs cannot be directly attributed to one of the charity's activities they have been allocated on the basis of estimated time spent.

g) Operating leases

Rental costs under operating leases are charged to the statement of financial activities on a straight line basis over the period.

h) Pension schemes

United Response operates a non-contributory stakeholder pension scheme for eligible staff members. Current employer's contributions amount to 3% of pensionable earnings. The charity also contributes to the NHS pension scheme, the West Yorkshire Pension Fund and the Nottinghamshire County Council Pension Fund in respect of staff members who have transferred from other employers. These are defined benefit schemes which we account for as defined contribution schemes as it is difficult to identify the charity's share of the underlying assets and liabilities; we hold £100,000 in reserve relating to these schemes should we be required to supplement our contributions.

i) Intangible fixed assets

Computer software costs have been capitalised within intangible assets as they can be identified with a specific project anticipated to produce future benefits.

Once brought into use, they are amortised on the straight line basis over four years, which is in line with the useful life of the technology, with the application since moving to a SAAS platform and any costs related to this are recognised in the SOFA.

j) Tangible fixed assets and depreciation

Tangible fixed assets costing more than £2,000 are capitalised and shown at cost. Depreciation has been charged to write off all fixed assets, except for freehold land, over their estimated useful lives, at the following rates:-

Freehold buildings and improvements	2% to 25% on cost
Leasehold buildings	over period of lease
Furniture and equipment	25% on cost
Motor vehicles	25% on cost

k) Impairment Review

An impairment review will be performed an annual review of the economic value of assets on the asset register. This review will be designed to identify assets where the value has been impaired by changes to business activities or by other events.

A charge will be made to reflect any diminution in value that is identified.

l) Financial instruments

United Response has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise overdrafts and trade and other creditors.

Investments, including bonds held as part of an investment portfolio, are held at fair value at the balance sheet date, with gains and losses being recognised within income and expenditure. These are detailed in note 12 to these accounts. Investments in subsidiary undertakings are held at cost less impairment.

All investments held are included in the balance sheet at market value.

m) Stock

All stock is held at the lower of cost and net realisable value.

Since 2016, stock holdings included farm stock from the Robert Own Communities (ROC) acquisition and small supplies for the Café.

As a result of the pandemic, stock now includes holdings of Personal Protective Equipment (PPE) in a privately managed distribution warehouse. Once PPE is distributed to the services, it is recorded as an expense.

n) Provisions

United Response has commitments to make good dilapidations and carry out repairs under various property leases. A provision is made for all leased properties that may be subject to a potential dilapidation charge and is based on the experience of recent actual costs incurred when vacating premises.

o) Funds

Income received subject to specific conditions imposed by the donor is included in restricted funds. Revenue expenditure is allocated against these funds as incurred. Restricted funds which have financed fixed assets are reduced by amounts equivalent to any depreciation charge over the expected useful lives of the assets concerned. The analysis of restricted funds is shown in note 17 to the accounts.

p) Cash at bank and in hand

Liquid resources are defined as cash at bank and in hand immediately available to meet working capital needs. Other cash not required for working capital requirements are classified as investments.



2. Analysis of Donations and Legacies

	Total 2025 £'000	Total 2024 £'000
Donations from trusts		
Clothworkers' Foundation	**45**	35
Electoral Commission	**49**	-
Joseph Rowntree Foundation	**-**	16
The National Heritage Lottery Fund	**73**	27
Motability Grant	**-**	200
Peter Harrison Foundation	**-**	20
Other	**2**	34
Total donations from trusts	**169**	**332**
Legacies		
Mary Parkin	**38**	-
Harry Myers	**25**	-
Other	**1**	-
Total donations from legacies	**64**	**-**
Total other voluntary income	**86**	**238**
Total donations and legacies	**319**	**570**

3. Analysis of Income from Investments and Other Activities

	2025 £'000	2024 £'000
Investment income is made up as follows:		
Bank interest	**473**	522
Dividend received	**42**	38
Total investment income	**515**	**560**

4. Income from other activities

	2025 £'000	2024 £'000
Gain on sales of fixed assets	**-**	1
Other income/(expenditure)	**-**	**1**

5. Analysis of Income from Charitable Activities

	Contractual Income £'000	Grants £'000	Trading Income £'000	Total 2025 £'000	Total 2024 £'000
Learning disability residential services	9,933	-	-	**9,933**	12,471
Learning disability supported living services	83,661	-	-	**83,661**	76,719
Other learning disability services	7,660	25	-	**7,685**	6,080
Mental health services	1,555	-	-	**1,555**	1,425
Employment Opportunities - people we support	2,561	-	264	**2,825**	2,236
Government funding	-	-	-	**-**	497
Capital Grants	198	-	-	**198**	421
Total income from charitable activities	105,568	**25**	**264**	**105,857**	**99,849**

	2025 £'000	2024 £'000
Contractual income is made up as follows:		
Income from statutory authorities	**99,825**	93,851
Income from people we support and other sources	**5,743**	4,920
Total contractual income	**105,568**	**98,771**

	2025 £'000	2024 £'000
Grant income is made up as follows:		
Government funding - Covid 19 & WRRF	-	6
NHS England property grants	-	108
Skills for care	-	12
Nottingham Local Authority	21	-
Grants to support employment (various)	-	3
St Raphaels	-	861
Other small grants	4	-
Total grant income	**25**	**990**

6. Analysis of Total Expenditure

	Direct Costs £'000	Support Costs £'000	Total 2025 £'000	Total 2024 £'000
Raising funds	**295**	**9**	**304**	288
Charitable activities				
Learning disability residential services	9,087	1,274	**10,361**	12,550
Learning disability supported living services	71,879	12,319	**84,198**	83,595
Other learning disability services	6,728	992	**7,720**	6,622
Mental health services	1,241	216	**1,457**	1,572
Employment Opportunities - people we support	2,407	287	**2,694**	2,402
Governance costs	527	-	**527**	592
	91,869	**15,088**	**106,957**	**107,333**
Other	-	762	**762**	1,743
Total expenditure	**92,164**	**15,859**	**108,023**	**109,364**

Governance costs have been allocated to activities on the basis of estimated time spent.

Other costs of £680k (2023/24 - £1,743k) relates to the contracted costs of the proposed Oracle Enterprise system and Nourish IT Systems. The remaining £82k (2023/24 - £0) relates to the write-off of disposed assets.

7. Analysis of Support Costs

	2025 £'000	2024 £'000
Regional support and training	**4,990**	5,807
Service development and quality	**2,012**	1,114
Communication and policy	**596**	512
Financial, HR and legal	**4,197**	3,817
Information Technology	**2,254**	1,882
General management	**1,050**	1,186
Total support costs	**15,099**	**14,318**

Support costs have been allocated to activities on the basis of estimated time spent.

8. Net Deficit on Operations for the Year

	2025 £'000	2024 £'000
This is stated after charging:		
Depreciation and amortisation	358	355
Auditors' remuneration including VAT	51	50
Other fees paid to Auditors including VAT	13	13
Amounts paid under operating leases		
- Land and buildings	946	1,053
- Motor vehicles	238	256

9. Trustee benefits and expenses

A total of £403 was paid to 5 trustees during the year (2023/24 - £2,401). The expenses reimbursed to trustees cover travel and subsistence costs only. Indemnity insurance is provided for the trustees as part of the overall management liability policy, the total premium paid during the year amounted to £16,654 (2023/24 - £18,956).



10. Staff costs

	2025 £'000	2024 £'000
Total staff costs for the year were as follows:		
Wages and salaries	**78,793**	74,808
Social security costs	**6,966**	6,433
Pension contribution costs	**1,732**	1,548
Total	**87,491**	**82,789**

Wages and salaries include £1,183,000 (2023/24 - £524,000) of redundancy and termination payments which were paid out in accordance with our redundancy policy and legal requirements.

	2025 Number	2024 Number
Average number of staff employed		
Direct charitable activities	**3,053**	3,134
Support and governance	**303**	308
Generating voluntary income	**2**	4
Total	**3,358**	**3,446**

Number of employees whose remuneration (including taxable benefits) exceeded £60,000 during the year		
£60,000 - £70,000	**14**	14
£70,001 - £80,000	**8**	12
£80,001 - £90,000	**4**	2
£90,001 - £100,000	**-**	1
£100,001 - £110,000	**1**	3
£110,001 - £120,000	**-**	1
£120,001 - £130,000	**1**	1
£130,001 - £140,000	**-**	-
£140,001 - £150,000	**-**	1
£150,001 - £160,000	**-**	-
£160,001 - £170,000	**1**	-
Total	**29**	**35**

Total pension contributions outstanding at the year end were £270,000 (2023/24 - £266,000).
The executive team for the year 2024/25 consisted of the Chief exec, Director of Finance, Director of People and Inclusion, Director of Operations, interim Director of Communications and Marketing, interim Director of Business Development, interim Director of Quality, Education, Skills, Supported Employment and Enterprise, Director of Housing

	2025 £'000	2024 £'000
Executive Team Remuneration		
Total pay and benefits of the Senior Executive Team	**440**	1,034

11. Intangible Fixed Assets

	Total £'000
Cost	
1 April 2024	**419**
Additions	-
Disposals	(419)
31 March 2025	**-**
Amortisation	
1 April 2024	**418**
Additions	-
Disposals	(418)
31 March 2025	**-**
Net Book Values (Group & Charity)	
31 March 2025	**-**
31 March 2024	1

Intangible assets relate to capitalisation of computer software costs, and are no longer in use.

12. Tangible Fixed Assets

	Freehold Property £'000	Leasehold Property £'000	Furniture & Equipment £'000	Motor vehicles £'000	Total £'000
Cost					
1 April 2024	6,550	1,337	2,219	60	**10,166**
Additions	107	27	23	-	**157**
Disposals	-	(8)	(425)	-	**(433)**
31 March 2025	**6,657**	**1,356**	**1,817**	**60**	**9,890**
Depreciation					
1 April 2024	1,701	1,109	1,878	56	**4,744**
Charge for the year	151	92	112	3	**358**
Disposals	-	(8)	(343)	-	**(351)**
31 March 2025	**1,852**	**1,193**	**1,647**	**59**	**4,751**
Net Book Value (Group)					
2025	**4,804**	**163**	**170**	**1**	**5,139**
2024	4,849	228	341	4	5,422
Net Book Value (Charity)					
2025	**4,804**	**163**	**170**	**1**	**5,139**
2024	4,849	228	341	4	5,422

Freehold property includes three properties with a net book value of **£807,000** (2023/24 - £831,000 - two properties) which are subject to the restrictions set out in note 18.

13. Fixed Asset Investments

	2025 £'000	2024 £'000
Market value at beginning of year	**2,814**	1,994
Purchases at cost	**926**	2,036
Disposals at book value	**(802)**	-
(Decrease) / increase in market value	**23**	166
Increase / (decrease) in cash held for reinvestment	**(218)**	(1,382)
Market value at end of year	**2,743**	**2,814**

The value of the investment was made up as follows:-

	Historical cost		Market Value	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
UK Bonds	185	133	**187**	141
Overseas Bonds	296	235	**295**	234
UK Equities	463	392	**453**	402
Overseas Equities	1,357	922	**1,495**	1,041
Global Investments Funds	94	73	**81**	94
Absolute Return Funds	27	20	**28**	20
Cash	47	61	**47**	61
Property	86	62	**85**	64
Other	42	142	**72**	757
Total investments	**2,597**	**2,040**	**2,743**	**2,814**

14. Debtors

	Group		Charity	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Trade debtors	**7,408**	8,263	**3,202**	4,251
Amounts owed by group & associated undertakings	**-**	-	**1,353**	1,518
Prepayments	**683**	124	**683**	124
Accrued income	**2,030**	1,740	**903**	703
Other debtors	**352**	1,306	**352**	1,306
Total	**10,473**	**11,433**	**6,493**	**7,902**

Trade debtors are stated net of a general doubtful debt provision based on the age of debts of £377,000 (2023/24 - £219,000). Accrued income is an estimate of income earned but not yet invoiced.

15. Creditors - Amounts Falling Due Within One Year

	Group		Charity	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Trade creditors	**996**	637	**996**	637
Accruals	**3,344**	4,701	**3,344**	4,693
Deferred income	**1,809**	1,043	**839**	635
Taxation and social security	**3,574**	3,697	**562**	798
Other creditors	**1,665**	2,221	**1,666**	2,001
Total	**11,388**	**12,299**	**7,407**	**8,764**

16. Deferred Income

Opening balance	1,043	1,133	635	694
Utilised in year	(12,333)	(12,853)	(7,056)	(6,990)
Additional amount provided	13,099	12,763	7,260	6,931
Closing balance	**1,809**	**1,043**	**839**	**635**

Deferred income reflects income received in advance of the period it relates to. The majority of United Response's income is billed 4 weeks in advance, therefore defer income to the balance sheet and released to the SOFA in the next period.

17. Provision for Liabilities and Charges

	Oracle Provision 2025 £'000	Dilapidation Provision 2025 £'000	Total Provision 2025 £'000	Total Provision 2024 £'000
Opening balance	1,730	385	**2,115**	413
Utilised in year	(14)	(89)	**(103)**	(88)
Released unused during the year	-	(40)	**(40)**	-
Additional amount provided	284	52	**336**	1,790
Closing balance	**2,000**	**308**	**2,308**	**2,115**

The provision for dilapidations provides for the cost of repairs arising as a result of obligations under property leases. This provision applies to both Group and Charity accounts. The Charity identified that a contract for the upgrade of the in-house accounting software system, became onerous due to a significant issue in regards its suitablility. The provision for this onerous contract has been calculated as follows:
Description of the Contract: Oracle Cloud Service Agreement.
Reason for Provision: Cancellation of implementation of Oracle Service Agreement.
Total Provision: £2.0m (discounted at 4.25% NPV).
Calculation Basis: The provision represents the unavoidable costs of the remaining service contract of £2.1m discounted at 4.25% NPV (based on latest research at time of calculation).
Expected Settlement Date: The provision is currently in negotiation, and could become payable in full subject to agreement.

18. Analysis of Net Assets between Funds

	General Funds £'000	Designated Funds £'000	Total Unrestricted Funds £'000	Restricted Funds £'000	2025 Total Funds £'000
Intangible fixed assets	-	-	-	-	**-**
Tangible fixed assets	-	4,333	4,333	806	**5,139**
Investments	2,743	-	2,743	-	**2,743**
Current assets	20,125	1,311	21,436	1,089	**22,525**
Current liabilities	(11,388)	-	(11,388)	-	**(11,388)**
Provisions for liabilities & charges	2,308	-	(2,308)	-	**(2,308)**
Total net assets 31 March 2025	**9,172**	**5,644**	**14,816**	**1,895**	**16,711**
2024 Comparative Disclosures					
Intangible fixed assets	-	1	1	-	1
Tangible fixed assets	-	4,592	4,592	830	5,422
Investments	11,609	-	11,609	-	11,609
Current assets	12,663	1,410	14,073	1,333	15,406
Current liabilities	(12,299)	-	(12,299)	-	(12,299)
Provisions for liabilities & charges	(2,115)	-	(2,115)	-	(2,115)
Total net assets 31 March 2024	**9,858**	**6,003**	**15,861**	**2,163**	**18,024**

19. Restricted Funds

	Balance 31 March 2024 £'000	Transfers during the year £'000	Generated during the year £'000	Utilised during the year £'000	Balance 31 March 2025 £'000
Time For You	15	-	-	-	**15**
Accessible Voting	22	15	-	-	**37**
North Division	304	(140)	26	(17)	**173**
South Division	519	(80)	92	(56)	**475**
Devon ESE (formally ROC)	212	30	41	(-)	**283**
Other restricted funds	77	(13)	42	-	**106**
Subtotal	**1,149**	**(188)**	**201**	**(73)**	**1,089**
Represented by tangible fixed assets:					
- North Division	2	-	-	(2)	**-**
- South Division	182	(182)	-	-	**-**
- Other restricted funds	-	-	-	-	**-**
Total excluding restricted property fund	**1,333**	**(370)**	**201**	**(75)**	**1,089**
Restricted property fund (see note 18)	830	-	-	(24)	**806**
Total	**2,163**	**(370)**	**201**	**(99)**	**1,895**

The purposes of the principal funds shown above are as follows:

Time for You - this is a grant from Ipswich Borough Council in relation to the Suffolk Short Break Demonstrator Project, involving the provision of respite to family carers of people with learning disabilities. The grant was originally awarded to Ipswich Council for Voluntary Service, but was transferred to United Response during 2012.

Accessible Voting - this is a grant from the UK Democracy Fund a Joseph Rowntree Reform Trust initiative. This is a grant to develop a campaign to get people with a learning disability and autistic people registered to vote and casting their vote in the next general election.

North Division - the largest element of the income and expenditure relates to York training and Community Services. The offering consists of a Café, Health & Wellbeing Outreach, The Base for independent living workshops, the Autism Hub, supported employment coaching and the media centre. Grants have also been provided by Trafford MBC, Knowsley MBC and Wigan MBC to enable us to develop employment and social opportunities for people with autism. As well as Liverpool to tackle bullying.

South Division - the largest element of the income and expenditure relates to the Donation Station, our charity shop, which raises money for The Community Network, and teaches employment skills to the people we support.

Devon ESE - in 2016 United Response merged with Robert Owen Communities and this fund represent the balance of restricted funds acquired at that time and the net movement in restricted revenue funds since. ROC College is a specialist college that provides education for young people between the ages of 16 and 25 within Cornwall, Devon and Somerset. We also offer other supported employment opportunities and services such as Boscawen Farm where People we Support and Students can learn transferable skills.

Funds Transferred within the year - represents the re-allocation of restricted expenses related to restricted funds, following completion of projects reported back to funders.

Funds represented by tangible fixed assets - these funds relate mainly to improvements to properties, including houses owned by United Response in West Sussex and Devon and leased in Suffolk, Essex and Kent.

19. Restricted Funds (continued)

	Balance 31 March 2023 £'000	Transfers during the year £'000	Generated during the year £'000	Utilised during the year £'000	Balance 31 March 2024 £'000
2024 Comparative Disclosures					
Time For You	15	-	-	-	15
Accessible Voting	21	-	1	-	22
North Division	298	40	6	(40)	304
South Division	420	-	101	(2)	519
COVID-19 Funding	-		-	-	-
Devon ESE (formally ROC)	276	(40)	-	(31)	212
Other restricted funds	-	-	-	(10)	77
Subtotal	**1,082**	**-**	**150**	**(83)**	**1,149**
Represented by tangible fixed assets:					
- North Division	10	(8)	-	-	2
- South Division	147	8	152	(125)	182
- Devon ESE (formally ROC)	184	-	-	(184)	-
- Other restricted funds	-	-	-	-	-
Total excluding restricted property fund	**1,423**	**-**	**302**	**(392)**	**1,333**
Restricted property fund (see note 18)	605	-	250	(25)	830
Total	**2,028**	**-**	**552**	**(417)**	**2,163**

20. Restricted Property Fund

The original restricted property fund of £179,000 (2023/24 - £182,000) represents the value of a freehold property provided by the South East Kent District Health Authority to house a service in Folkestone. The property, which was acquired at no cost to United Response, is registered in the name of the charity and has been included in fixed assets at the cost of acquisition and refurbishment borne by the Health Authority, less depreciation. In the event of the service terminating, United Response has undertaken to transfer the property back to the Health Authority for £nil consideration.

In FY 22/23 restricted property funding was received from NHS England for the purchase of a property in Aylesbury with a Net Book Value of £391,000 (2023/24 - £399,000). The property, which was acquired at no cost to United Response, is registered in the name of the charity and has been included in fixed assets at the cost of acquisition and refurbishment borne by NHS England, less depreciation. In the event of the service terminating, United Response has undertaken to repay a 100% portion of the market value of the property back to NHS England less disposal costs.

Last year a restricted property funding was received from the Trustess of Ipswich St Raphaels Club at a value of £250,000. The property, which was acquired at no cost to United Response, is registered in the name of the charity and has been included in fixed assets at the cost of acquisition of £250,000. The Ipswich St Raphaels Club is restricted in nature, any change of use, or disposal, can only be actioned on the consent of the Charity Commissioners.

No addition funding acquired during the current year.

21. Unrestricted Funds

	Balance 31 March 2024 £'000	Transfers during the year £'000	Generated during the year £'000	Utilised during the year £'000	Net gain (loss) year £'000	Balance 31 March 2025 £'000
Property fund	1,061	-	-	-	-	**1,061**
Pension fund	100	(100)	-	-	-	**-**
Maintenance fund	250	-	-	-	-	**250**
Intangible Fixed Assets	-	-	-	-	-	**-**
Tangible fixed assets	4,592	(259)	-	-	-	**4,333**
Total designated funds	**6,003**	**(359)**	-	**-**	-	**5,644**
Unrestricted general funds	9,858	729	106,490	(107,928)	23	**9,172**
Total unrestricted funds	**15,861**	**370**	**106,490**	**(107,928)**	**23**	**14,816**

Funds have been designated for the following purposes:-

Property fund - to help fund the purchase of properties to support the development of the charity's activities. These funds are likely to be utilised over the next five years.

Pension fund - to cover the potential liability associated with membership of one multi-employer defined benefit local government pension schemes. It cannot be estimated when this will be utilised.

Maintenance fund - to provide funding for major repairs of properties which the charity has responsibility for. These funds are used, reviewed and maintained ongoing.

Intangible fixed assets - relates to the portion of reserves invested in intangible fixed assets to be used by United Response in its operations.

Intangible fixed assets - relates to the portion of reserves invested in intangible fixed assets to be used by United Response in its operations.

Tangible fixed assets - relates to the portion of reserves invested in unrestricted tangible fixed assets to be used by United Response in its operations. This decreased during the year by £148,000 due to a transfer from unrestricted general funds.

21. Unrestricted Funds (continued)

	Balance 31 March 2023 £'000	Transfers during the year £'000	Generated during the year £'000	Utilised during the year £'000	Net gain (loss) year £'000	Balance 31 March 2024 £'000
2024 Comparative Disclosures						
Business development fund - general	-	-	-	-	-	-
IT strategy fund	-	-	-	-	-	-
Property fund	1,061	-	-	-	-	1,061
Pension fund	100	-	-	-	-	100
Maintenance fund	250	-	-	-	-	250
Intangible Fixed Assets	-	-	-	-	-	-
Tangible fixed assets	4,611	(19)	-	-	-	4,592
Total designated funds	**6,022**	**(19)**	**-**	-	**-**	**6,003**
Unrestricted general funds	12,664	19	105,956	(108,947)	166	9,858
Total unrestricted funds	**18,686**	-	**105,956**	**(108,947)**	**166**	**15,861**

22. Capital commitments

There were no capital commitments in the year 2025.

23. Operating Lease commitments

	Land and buildings		Vehicles	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Total of future minimum lease payments under non cancellable operating leases:				
within one year	521	333	**124**	124
within two to five years	408	97	**122**	192
after five years	-	-	**-**	-
Total	**939**	**430**	**246**	**316**

24. Subsidiary Undertakings

All subsidiaries have their registered address as the same as United Response: 3rd Floor, Suite B Corinthian House, 17 Lansdowne Rd, London CR0 2BX.

In January 2019, United Response Services Limited (URS) was formed as a wholly owned subsidiary of United Response. URS is registered as company number 11788717 and £100 share capital was invested by United Response. On 1st April 2019, the entity commenced trading. United Response Services Limited carries out trading activities with local authorities on behalf of United Response Limited.

In 2016 the charity acquired Robert Owen Communities (ROC), a UK charitable company with registered charity number 517845 and company number 02038915. ROC has been dormant since 2019.

The tables overleaf show the impact of the subsidiaries on the results of the Group.

	2025 URS £'000
Financial activities of Subsidiaries in 2025	
Sales revenue	59,013
Other income	-
Total turnover	**59,013**
Salaries and wages	-
Other costs	57,842
Total operating costs	**57,842**
Trading profit	**1,171**
Gift aid due to parent	(1,171)
Retained profit	-
Retained loss brought forward	-
Retained profit carried forward	-
Gross Assets	5,338
Gross Liabilities	(5,338)
Total Net Assets	**-**

24. Subsidiary Undertakings (continued)

	2024 URS £'000
2024 Comparative Disclosures	
Financial activities of subsidiaries in 2024	
Sales revenue	56,563
Other income	-
Total turnover	**56,563**
Salaries and wages	-
Other costs	55,432
Total operating costs	**55,432**
Trading profit	**1,131**
Gift aid due to parent	(1,131)
Retained profit	**-**
Retained loss brought forward	-
Retained profit carried forward	**-**
Gross Assets	5,115
Gross Liabilities	(5,115)
Total Net Assets	**-**

25. People we support bank accounts

The charity administers holding bank accounts on behalf of residents for the receipt and payment of the residents' personal allowances. These bank accounts have not been reflected on these financial statements as an asset or liability. The value held at 31 March 2025 was £579,719 (2023/24 - £565,449). The bank accounts are held separately from those of the charity.

26. Transactions with Related Parties

There have been no related party transactions in the year to 31 March 2024 that require disclosure other than transactions with the subsidiary companies, URS and UR's trustees. Transactions with URS are set out below and those with the trustees are disclosed under note 8 of the accounts.

In 2024/25, the charity charged URS £59,013,000 (2023/24 - £56,563,000) in respect of the delivery of operational services.

In 2024/25, URS paid the charity £59,279,000 (2023/24 - £52,126,000) of monies collected on invoices settled.

In 2024/25, under a deed of covenant, URS will make a gift aid payment to the charity of £1,171,000 (2023/24 - £1,131,000). Payment will be made to the parent charity during the 9 months following the relevant reporting date.

As at 31/03/2025, URS owed the charity £1,255,000 (2023/24 - £1,521,000).

27. Consolidated Statement of Financial Activities for the year ended 31 March 2024 (incorporating a consolidated income and expenditure account)

	Unrestricted Funds 2024 £'000	Restricted Funds 2024 £'000	Total Funds 2024 £'000
Income from:			
Donations and legacies	18	552	570
Charitable activities	105,377	-	105,377
Investments	560	-	560
Other activities	1	-	1
Total income	**105,956**	**552**	**105,508**
Expenditure on:			
Raising funds	288	-	288
Charitable activities	106,916	417	107,333
Other activities	1,743	-	1,743
Total expenditure	**108,947**	**417**	**109,364**
Net deficit on operations	**(2,991)**	**135**	**(2,856)**
Net gain/(loss) on investments	166	-	166
Net (expenditure)/income before transfers between funds	**(2,825)**	**135**	**(2,690)**
Transfers between funds	-	-	-
Net movement in funds	**(2,825)**	**586**	**(2,690)**
Reconciliation of funds:			
Total funds at 1 April 2023	18,686	2,028	20,714
Total funds at 31 March 2024	**15,861**	**2,614**	**18,024**

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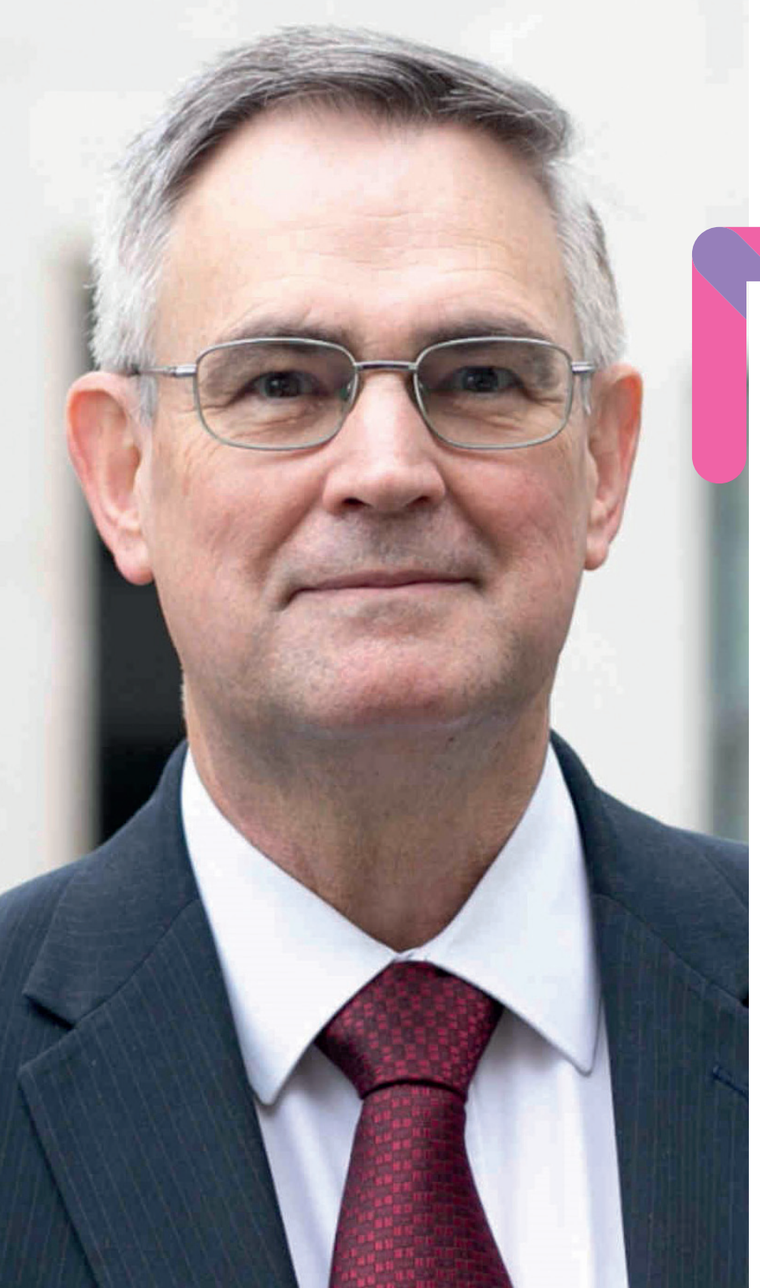
UNITED RESPONSE

England & Wales - Charity number 265249

Accounts



2023/2024
Trustees Annual Report and Accounts



Welcome from Malcolm McCaig

As I complete my sixth year as Chair of the Board of Trustees for United Response, I am honoured to lead this remarkable charity.

It is a particularly significant year as United Response celebrates its 50th anniversary. Our mission remains as relevant today as it did in October 1973 when the charity was first formed.

We are grateful to the National Lottery, which awarded us a significant grant from its Heritage Lottery Fund, to mark our anniversary milestone. We have used the funding to deliver a commemorative project, titled "Our Life Stories". In conjunction with the British Library, over two years we will develop a collection of peer-to-peer histories which captures, preserves, and celebrates the rich and diverse life stories of people with learning disabilities that have been supported by United Response.

For a year that was marked by celebration, it was also one of challenge. We witnessed high inflation and pressure on cost of living, together with the continued impact of underfunding of public services. In spite of the improvement in financial performance compared to the previous year, we recognised the need for a fundamental transformation in order to improve our long-term financial outlook. The transformation will take the organisation from being a collection of discrete service centres, to a structure that is more coherent and based upon functionally aligned capabilities. That transformation work was initiated at the end of 2023, and will continue throughout the 2024/25 financial year.

As part of the transformation, we combined our North and South divisions into a single operating unit, which led to the departure of Mike Crowhurst, Director of Operations South, in March 2024. The new structure also provides a better focus on people and inclusion, business development and finance, as well as increased emphasis on growth opportunities such as Housing and Education. Throughout this process, we are committed to maintaining the high quality of care services that we provide.

Sadly, we saw the departure of Tim Cooper, who stepped down as Chief Executive Officer (CEO) in April 2024, having led United Response through nine difficult years. The Board would like to thank Tim for his outstanding contribution. Our thanks also go to the rest of the executive leadership team, led by Belinda Phipps (interim CEO), for their commitment and hard work.

There have been Trustee changes as well. Alastair Ballantyne and Bill Hodson have moved on, and the Board would like to thank them for their years of dedicated service. In their place, Nikki Pawsey and Vicky Whelan have joined the Board as Trustees.

In a year of celebration, challenge and change, we look back to reflect on all of our achievements to date, and then look forward to ensure we will adapt to be a resilient organisation that is fit for the future. The environment in which we operate is not going to get any easier, but we are confident that United Response will be a financially sustainable organisation that delivers positive outcomes for the people we support.

Of course, this is only possible thanks to the work of our dedicated staff. I am enormously proud of their efforts to ensure that the people we support have the opportunity to live their lives to the full. On behalf of the Board of Trustees, I would like to thank every member of the United Response team for their continued dedication to our purpose.

Getting to know...

Interim Chief Executive, Belinda Phipps

Poppy, who is supported by United Response, sat down for a chat with our Interim Chief Executive, Belinda Phipps.

I do Drama twice a week at ROC Creative. To start us off, my first question is, what is the best show you've ever seen?

I think the best show I've ever seen is War Horse. I went to see it - not because I wanted to go - but because my youngest daughter really, really likes horses. So as a treat for her birthday I said I'd go. I wasn't looking forward to it, but it was absolutely fabulous. I really enjoyed it and so did she.

What was your journey to this job?

I'm here as the Interim Chief Executive. I've been a Chief Executive for a very long time (32 years!) and I've worked for lots of different sorts of organisations, such as the NHS, the British Medical Association, and organisations similar to this one which support people living with drug addiction. I'm very pleased to come, because United Response does a very, very worthwhile job for people who deserve to be treated equally and given every opportunity in life.

What has impressed you so far at United Response?

I've been really impressed at seeing what people are learning at places like ROC College, ROC Creative and URTEC in York. It's been really lovely to see people learning to do things that they might not have had the chance to do in the past. It's also been very nice to talk to the staff who really care about what they do, want to do a good job and want to give people we support the best opportunities they can.

What are your hopes and goals for United Response?

It's been very hard for the whole sector over the last few years and some organisations have had to spend money they had in reserves in order to keep going. United Response has had to do that too, but you can't go on doing that forever. By the time I have finished here, I hope that United Response will still do brilliant services, without spending its reserves. We need to get to this point without disturbing the services that we give people we support.



What has been happening so far to achieve this?

The leadership of an organisation is really important, so we've made some changes there. We also noticed that because our services were divided, with one manager looking after the North and one looking after the South, they were becoming quite different when they didn't need to be. To change this, we've brought them together under one manager.

On top of this, we are making improvements so staff can work more efficiently and have more time to support people. One thing we've been looking at here is the technology. We've just introduced a database called Nourish, we're going to introduce a system for rostering in the autumn and we're upgrading our finance system.

Finally, we've introduced a new process so that anyone in the organisation can fill in a form to request an idea for improving things or something new they want to try. These suggestions will also make things better.

What changes are you hoping to make to support people to live good lives in the community, especially people like me who have left education?

I think we need to all think about the places that the people we support live in. Many people like yourself want to think about a future where they could perhaps have their own place with their own front door. We need to be really good at creating places to live where it's easy for people to live in them and for staff to provide support, so you can be as independent as possible.

The other key thing is creating opportunities for people to do what you're doing – learning new skills, being educated and having a chance to volunteer or try out some employment. This all helps people we support feel more confident to be themselves and be more able to live independently. The more that we can help people to live independently, the better it is for you, because it's a nicer way to live, and the better it is for the local authority, because they have can pay less for support hours.

Our year in numbers

2,045
People supported who have a learning disability, are autistic or have complex health needs

78,484
dedicated hours of care our team delivered

£569,572
received in donations and grants from supporters, donors, trusts and foundations

69
local authority partners worked with

64,464
visits to our website

111
people provided with education (across academic year 23/24)

2,532
hours of employment support delivered (academic year 23/24)

130
courses and qualifications completed by our students (academic year 23/24)

1,148,395
impressions gained on our social media posts

416
pieces of press and media coverage secured

Who we are

United Response works in communities across England and Wales to provide care, support, housing, education, and employment services. Founded in 1973 with just one service, we now operate in over 420 locations, supporting people to achieve their goals, have independence and live a happy life.

Our vision is a society where everyone has equal access to the same rights and opportunities.

Our mission is to ensure that individuals with learning disabilities and mental or physical support needs have the opportunity to live their lives to the full.

Our values guide the way we work. We are Creative, Responsive, Strong, Honest and United.

Through our strategy, Shaped By People, our aim is that the people we support can say the following:

- I am connected
- I have relationships
- I have choice
- I have strengths
- I am respected



Our stories

Kelly, Shaun and Dawn: It's the fun that we have.

Last summer, services across Nottingham came together to put on a production called 'This is me', where people we support shared their personal stories on stage. Service Manager Liz and Kelly, Shaun and Dawn, who we support, share their memories of the show.

Liz: What was your role in the show, Shaun?

Shaun: I was the narrator. At first, I was a bit nervous, but as time went on, I became more confident. It brought me out of my shell.

Liz: You told your own story through dance in the show, didn't you Kell? It was so powerful. How did you feel before you did that?

Kelly: A bit nervous. I wanted to make sure we showed the stories in a way that helped people to understand where we've come from and where we are now.

I am connected

"Taking part in the show has helped me. It was a safe space for me."

Liz: I think we definitely achieved that. What was your favourite bit about the production Dawn?

Dawn: It was nice, really nice. I enjoyed it. My most favourite thing was…all of it! And I met new, nice people.

Kelly: Taking part in the show makes you have friends.

Dawn: Kelly is my best friend. I can't wait to go to Butlins with her in September!

Shaun: Taking part in the show has helped me. It was a safe space for me.

Liz: Why did you want to take part?

Kelly: I wanted to take part to tell my story. Everyone's story is different, but when we come together, some of the experiences are similar. The show brought us together.

Liz: So, did you feel like you weren't on your own?

Kelly: Yeah.

Shaun: I wanted to do it to make friends. I was a bit nervous making new friends, but as soon as I dared, it was great.

Liz: For staff, it was about uniting services. A lot of things have come off the back of it. It's amazing. I'm so proud of what we've done. It makes you want to do the next thing, and make it bigger and better. My colleague Cheryl is doing a choir now, we're doing karaoke nights. We've got so much talent that needs to be seen. Do you feel like your life is different because you took part?

Kelly: I think it is, because we've made friends. Not like friends just for a day, like lifetime friends.

Liz: I'm so glad. I've found the actual performance is secondary. It's the stuff that goes on behind the scenes. It's the fun that we have! I can't even explain it. It means so much. We're actually doing our third performance now. I miss it when we're not doing it.

'This is me' was funded by a Small Sparks grant. Thanks to The Clothworkers' Foundation we are able to fund many brilliant community projects like this each year.

I have relationships

Unfortunately, many people with learning disabilities face relationship stigma. People can wrongly assume that they cannot form meaningful relationships, which is completely untrue.

We believe supporting people to form good quality relationships is a fundamental part of good support. This year, we had some happy news from our Salford Services. Derek and Debbie, two people we support, recently got engaged while on holiday in Benidorm.

Derek and Debbie met some years ago through United Response and immediately hit it off. Support Worker Lynda said: "When they're together, Derek's got a big smile on his face."

Derek and Debra's big moment

Shortly after meeting, the couple began dating and spending lots of time together.

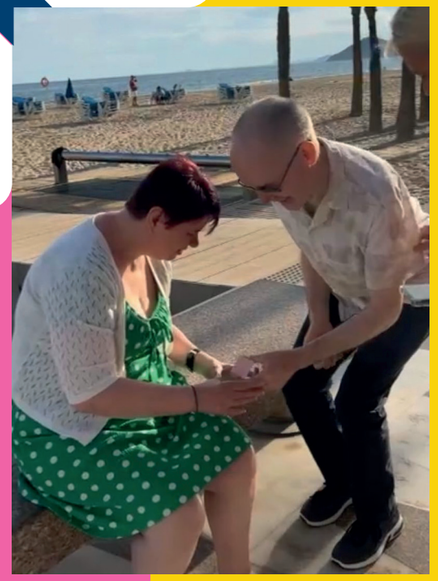
"We've been to the Trafford Centre on dates together many times," explained Debbie. Derek first expressed his desire to propose in a review. Lead Senior Support Workers Natalie and Sarah supported Derek to prepare for the big moment. He rehearsed at home, practising what to say and how to get down on one knee. He also chose the ring, ensuring he found one that Debbie would like.

While on holiday in Benidorm the time came to pop the question. Derek decided to propose on the beach.

"He opened the box, and guess what he did!" said Debbie. "He put that ring on my finger! I love it so much."

Ruth, one of the team managers in Salford, said:

"I think there are lots of assumptions made about disabled people. People think 'they're not able to do that' when they actually are. We'll always find a way of making it happen. That's what this work is about. It's about what they want, and making it happen for them".





I have choices

Kate: My learning journey

Kate shares her experience how support from United Response has helped her make the big choices in her life.

I would definitely say my confidence has grown during my years with United Response. I first got involved with United Response when I joined the media group in York a few years ago. There, I learnt about camera work, directing, and how to use Premier Pro. That's where I became interested in editing videos.

After that, I got a part-time job with United Response. I usually work with the Practice Development Team, editing their learning lunch videos. Some of the videos are really fascinating.

My favourite thing about my job is it allows you to be creative and experiment. During the pandemic, we made a stop frame animation video for the "Stopping Over Medication of People with a Learning Disability, Autism or Both" campaign. This is one of the best projects I've worked on because of how much I learnt.

Alongside my job, I'm currently studying Game Design at University. United Response helped me with writing my personal statement. From there, they've been checking in on me to see how I'm finding University.

United Response are supportive, united and responsive. If there's one thing United Response is very good at, it's identifying what the person wants to do, and how they can do it in the best way possible.

‘There’s no greater disability in society than the inability to see a person as more’

I have strengths

Nikki and Diane, who are both in their 15th year with United Response, share their experience supporting people with complex needs.

Our service is called Gombards, it’s a residential home where we support people with severe and complex needs. We are really proud of what we achieve for the people we support. For example, one lady joined us who had not been supported in the way she needed to be before. Now she’s thriving, and we’ve seen a major change in her life.

One of our proudest achievements of all is United Sparkles, our creative enterprise. We use hand over hand techniques to get the finger prints of people we support. We make the art in our art room. It’s their space, and a place where they can get away from whatever else is going on. After getting their finger prints, we add the art to mugs, bags, baubles and more, and sell it at fairs. United Sparkles is unique. Without their fingerprints, we wouldn’t have any designs. It just shows that people with all disabilities are capable of doing anything. That’s in the United Sparkles motto, “there’s no greater disability in society than the inability to see a person as more”.

We also get some good reviews from the parents. Some of them probably never ever thought their sons or daughters could do this. Knowing the parents are getting to see this, wow! That puts a smile on your face. The people we support get lots of benefits from taking part. One of the people we support is blind. We do the glass baubles



with her, because she’s got very gentle touch. And she smiles while we’re doing it. So we know she’s content and happy to be doing it. We’ll explain all along what colours we’re using and what we’re going to do. Her smile says it all.

We also bring people we support along to the fairs. People love to meet the artists, and it’s important they are there rather than us selling artwork on their behalf. At Gombards, we’ve never wanted the people we support to be segregated. People should feel included in everything that we do, and that’s what we strive to do at Gombards.

At Gombards, we’ve never wanted the people we support to be segregated.

Hannah's story: 'The people here believe in you'

Hannah is an autistic writer and campaigner, who contributes to United Response as a Media Contributor and Spokesperson.

I first got diagnosed with autism when I was 17. There was no support and I didn't want other people to struggle like I struggled. So, I started doing peer mentoring with United Response. After that, I got involved with our campaigns. I've loved everything that I've been involved with.

The campaign's team makes a massive effort to make sure disabled people's voices are heard. My proudest moment was submitting a petition to Downing Street last summer, calling for accessible voting. To say that I'd achieved that at 20 is amazing - not many people have done that!

When I first got diagnosed with autism, I was really low. I think finding the right organisations to work with, like United Response, has helped me. I tell anyone that wants to join United Response, to do so. You'll get so many opportunities to do good work. The people want to help and support you, and they believe in you.

I am respected

I can't thank United Response enough for what they've done for me.

I think my time with United Response is one of the reasons I've got a new job. I can't thank United Response enough for what they've done for me.



Hannah, in white, submitting a petition to Downing Street alongside other members of the My Vote My Voice campaign group. Photo © All-Party Parliamentary Group on Adult Social Care

Looking ahead to 2024/25

Our strategy

United Response launched its strategy 'Shaped By People' (2020 – 2024) during the Covid-19 pandemic. The preceding years were incredibly challenging for the social care sector and for United Response, so towards the end of 2023/24, we looked at a root and branch review of how we operate.

In 2024/25, we will roll out a one-year plan to deliver transformational change for United Response, improving how we work and ensuring financial sustainability. At the end of that plan, United Response will have completed work so we can develop a new and clear strategy, improve our use of technology, and work as a united team that collaborates to deliver better outcomes for the people we support.

Technology and systems

We will finish rolling out our digital care records management system and look at how to use other systems to reduce pressures on busy service managers. We will also look at how we can better use technology to improve collaboration and consistency across our charity.

Equality, Diversity and Inclusion

We will recruit an Equality, Diversity, and Inclusion (EDI) specialist to lead this work and roll out our EDI strategy. We will use data better and aim to increase diversity across our workforce, leadership team, and board. We will review our processes to remove any barriers and reduce inequality. We will relaunch our Diversity Forum and the role of Diversity Ambassadors to ensure we are creating a welcoming and inclusive environment for our staff team.



Engagement, Brand and Influencing

We will continue to support the development of the People's Forum so the people we support can input into the governance of United Response and improve how we listen and respond to our beneficiaries. We will collaborate with our sector peers as More Than A Provider to ensure that political parties prioritise social care, and that we see a fair pay agreement for social care workers that recognises the importance of these roles. We will also look at how we can optimise our marketing channels in preparation for work to improve our brand and increase awareness with our core audiences.

Structure, Governance and Management



Financial review

We continue to operate in an increasingly challenging environment. Economic recovery post-pandemic was weaker than expected and household incomes continued to fall. Throughout the period there was extreme economic turmoil as a result of government decisions on fiscal and monetary policy with inflation reaching record numbers impacting on almost every aspect of business and everyday life. The Russian-Ukraine war impacted on the UK economy with increased uncertainty impacting on growth and higher commodity prices.

Despite the turbulent economic context, the need for our services continues to grow and we have seen revenues increase by £5.7m to £106.5m. Negotiated fee uplifts were the main driver for income growth, alongside rising activities in growth areas, particularly Education, Skills and Employment. We returned unsustainable contracts to local authorities as United Response responded proactively to challenging market conditions. Looking ahead, the Board have agreed plans for 2024/25 including a return to operating surplus and a small overall deficit on reserves to allow investment in a wide-ranging programme of transformation. Investments in better use of digital technology will continue and in parallel the organisation is reshaping management structures and activities to support long-term financial sustainability. After the successful turnaround achieved in the last year United Response is approaching the future with growing confidence despite the many external challenges that remain.

The financial position of the company at the end of the year

The charity recorded a decrease in reserves of £2.7m (2022/23: £8.3m). This net deficit results from planned investments in new digital platforms and particularly the recognition in full of the provision for the Oracle contract for £1.7m as detailed in note 5. The small operating deficit was driven by a combination of tight market conditions and the continued need to invest in change and development.

Whilst overall this represents a limited further decrease in reserves in the year, the scale of turnaround it demonstrates is testament to the work across the organisation to support a return to financial sustainability.

Total unrestricted operations, through both general and designated funds, but before the effect of gains on investments and sales of fixed assets, recorded a deficit of £2.7m (2022/23: a deficit of £8.8m).

Overall income increased by £5.7m to £106.5m in 2023/24 (2022/23: £100.8m). The principal sources of funding continue to be through contracting with local authorities in England and Wales to provide statutory services for clients with learning disabilities in a supported living or residential care environment. In 2023/24, contractual income of £104.1m contributed 98%, marginally up year-on-year by £5.3m (2022/23: £98.8m/98%)

Total expenditure was £109.4m (2022/23: £109.0m). The small increase of £318k primarily due to the increase in the national living wage to £10.42 (2022/23: £9.50) plus an in-year pay rise given to all staff of £1.8m. The costs of direct charitable activities totalled £90.7m (2022/23: £91.2m).

Unrestricted freehold property has a net book value of £4m (2022/23: £4.2m) within designated reserves. In the current market, a sale of our freehold properties would likely result in significant premiums over the net book value.

Overall, support costs for charitable activities increased by £2.6m to £16.9m (2022/23:

£14.3m). As lockdowns lifted, travel, training, and recruitment costs increased compared to the previous financial year. In addition, the commencement of projects previously delayed by the pandemic also resulted in increased spending.

Total net assets decreased by £2.7m to £18.0m (2022/23: £20.7m). The net movement in working capital saw an increase in Creditors <1 Year of £1.1m, increase in Debtors of £131k, decreases in Cash at bank of £2.4m and net cash used for Investment activities of £2.1m (2022/23: £9.8m generated)

United Response Services Limited (URS) had gross income of £56.6m (2022/23: £53.7m) and recorded a trading surplus of £1.1m (2022/23: £1.1m), which has been gift-aided to United Response Limited. URS holds contracts with local authorities for welfare services that are subcontracted to United Response, which ensures that the group's taxation position is effectively managed.

Investment Policy and Performance

The Trustees have broad investment powers, set out in the Memorandum and Articles. The Board establishes the charity's investment policy and reviews the target return annually. During the previous financial year, the Trustees agreed to place £2m with Brewin Dolphin following a competitive tender process. This amount was maintained throughout the 2023/24 year, achieving a net return of 10.3% and ending at a value of £2.2m as of 31st March 2024. Additional surplus funds during the year were invested in short-term cash deposits to maintain liquidity to cover short-term liabilities. Oversight of these long-term investments will continue to be provided by the Finance & Resources Committee.

Changes in Fixed Assets

Changes in the charity's fixed assets are shown in notes 10 and 11 to the accounts.

Reserves

The total funds held by United Response on 31 March 2024 were £18.0m (2022/23: £20.7m), of which £2.2m was held in restricted funds (2022/23: £2.0m). Please refer to the details of restricted funds included in note 17 to the accounts.

The Trustees have designated some reserves for specific purposes; on 31 March 2024, the total designated reserves were £5.9m (2022/23: £6.0m). Due to the nature of the funds, the total of these has not changed significantly over the last two years, see details in note 19 to the accounts.

United Response's free reserves represent unrestricted general funds which have not been designated for a specific purpose and are therefore available for use within the charity's objectives. United Response needs reserves to protect it against risks and to ensure financial sustainability, including an adequate level of working capital to provide a financial buffer, particularly in such times of uncertainty. Reserves also enable us to take advantage of opportunities to develop our activities and to enhance support to people, over and above that which we can provide from income received under contract.

At 31 March 2024, the balance of free reserves was £10m (2022/23: £12.7m) and cash holdings, including investments was £15.5m (2022/23: £15.3m). This exceeded the minimum reserves target of £7.0m set by the Finance and Resources Committee in June 2022. This calculation of free reserves also excludes freehold property that had a net book value in March 2024 of £4.9m (2022/23: 4.8m)

The cost of winding up the organisation in an orderly fashion is estimated at £6.5m. The Trustees consider such an event a remote possibility as the majority of services supplied are of a statutory nature, and staff would be transferred under TUPE regulations to an alternative provider, thus significantly reducing the exposure.

Going concern

United Response considers its position to remain strong to continue its focus on the services it provides. Our good relationships with key funders and a proven ability to retain and secure new services, combined with strong liquidity and sufficient reserves, underline this. United Response's liquidity is evident with unrestricted reserves which stand at £15.9m (2022/23: £18.7m), of which 98% (2022/23: 82%) are held as cash and investments. United Response's free reserves continue to be considered sufficient to provide cover for any short unexpected changes in income and expenditure.

In the face of challenging market conditions, proactive action has been and continues to be taken. Performance to date has been robust in terms of maintaining income generation and also cost control. Contingency measures, detailed monitoring and robust risk management are in place and overseen regularly by the Board.

Alongside an organisation wide focus on financial improvement, our financial plans are actively structured to deliver a return to break even. We are able to do this because of the strength and scale of our reserves and cash balances held after many years of growth and solid financial performance.

The financial statements have been prepared on the going concern basis because there is a reasonable expectation that United Response has adequate resources to continue in operational existence for the foreseeable future and the Trustees believe that there are no material uncertainties that call into doubt the charity's ability to continue.

Governance overview

United Response is incorporated as a company limited by guarantee and a registered charity. Its Memorandum and Articles of Association govern it. United Response Services Limited is a company limited by shares, with United Response being the only shareholder. The directors of this subsidiary are the Chief Executive, the Director of Finance and two Trustees of United Response.

Our Board of Trustees uphold and promotes the principles of the Charity Governance Code. The Trustees operate by Section 172 (1) of the Companies Act, they act in a way they consider would most likely achieve the organisation's purposes. In making this assessment, the Trustees have considered the following:

- The likely consequences of any decision in the long term
- The interests of the company's employees
- The need to foster the company's relationships with stakeholders, including the people we support, our funders, supporters and key influencers
- The impact of the company's operations on the community and the environment
- The desirability of the company maintaining a reputation for high standards of business conduct



How we are organised and governed

A Board of Trustees governs United Response. With the powers and obligations of directors under the Companies Acts 2006, the Trustees are responsible for United Response's leadership and strategic direction, stewardship, overall financial and organisational control, monitoring progress and ensuring compliance. The Board is also responsible for protecting the organisation's reputation and values, setting the long-term vision, and holding the Chief Executive and directors' team to account whilst maximising their performance for delivering United Response's policies, strategies and objectives.

The Board of Trustees meet at least four times per year. Five committees feed into the work of the board:

- The Finance and Resources Committee oversees our work's critical financial aspects, which stem from finance, HR, investment and other resource-related strategies.
- The Operations Committee focuses on the quality and safety of services to the people we support.
- The Education, Skills and Employability Committee is responsible for overseeing and scrutinising our education, skills, and employability provision.
- The Audit and Risk Committee oversees external audits and internal controls across United Response.
- The Nominations Committee acts on behalf of the board to ensure that appropriate governance arrangements are in place, including recruiting new Trustees.

Each committee can appoint co-optees to enhance their work should the Nominations Committee chair and members feel this would add value to the committee's work. During this year, the co-optees were:

Jon Barton
Audit and Risk Committee Co-optee

Steve Coleman
Housing Development Advisor Co-optee

Patricia Dennison
Chair of Safeguarding Forum

Linda Owen
Education Standards Advisor Co-optee

Stephen Maltby
Education Standards Advisor -Co-optee

United Response adheres to principles of good governance, in particular the Charity Governance Code. In line with good practice, we undertake periodic reviews of our governance, both compliance with requirements and adherence to best

practice. This activity is undertaken in part during annual business of the Board and its committees, for example review of committee Terms of Reference and their performance and through more in-depth periodic reviews.

Directors' team

The Chief Executive leads the directors team, reporting to the Chair of the Trustees. Through the Chief Executive, the directors are responsible for the day-to-day management and implementation of the strategy approved by the board, leadership of the organisation and key decisions. They are the most senior paid employees of the organisation. Members of the directors' team attend board and sub-committee meetings to brief the Trustees on organisational matters. During this year the directors were:

Chief Executive
Tim Cooper (resigned March 2024)

Interim Chief Executive
Belinda Phipps (appointed March 2024)

Director of Quality and Practice Development
Sarah Battershall

Director of Communities
Julia Casserly

Director of Operations South
Mike Crowhurst (resigned March 2024)

Director of Housing and Development
Be McCarroll

Director of Finance and Company Secretary
Pete Thomas

Director of People and Inclusion
Jennifer Tremewan (appointed July 2023)

Director of Corporate Services
Mark Ospedale (resigned June 2023)

Remuneration of the directors' team

The Finance and Resources Committee has responsibility for overseeing the pay and reward of the Chief Executive and directors. The committee undertakes benchmarking with multiple sources, using external advice, to ensure that the pay and reward of senior staff are appropriately reviewed against comparable organisations in the charitable sector and are proportionate to the pay and reward of staff overall in the charity. The committee reports its findings to the Board of Trustees.



Our decisions and progress: Shaped by People

Shaped by People has eight strategic intentions over the year we made the following decisions and progress against those aims.

Strategic intention	Decisions
Offer excellent person-centred support, enabling people we support to live as active members of their local communities	During the year, our services continued to achieve strong endorsement from CQC, with inspection results remaining ahead of industry comparators. We continue to review our service offer and make decisions to exit support contracts where they did not meet the full cost of delivering care, or where other external constraints had a considerable negative impact on our ability to deliver excellent support.
Promote wellbeing at work and empower colleagues in a more participatory, less hierarchical organisation	We reshaped the Director's Team to enable better decision-making and promote collaborative working. We also decided to reshape our HR function into the People and Inclusion team to enable a greater focus on people experience. We introduced a new role - Reward and Recognition Specialist - under the leadership of the Head of People Experience.
Operate in a financially sustainable manner making a virtue of our not-for-profit status	After a challenging year in 2022/23, we achieved a £6M turnaround in operating performance in 2023/24. We agreed to plans targeting an overall balance on reserves in 2024/25. Fundraised income of £507k provided opportunities for people that we support.
Speak out with people we support and families, to ensure the voice of disabled people is heard	We continued to roll out United Response's policy and campaigning strategy and sought opportunities for people we support to share their experiences. We ended the year having delivered 64 opportunities for people we support to share their story in the media. We provided 14 opportunities for people we support to meet with MPs and share their views.
Harness the power of digital working to deliver efficiency and more enjoyable ways of working	Our digital programme is one of our most significant financial commitments so we spent time analysing the investment needed to deliver on our promises. We, therefore, decided to halt the rollout of Oracle and replace it with a new plan for our digital systems, designed to reduce costs significantly and limit the change. In 2024, we will: • Upgrade our current finance system, IRIS. • Retain iTrent as our HR system and continually upgrade this. • Continue implementing Sona to manage staff rotas but delay this to enable Nourish to roll out successfully. • Staff have been excited by the rollout of Nourish as a fully digital care management system enabling us to reduce administrative pressures and improve collaborative working.
Invest in diversification to enable people we support to achieve wider outcomes and to broaden our range of revenue sources	The Board approved a business case to expand our education offer into new areas. We worked with investment partners to secure property that would deliver high-quality homes to the people we support. Adding 45 self-contained units over 4 locations in 2024/25 will allow us to grow our housing and support business. it will increase the range of housing available to the people we support in key strategic locations. in many instances, it provides opportunities for people to move to more independent living and choose housing consistent with the life they wish to live.

Strategic intention	Decisions
Develop a recognised brand for our work. Proud of our achievements, confident that we learn from both our successes and our failings	The brand audit completed in 2022/23 highlighted the need to develop and enhance our brand. However, in the current financial climate, we decided to pause further investment until we have a clear strategy and see progress with our financial sustainability.
Collaborate with others to deliver our aims	We continued to work with Brandon Trust, Certitude, Choice Support, Dimensions, and MacIntyre as More Than A Provider to influence political parties to prioritise social care. We decided to produce a set of policy recommendations to set out what we wanted to see for the future of social care.



Stakeholders and relationships

The relationships forged and held by United Response are the backbone of the organisation's history and future and are deep-rooted in all of our work on a regional and national level. Maintaining and fostering each of these relationships is a key priority for the charity, its Directors' Team, and board. The company's principal decisions during the financial year carefully consider the importance of these relationships.

Stakeholder	How we engage	Our aims
 People we support	Our support is person-centred. This means that people drive our support and what they want for their life, no matter their support needs. People we support don't just have a say in how they are supported in their service: they also have a say in how the organisation as a whole supports people. They do this by taking part in our People's Forum, working as Quality Checkers, and helping us interview and train new staff.	Through our work, we support people to exercise choice and control. We work alongside them so they can achieve the outcomes they want and meaningfully contribute to their communities so they can be active citizens. People we support should be able to say that as a result of access our services: • I am connected • I have relationships • I have choice • I have strengths • I am respected
 Communities we work in and potential people we support	We reach the communities we work by: • Engaging with local partners including, the NHS, other support providers, local groups	
	• Social media and digital marketing • Through our campaigning and media work to improve the social care sector, reduce stigma and challenge negative stereotypes • We share our practice resources with others in the UK • Producing accessible and Easy Read information and guidance	We work in 69 local authority areas providing support for people who have learning disabilities, are autistic or who need mental or physical support needs. We use our knowledge and experience to highlight how the social care sector and wider societal attitudes can be improved so that people can have a better quality of life. We work with our partners and funders so people can gain access to high quality services and support.
 Funders	We reach our funders in a variety of ways: • We hold long-standing, positive relationships with our funders meaning we work closely together on any relevant issues • We provide opportunities for our funders to visit our services and events • We seek feedback from our funders through surveys and use feedback and insights on our performance to help develop our offer. • We provide reports and updates about the projects our funders support.	United Response gains funding from a variety of sources to deliver our services and activities, including from: • Local authorities • NHS trusts • Trusts and Foundations • Individual Giving

Stakeholder	How we engage	Our aims
Our regulators	We ensure that we comply and engage with our regulators by: • Compiling and submitting timely reports and returns • Self-reporting when necessary • Being prompt with any requests for information • Meeting with our regulators and updating them on our performance	We maintain strong governance and compliance with our regulators, which includes: • CQC • CIW • Ofsted • The Charity Commission • Companies House
Our staff	We engage, reward and recognise our staff in a number of ways: • Providing learning and development opportunities • Focusing on improving our culture and equality, diversity and inclusion • Recognising staff through our UR Stars awards scheme • Listening to staff through our staff forum, United Voice, and improving two-way internal communication	We aim to recruit and retain a skilled workforce who are signed up to our vision, mission and our values.

Risks and how we manage them

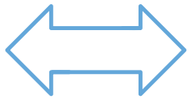
Risk management is embedded throughout United Response's structure and processes. The board of trustees takes a direct overview of risk management and is supported in this by the audit and risk committee. An internal audit function overseen by the Head of Risk and Internal Audit manages our annual assurance plan and reports directly to the audit and risk committee on a quarterly basis. Our suite of risk registers actively connects departmental, project and functional risk management with strategic risks identified in our corporate risk register. A set of contingency financial triggers are set and monitored so that proactive action can be taken.

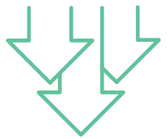
Throughout 2023-24 United Response has continued to develop the framework in which we manage our risks in order to ensure that key threats and opportunities are identified, monitored and managed in the most effective way. Management of our risks continues to remain a key priority for the charity as we build consideration of risk at all levels both organically and through a structured schedule of risk-focused meetings. Risk remains at the heart of our approach during the growing programme of organisational transformation as we identify and target ambitious objectives for impact and long-term financial sustainability.

United Response's corporate risk register

During 2023/24 United Response continued improving our active risk management. The corporate risk register has been consolidated in order to streamline the document and improve focus on key threats faced by the organisation. Within the 17 risks (8 red, 6 amber, 3 green) held on the corporate risk register, focus has been targeted on the 'Top 5'.



Description of risk	Annual trend	How we've mitigated the risk
1 **Financial Sustainability** The charity continued to face challenges around financial sustainability. This risk was identified as significant in 2022 and a comprehensive range of mitigation measures were continually applied throughout FY 23/24, ultimately leading to a reduction in our exposure to the risk as United Response's financial position stabilised. Despite this, finance sustainability remained our top risk throughout the year.	 Improving	• In year, a heavy focus on financial performance both at central and at service level was applied. • A financial adversity recovery plan, first developed in Winter '22 was adapted and relaunched based on revised budget and forecast • Ongoing negotiations with local authorities for new and renewed contracts. Viability of contracts under constant review • Proactive monitoring of financial performance • Financial training for colleagues is now being rolled out to reduce service level discrepancies and errors • Significant changes were made to United Response's finance team structure
2 **External Environment** Like many organisations in our sector, the environment within which United Response operated continued to provide challenges throughout FY 23/24. The nature of current funding streams continued to present volatility given the squeeze on local authority funding and neglect of social care.	 Stable	• Ongoing development of strategic initiatives with enhanced focus on income stream diversification during the early part of the year • United Response continued to lobby and work with other organisations to influence the external environment in relation to social care • Significant modernisation of our approach to practice was achieved through the launch of the Nourish digital care management system

Description of risk	Annual trend	How we've mitigated the risk
3 **Disruption & distraction during transformation** Towards the end of the financial year, United Response commenced a significant transformation exercise which introduced risks relating to instability, senior staff departures, change resistance and fatigue and the potential for impacts to our operations.	 Worsening	• Ongoing engagement with organisational leadership to capture feedback on transformation and its impacts • Careful management of organisational messaging. Careful proactive communication of changes and their justification • Regular review and consideration of transformation deliverables and targets • Enhanced focus on cohesive leadership to deliver a strong, clear top-down message • Appointment of interim CEO to oversee transformative period
4 **Staff Retention & Recruitment** Staff retention & recruitment remained a challenge throughout FY 23/24, however it was a challenge that gradually reduced as the year progressed as recruitment data and retention figures improved. The risk did however remain high as the ongoing cost of living crisis continued to present challenges related to staff pay as the real living wage continued to grow throughout the year.	 Improving	• Staff rewards (financial & non-financial reviewed within year. Pay uplifts agreed and effected in 2023 • Introduction of "my first year" onboarding scheme has proven a successful initiative to combat attrition in early stages of employment • Targeted reduction of vacant hours across the charity: Year-on-year vacant hours have reduced by a third across the year ending Jan 2024 • Restructure of Recruitment and Learning & Development teams within year has produced positive outcomes

Description of risk	Annual trend	How we've mitigated the risk
5 **Ongoing uncertainty relating to contractual terms** United Response relies heavily on collaboration and partnerships with Local Authorities (LA's) to carry out its mission. United Response is exposed to long-term uncertainty regarding the terms being offered within the contracts offered by these LA's. Unfavourable terms may result in adverse conditions, financial challenges and may hinder our ability to provide our services safely and effectively.	Stable	• Careful analysis of benefits and risks associated with all contracts • Preparation of proposals around negotiations for alternative, improved terms • Ongoing relationship management between UR and Local Authorities. We are continuously engaging with LA's to monitor and anticipate changes to terms of existing or upcoming contracts. Where possible, we will use our in-house skills to lobby. • CEO & Director-level discussion with alternative providers to understand how third parties have approached similar situations • Regular DT discussion to ensure that this remains at forefront of agenda during leadership conversations

Going into 2024/2025 we aim to continue to improve our risk management approach and to do so with a particular focus on the context of organisational changes, maintaining the quality of our work, robust financial controls and the developing external environment.



Energy and Carbon consumption

Streamlined Energy & Carbon Reporting (SECR) is the legislative reporting requirement in the Directors' Report. It mandates that all large companies must report on the operational energy consumption and associated emissions. This is the third year of reporting for United Response.

High level breakdown

Totals

4,052,921 kWh
786,825 kg
787 CO2e
0 tCO2e

1,358,566 kWh
218,324 kg
281 CO2e
0 tCO2e

% of CO2
35.8

2,440,054 kWh
445,456 kg
445 CO2e
0 tCO2e

% of CO2
56.6

254,301 kWh
60,045 kg
60 CO2e
0 tCO2e

% of CO2
7.6

The main sources of Scope 1 and 2 carbon emissions are the consumption of gas and electricity, essential for operational buildings and residences supporting people with disabilities. This combined consumption accounts for 92.4% of United Response's total CO2 emissions, while the remaining 7.6% is emitted through staff transportation and activities associated with supported learning and living facilities. United Response's total CO2 emission breakdown is highlighted in Diagram 1below:

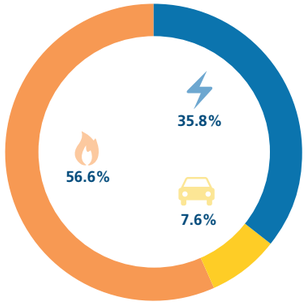


Diagram 1: United Response total CO2 emission breakdown

Diagram 2 illustrates kgCO2e emissions in more detail. The monthly profile exhibits a consistent pattern for electricity usage, while higher consumption is seen for gas during the winter months. It is to be noted that the gas data was estimated since the data provided from the utility brokers was found to be erroneous.

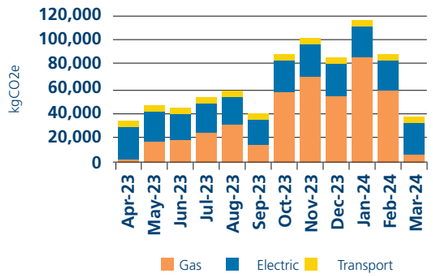


Diagram 2: kg CO2e emissions per month

Diagram 3 compares kWh consumption over the two most recent reporting years. The profile indicates an increased demand for electricity with a slight reduction in energy usage from natural gas and transport in 2024.

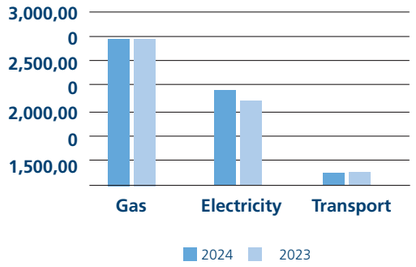


Diagram 3: kg CO2e emissions per month

Intensity Metric

An intensity metric provides United Response with an indicator of carbon performance based on operational figures, specifically the number of staff members. Table 2 illustrates that with 3,450 employees, the average emission is 228 kgCO2e per staff member. In 2024, there was an increase in the organisation's operational intensity by 24 kgCO2e per staff member.

Intensity metric	2024	2023
Number of staff	3,450	3,663
kg CO2e	786,825	747,238
kg CO2e PSM	228	204

Table 2: Intensity metric

United Response's Initiatives

This year we had a number of energy and carbon improvement projects that were completed and some which are still in progress:

- **Electric and Hybrid Vehicles**
  United Response is progressively integrating electric and hybrid vehicles into its existing fleet. This initiative has been ongoing since the previous SECR period with a current aim of ensuring 25% of new fleet purchased to be hybrid or electric.

- **Smart Metering**
  The installation of Smart Meters across the company's premises will allow for closer monitoring of peaks and troughs in energy usage, and as such will help us identify areas where energy saving measures can be implanted.

- **Condensing portfolio**
  The organisation is also considering the closure of several sites, including their head office, in an effort to reduce energy consumption and maintain a more streamlined portfolio.

Methodology

United Response measures Scope 1 and 2 emissions. All energy data was collated by United Response's energy suppliers, while transport data and staff numbers were gathered internally. Since the provided gas data was found to be faulty, estimates based on heating degree days were used instead. Scope 1 emissions encompass fleet vehicles and gas, while Scope 2 emissions cover electricity. Table 3 shows the figures used to convert energy to CO2.

	Litre	kWh	Co2e
Gas	**n/a**	**1**	**0.18256**
Electricity	**n/a**	**1**	**0.20707**
Petrol	**1**	**9.5**	**2.1**
Diesel	**1**	**10.6**	**2.5**

Table 3: CO2 conversion factors

Quality management and safeguarding

Keeping people safe, well and protected from abuse is at the heart of what we do. To achieve this, we work with our partners, such as local safeguarding boards, the Care Quality Commission (CQC), Care Inspectorate Wales (CIW) and Ofsted. We continued to outperform our peers in the CQC Market Oversight Group with 94% of our services receiving a good or outstanding rating. 100% of our CIW services are good and our FE College has a good Ofsted rating.

Quality improvement

In 2023/24 our team of auditors and quality checkers, who are people we support, completed 125 audits. They found:

- Our care and support is generally very good.
- The impact of the health coaches has been very positive and has had a direct impact improving the health of the people we support.
- Our quality checker tool is working well
- But they also told us that:
- We need to embed better training around the Mental Capacity Act
- Support plans could share more about the day-to-day lives of people we support

As a result of their findings we have:

- Rolled out a new digital support planning system (Nourish) that captures people's information and provides the ability for Management and organisational oversight and some aspects of digital reporting. This work is nearly complete with 80% of our services now live and using this system.
- Worked with services and staff teams to ensure that the information on our electronic people we support recording system (Nourish) is fit for purpose, person-centred, and person-led.
- Worked with central teams, such as learning and development, to ensure that our staff is knowledgeable, skilled, and competent.
- Reviewed the way in which we conduct audit and quality assurance to embed a more dynamic way of supporting services to improve the way our staff team work with the people we support and, ultimately, the lives of the people we support.

Safeguarding

United Response is committed to embedding a culture of safeguarding and learning across our organisation. We do this by training and supporting our staff to follow our safeguarding and whistleblowing policies and procedures, implementing various control measures and processes such as risk assessment, person-centred planning and positive behaviour support planning. We encourage and welcome the involvement of the families and friends of the people we support. This acts as a safeguarding measure and is essential to their quality of life.

In 2023/24 we examined 412 safeguarding incidents that involve the people we support. Of these:

- We conducted full investigations using a tiered investigation process depending on the seriousness and impact of the safeguarding incident.

- We found 27% were substantiated against United Response, 30% were not substantiated against United Response and 43% had not been closed out by the Local Authority.

To support our ongoing commitment to improving safeguarding, we have:

- introduced a new process to close safeguarding referrals that have remained open despite no further concerns
- agreed a new escalation process to support managers with effective Safeguarding support when they need it.

Our commitments

We fully comply with the obligations under the Modern Slavery Act 2015. Our annual transparency statement for the year ended 31 March 2024 is on our website. United Response takes a zero-tolerance approach towards fraud, bribery and corruption. It is committed to complying with all applicable laws and regulations relating to fraud, bribery and corruption wherever it operates.

Our people and culture

This year we continue to put a strong focus on improving our work around equality, diversity and inclusion (EDI). We were very proud to have been accredited with the Disability Confident Leader status in December 2023.

With the help of Vercida Consulting we gained feedback from our staff to support the development of an organisational EDI strategy. We launched a staff survey and held series of listening focus groups with staff from across the charity, including a dedicated feedback session with our neurodiverse staff. This enabled us to develop the strategy which our Director of People and Inclusion signed off in February 2024.

Throughout the year we promoted activities in our Diversity Calendar, including but not limited to LQBTQ + Pride month (June), Disability Pride month (July) and Black History Month (October).

Our quarterly diversity forum events continue to have a consistent and good level of attendance. Our staff Diversity Ambassador Lead provided mentoring to staff from Black and minoritised backgrounds who had attended aspiring leaders training.

We delivered unconscious bias training to managers so they could recognise the importance of understanding the problem of bias in the workplace, address their own biases and create a more inclusive workplace

How we listened and engaged with our staff

Our staff forum, United Voice, provided us with opportunities to listen to staff and have their views inform the future direction of our charity.

In January 2024 we created a code of conduct for our forum Convenors to establish the expectations and commitment required for the role. We also launched a recruitment campaign to ensure we had more representatives from our support workers cohort, successfully growing representation to 75% for service areas.

We were pleased to increase UR Star nominations by 14% in 2023/24, recognising more staff than ever for their achievements. Our annual celebration days were an opportunity to celebrate our UR Stars, apprentices and colleagues with over 20 years of service.
To better support our new starters, we launched My First Year, a programme of check-ins for everyone who has joined us. As a result, we have seen retention improvements, with staff turnover reducing from 9.58% to 8.91% in the first 12 months.

14%
increase in UR Star nominations in 2023/24.



Gender pay gap

At United Response, women earn £1 for every £1 that men earn when comparing median hourly pay. Their median hourly pay is 0.4% lower than men's. When comparing mean (average) hourly pay, women's mean hourly pay is 2.3% lower than men's.
Our full gender pay gap report can be found here.

75%
of service areas represented in our staff forum

Fundraising

In 2023/24 we raised £569,571.88 through:

- Securing philanthropic donations from trusts, foundations and corporate partners
- Providing opportunities for people to leave a gift to us in their will
- Supporting people to take part in challenge events and raise money on behalf of United Response
- Promoting appeals and fundraising asks people who have already shown an interest in our work
- Community-based fundraising activity.

A huge thank you to all of our funders, donors and supporters. Through their generosity we are able to achieve our mission of enabling everyone we support to live a good life and contribute to our vision of a society where everyone has equal rights and opportunities.

This year, we welcomed several esteemed foundations to our family of supporters. We are pleased to announce new partnerships with the Peter Harrison Foundation, Motability Foundation, The Bowels Charitable Trust, the Hobson Charity, the Roger De Haan Foundation, the Yellow Wood Foundation, and the Godington Foundation. Additionally, we are grateful for the continued, long-standing support from the Clothworkers Foundation, the Purey Cust Trust, and the National Heritage Lottery Fund. This list is not exhaustive, and we extend our deepest thanks to all who have contributed to our mission



We were immensely grateful for the opportunity to launch our first BBC Radio 4 charity appeal in support of our hate crime work. We were thrilled to have Leon Harrop, a BAFTA Breakthrough-winning actor known for his role in Ralph & Katie—the first-ever TV drama featuring two learning-disabled lead actors—present our appeal. Leon, who has Down syndrome, is no stranger to challenging stereotypes. He is deeply passionate about eradicating disability hate crime and shared with listeners his own experiences of facing discrimination, even in the face of his success. The appeal successfully raised £14,066.

£14,066

raised through our BBC Radio 4 charity appeal supporting our hate crime work

This year 17 people took on the challenge of running the iconic London Marathon for United Response, collectively raising £31,890. We are very grateful for their support.

We are deeply grateful to acknowledge that, during this year, we received £105,806 in legacy gifts. These generous contributions reflect the lasting impact of those who chose to remember us in their wills, ensuring that their commitment to our mission endures for years to come. We extend our heartfelt thanks to the individuals and families whose legacy will help shape a brighter future for those we support.

As we move forward with our organisational transformation, we will adapt our fundraising activity to meet the needs of the organisation and the people supported by the charity account for any changes in the external landscape.

£31,890

raised by our 17 London Marathon runners

Ethical fundraising

We are committed to maintaining the highest standards in our fundraising practices, strictly adhering to Charity Commission guidelines. As members of the Fundraising Regulator and the Chartered Institute of Fundraising, we comply with the Code of Fundraising Practice for the UK and diligently protect vulnerable individuals in accordance with the Charities (Protection and Social Investment) Act 2016.

We are pleased to report that there have been no complaints regarding our fundraising activities over the past year.

Our team is actively developing our fundraising policies to align with our strategic plans. We continually review updates in guidance and legislation, such as the Fundraising Regulator's Code of Fundraising Practice and GDPR, to ensure that our data is captured and stored securely and efficiently. We prioritise clear and consistent communication with our supporters, though we do not employ direct marketing or external third parties to raise funds. At present, our direct fundraising efforts remain at a low level. All data related to our fundraising activities is meticulously recorded on our CRM system, Donorfy, ensuring accuracy and timeliness.



Reference and administrative details

United Response is a Charity registered with the Charity Commission and a company limited by guarantee.
Company and VAT number 01133776 / GB317764974
Charity number 265249

Registered address and office
7th Floor, Knollys House
17 Addiscombe Road
Croydon

Trustees

During this year the trustees were:

Chair
Malcolm McCaig

Vice-Chair
David Willis (Chair of Finance and Resources Committee)

Honorary Treasurer
Charles Garthwaite

Mark McLaughlin (Chair of Audit & Risk Committee)
Alastair Ballantyne - resigned December 2023
Bill Hodson - resigned March 2024
Satya Samal
Bronagh Scott
Alison Stanley
Deborah Tavana
Guy Van Dichele
Lisa Odendaal
Nicola Pawsey – appointed July 2023
Vicky Whelan – appointed July 2023

Bankers

Lloyds Bank
3rd Floor
25 Gresham Street London EC2V 7HN

Auditors

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

About this Report

This report outlines the aims, objectives and performance of United Response for the year 2023 to 2024. Through this report we want to highlight what we do, the outcomes of our work and how we use the money we receive to deliver our charitable objectives. United Response is incorporated as a company limited by guarantee and a registered charity. This charitable company is what we mean when we refer to "the charity".

In this report there is evidence of the charity's activities which are all for the public benefit and are delivered on a not-for-profit basis. The objectives of the charity are to support people with learning disabilities or physical disabilities, autistic people, and those with mental health needs to live the life they choose in their own community. We do this by delivering care and support services encompassing residential care, supported living, housing, employment support, day opportunities, skills and wellbeing activities and further education.

The report is presented by the Board of Trustees of the charity under UK charity law who also act as directors under UK company law. In this report we refer to the members of the Board as "the Trustees". The report includes the reference and administrative details on page 49, the Statement of Trustees responsibilities on pages 50-51 and the financial statements on pages 59-88. In preparing the report, we aim to meet our overall obligations under the rules and regulations.

Statement of Trustees responsibility

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

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



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

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy, at any time, the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as each of the Trustees of the charity, at the date of approval of this report, is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each trustee has taken all of the steps that he/she should have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

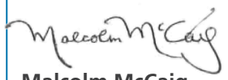
Public Benefit Statement

United Response exists entirely for the public benefit. All our activities are carried out in support of our charitable objectives.

The core of our work is in supporting people with learning disabilities and those with mental health needs, but we also place a significant focus on investing in communities. We provide services primarily under contracts with local authorities, the NHS and personal budgets. It is central to our ethos and charitable status that we promote and campaign for the wider public benefit of our beneficiaries in terms of equality and citizenship. We have taken into account the guidance in the Charity Commission's general guidance on Public Benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

With thanks

The Trustees' would like to express their thanks to everyone who contributes to United Response's work; the people we support and their families, our staff, our commissioners, funders, donors and partners. We are grateful for your tireless dedication and support for our cause. The Trustees' Annual Report and the strategic report contained within was approved by the Trustees of United Response on 16 October 2024 and signed on its behalf by



Malcolm McCaig
Chair

Independent auditors report to the Members of United Response

Opinion

We have audited the financial statements of United Response (the "charitable company") and its subsidiaries (the "group") for the year ended 31 March 2024 which comprise the Group Statement of Financial Activities, the Group and Company Balance Sheets, the Group Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information 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 our audit

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

Matters on which we are required to report by exception

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

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

- the parent company has not kept adequate accounting records; or
- the parent company 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 50, of the charitable company for the

purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation, Care Quality Commission (CQC) regulations, employment legislation, taxation legislation and health and safety 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 contract income, recording the impact of CQC regulatory reviews and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Vincent Marke
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London

United Response Consolidated Statement of Financial Activities

For the year ended 31 March 2024

(incorporating a consolidated income and expenditure account)

	Notes	General Funds 2024 £'000	Designated Funds 2024 £'000	Unrestricted Funds 2024 £'000	Restricted Funds 2024 £'000	Total Funds 2024 £'000	Total Funds 2023 £'000
Income from:							
Donations and legacies	2	18	-	18	552	**570**	505
Charitable activities	4	105,377	-	105,377	-	**105,377**	99,849
Investments	3	560	-	560	-	**560**	207
Other activities	3	1	-	1	-	**1**	235
Total income		**105,956**	**-**	**105,956**	**552**	**106,508**	**100,796**
Expenditure on:							
Raising funds	5	288	-	288	-	**288**	233
Charitable activities	5	106,916	-	106,916	417	**107,333**	105,298
Other activities	5	1,743	-	1,743	-	**1,743**	3,515
Total expenditure		**108,947**	**-**	**108,947**	**417**	**109,364**	**109,046**

	Notes	General Funds 2024 £'000	Designated Funds 2024 £'000	Unrestricted Funds 2024 £'000	Restricted Funds 2024 £'000	Total Funds 2024 £'000	Total Funds 2023 £'000
Net deficit on operations		**(2,991)**	**-**	**(2,991)**	**135**	**(2,856)**	**(8,250)**
Net gain/(loss) on investments	19	166	-	166	-	**166**	(6)
Net (expenditure)/ income before transfers between funds		**(2,825)**	**-**	**(2,825)**	**135**	**(2,690)**	**(8,256)**
Transfers between funds	19	19	(19)	-	-	-	-
Net movement in funds		**(2,806)**	**(19)**	**(2,825)**	**135**	**(2,690)**	**(8,256)**
Reconciliation of funds:							
Total funds at 1 April 2023		12,664	6,022	18,686	2,028	20,714	28,970
Total funds at 31 March 2024		**9,858**	**6,003**	**15,861**	**2,163**	**18,024**	**20,714**

All the above results are derived from continuing activities. All gains and losses recognised in the year are included above. If income and expenditure from Other Activities are ignored, the net deficit would be £1,115,000 (2022/23 deficit of £4,970,000).

United Response Consolidated and Charity Balance Sheets As at 31 March 2024

	Notes	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Fixed Assets					
Intangible assets	10	**1**	4	**1**	4
Tangible assets	11	**5,422**	5,557	**5,422**	5,557
Investments	12	**11,609**	8,989	**11,609**	8,989
Total fixed assets		**17,032**	**14,550**	**17,032**	**14,550**
Current Assets					
Stocks		**40**	40	**40**	40
Debtors	13	**11,433**	11,302	**7,902**	7,733
Cash at bank and in hand		**3,933**	6,293	**3,927**	6,288
Total current assets		**15,406**	**17,635**	**11,869**	**14,061**
Creditors - amounts falling due within one year	14	**(12,299)**	(11,058)	**(8,764)**	(7,486)
Net current assets		**3,107**	**6,577**	**3,105**	**6,575**
Total assets less current liabilities		**20,139**	**21,127**	**20,137**	**21,125**
Provisions for liabilities	15	**(2,115)**	(413)	**(2,115)**	(413)
TOTAL NET ASSETS	**16**	**18,024**	**20,714**	**18,022**	**20,712**
FUNDS OF THE GROUP:					
Restricted Funds					
Restricted funds	17	**1,333**	1,423	**1,333**	1,423
Restricted property fund	18	**830**	605	**830**	605
Total restricted funds		**2,163**	**2,028**	**2,163**	**2,028**
Unrestricted Funds					
General Funds	19	**9,858**	12,664	**9,856**	12,662
Designated funds	19	**6,003**	6,022	**6,003**	6,022
Total unrestricted funds		**15,861**	**18,686**	**15,859**	**18,684**
TOTAL GROUP FUNDS	**16**	**18,024**	**20,714**	**18,022**	**20,712**

The deficit for the financial year, dealt within the financial statements of the parent charity, with company number 1133776, was £2,690,000 (2022/23 deficit of £8,256,000) after gift aid from subsidiaries. These financial statements were approved by the Board and authorised for issue on 16 October 2024.

Malcolm McCaig - Chair
United Response



Joe Anichebe - Treasurer



Consolidated Statement of Cashflows
For the year ended 31 March 2024

	Notes	2024 £'000	2023 £'000
Cash flows from operating activities:			
Net cash generated / (used) in operating activities	**A**	**(134)**	**(10,515)**
Cash flows from investing activities			
Dividends and interest from investments		**560**	207
Purchase of Investment Portfolio		**(2,036)**	(2,000)
(Decrease)/increase in cash held for reinvestment		**(418)**	11,784
(Decrease)/increase in property, plant and equipment		**(332)**	(598)
Proceeds from the sale of property, plant and equipment		-	374
Net cash generated/(used) in investing activities		**(2,226)**	**9,767**
Change in cash and cash equivalents in the reporting period		**(2,360)**	(748)
Cash & cash equivalents at the beginning of the reporting period		**6,293**	7,041
Cash and cash equivalents at the end of the reporting period	**B**	**3,933**	**6,293**
A. Reconciliation of net income to net cash flows from operating activities			
Net income for the reporting period (as per the Statement of Financial Activities)		**(2,690)**	**(8,256)**
Adjustments for:			
Depreciation and amortisation charges		**382**	355
Returns on investments		**(166)**	6
Dividends and interest from investments		**(560)**	(207)
(Gain) / loss on sale of fixed assets		-	(235)
Decrease / (increase) in stocks		-	-
Decrease / (increase) in debtors		**(131)**	(1,868)
Increase / (decrease) in creditors		**1,241**	(310)
Increase / (decrease) in provisions		**1,790**	-
Net cash provided by operating activities		**(134)**	**(10,515)**
B. Analysis of cash and cash equivalents			
Cash in hand		**87**	149
Cash at bank		**3,846**	6,144
Total cash and cash equivalents		**3,933**	**6,293**

The notes on pages 64-88 form part of these accounts.

United Response Notes to the Accounts for the year ended 31 March 2024

Charity Information

United Response is a public benefit entity registered as charity in England and Wales and a company limited by guarantee. It was incorporated on 11 September 1973 (company number: 1133776) and registered as a charity on 2 October 1973 (charity number: 265249). The address of the registered office is 7th Floor - Knollys House, 17 Addiscombe Road, Croydon, London, England, CR0 6SR.

1. Accounting Policies

a) Basis of preparation

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The financial statements have been prepared in accordance with the second edition of the Charities Statement of Recommended Practice issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and Companies Act

The charity has taken advantage of the exemptions in FRS 102 from the requirements to present a charity only Cash Flow Statement and certain disclosures about the charity's financial

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

b) Group financial statements

These financial statements consolidate the results of the charity and its wholly owned subsidiaries: United Response Services Limited and Robert Owen Communities (dormant) and are referred to as "the Group".

A separate statement of financial activities and income and expenditure account are not presented for the charity itself following the exemptions afforded by section 408 of the Companies Act 2006.

c) Preparation of the accounts on a going concern basis

We have set out in this report a review of United Response's financial performance, the reserves position and principal risks and uncertainties.

Based on the assessment of these, United Response considers its position to be strong and continues its focus on the services it provides. Our good relationships with key funders, a proven ability to retain and secure new services, combined with strong liquidity and sufficient unrestricted reserves underline this.

All the above results are derived from continuing activities. All gains and losses recognised in the year are included above. If income and expenditure from Other Activities are ignored, the net deficit would be £1,114,000 (2022/23 deficit of £4,970,000).

United Response's liquidity is evident in review of the consolidated reserves which stand at £15.9m (2022/23 - £18.7m) and £10.0m as free reserves (2022/23 - £12.7m), of which almost all is held as cash and short-term fixed deposits.

The current economic climate has been challenging due to a soar in the cost of living, the disruption of global supply chains and a recruitment crisis. We have maintained some remedial actions, using reserves and proceeds of sold properties from services we handed back where local authority fees did not meet the total cost of delivering good quality care and support. United Response's free reserves continue to be considered sufficient to provide cover for any short term unexpected changes in income and expenditure.

d) Critical accounting judgements and key sources of uncertainty

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

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

1. Accounting policies continued

In the view of the trustees, other than those matters disclosed above, there are no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date likely to result in a material adjustment to their carrying amounts in the next financial year.

e) Income

Any funds received are accounted for as income when United Response can meet the following recognition criteria: it has entitlement, there is probability (more likely than not) that it will be received, and the monetary value can be measured with sufficient reliability.

Sources of funds include Charitable contractual income, Grants, Legacies, Gifts in kind/Donation and investment income. Any funds received in advance are deferred until the contracted service has been provided at which point United Response is entitled to record it.

Where there are terms or conditions attached to incoming funds, particularly grants, then these terms or conditions must be met before the income is recognised. Where terms or conditions have not been met or uncertainty exists as to whether they can be met then the relevant income is not recognised in the year but deferred and shown on the balance sheet as deferred income.

Grants are recognised on the performance model, when the charity has complied with any conditions attaching to the grant and the grant will be received. See Note 4 for revenues recorded related to additional Government grants and funding for the pandemic.

f) Expenditure

Costs of raising funds are those costs incurred in attracting voluntary income. Charitable activities include expenditure associated with the provision of support to people with learning disabilities or mental health needs and include both the direct and support costs relating to these activities. Governance costs are primarily associated with constitutional and statutory requirements. Where support costs cannot be directly attributed to one of the charity's activities they have been allocated on the basis of estimated time spent.

g) Operating leases

Rental costs under operating leases are charged to the statement of financial activities on a straight line basis over the period.

h) Pension schemes

United Response operates a non-contributory stakeholder pension scheme for eligible staff members. Current employer's contributions amount to 3% of pensionable earnings. The charity also contributes to the NHS pension scheme, the West Yorkshire Pension Fund and the Nottinghamshire County Council Pension Fund in respect of staff members who have transferred from other employers. These are defined benefit schemes which we account for as defined contribution schemes as it is difficult to identify the charity's share of the underlying assets and liabilities; we hold £100,000 in reserve relating to these schemes should we be required to supplement our contributions.

i) Intangible fixed assets

Computer software costs have been capitalised within intangible assets as they can be identified with a specific project anticipated to produce future benefits. Once brought into use, they are amortised on the straight line basis over four years.

j) Tangible fixed assets and depreciation

Tangible fixed assets costing more than £2,000 are capitalised and shown at cost. Depreciation has been charged to write off all fixed assets, except for freehold land, over their estimated useful lives, at the following rates:-

Freehold buildings and improvements 2% to 25% on cost.
Leasehold buildings over period of lease.
Furniture and equipment 25% on cost.
Motor vehicles 25% on cost.

k) Financial instruments

United Response has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors.

Financial liabilities held at amortised cost comprise overdrafts and trade and other creditors.

Investments, including bonds held as part of an investment portfolio, are held at fair value at the balance sheet date, with gains and losses being recognised within income and expenditure.

1. Accounting policies continued

These are detailed in note 12 to these accounts. Investments in subsidiary undertakings are held at cost less impairment.

l) Investments

All investments held are included in the balance sheet at market value.

m) Stock

All stock is held at the lower of cost and net realisable value.
Since 2016, stock holdings included farm stock from the Robert Own Communities (ROC) acquisition and small supplies for the Café.

As a result of the pandemic, stock now includes holdings of Personal Protective Equipment (PPE) in a privately managed distribution warehouse. Once PPE is distributed to the services, it is recorded as an expense.

n) Provisions

United Response has commitments to make good dilapidations and carry out repairs under various property leases. A provision is made for all leased properties that may be subject to a potential dilapidation charge and is based on the experience of recent actual costs incurred when vacating premises.

o) Funds

Income received subject to specific conditions imposed by the donor is included in restricted funds. Revenue expenditure is allocated against these funds as incurred. Restricted funds which have financed fixed assets are reduced by amounts equivalent to any depreciation charge over the expected useful lives of the assets concerned. The analysis of restricted funds is shown in note 17 to the accounts.

p) Cash at bank and in hand

Liquid resources are defined as cash at bank and in hand immediately available to meet working capital needs. Other cash not required for working capital requirements are classified as investments.

2. Analysis of Donations and Legacies

	Total 2024 £'000	Total 2023 £'000
Donations from trusts		
Joseph Rowntree Foundation	-	-
National Lottery	-	50
Wolfson Foundation	-	43
Clothworkers' Foundation	-	35
Waterloo Foundation	-	15
Joseph Rowntree Foundation	16	15
National Heritage	27	-
Mobility Grant	200	-
Peter Harrison	20	-
Other	69	28
Total donations from trusts	332	186
Legacies		
- Mrs J Moore	-	41
- Other	-	1
Total donations from legacies	-	42
Total other voluntary income	238	277
Total donations and legacies	570	505

3. Investment income is made up as follows:

	Total 2024 £'000	Total 2023 £'000
Bank interest	**560**	207
Total investment income	**560**	**207**

Other income is made up as follows:	2024 £'000	2023 £'000
Gain on sales of fixed assets	**1**	235
Other income	**1**	**235**

4. Analysis of Income from Charitable Activities

	Contractual Income £'000	Grants £'000	Trading Income £'000	Total 2024 £'000	Total 2023 £'000
Learning disability residential services	11,635	22	-	**11,657**	12,471
Learning disability supported living	81,461	98	-	**81,559**	76,719
Other learning disability services	7,030	862	-	**7,892**	6,080
Mental health services	1,569	-	-	**1,569**	1,425
Employment Opportunities - PWS*	2,275	2	273	**2,550**	2,236
Government funding - Covid 19 & WRR	-	6	-	**6**	497
Capital Grants	144	-	-	**144**	421
Total income from charitable activities	**104,114**	**990**	**273**	**105,377**	**99,849**

*PWS - people we support

Contractual income is made up as follows:	Total 2024 £'000	Total 2023 £'000
Income from statutory authorities	**97,528**	93,851
Income from people we support and other sources	**6,586**	4,920
Total contractual income	**104,114**	**98,771**

Grant income is made up as follows:	Total 2024 £'000	Total 2023 £'000
Government funding - Covid 19 & WRRF	**6**	497
NHS England property grants	**108**	421
Skills for care	**12**	-
Grants to support employment (various)	**3**	-
St Raphael	**861**	-
Total grant income	**990**	**918**

5. Analysis of Total Expenditure

	Direct costs £'000	Support costs £'000	Total 2024 £'000	Total 2023 £'000
Raising funds	**272**	**16**	**288**	233
Charitable activities				
Learning disability residential services	10,619	1,931	**12,550**	13,050
Learning disability supported living services	70,418	13,177	**83,595**	83,177
Other learning disability services	5,579	1,043	**6,622**	5,327
Mental health services	1,165	407	**1,572**	1,290
Employment Opportunities - People We Support	2,037	365	**2,402**	2,029
Governance costs	592	-	**592**	425
Total	**90,410**	**16,923**	**107,333**	**105,298**

Governance costs have been allocated to activities on the basis of estimated time spent.

Other	**-**	1,743	**1,743**	3,515
Total expenditure	**90,682**	**18,682**	**109,364**	**109,046**

Other costs of £1,743k (2022/23 - £3,515k) relates to the contracted costs of the proposed Oracle Enterprise system and Nourish IT Systems.

6. Analysis of Support Costs

	Total 2024 £'000	Total 2023 £'000
Regional support and training	**6,765**	5,807
Service development and quality	**1,297**	1,114
Communication and policy	**517**	512
Financial, HR and legal	**5,428**	3,817
Information Technology	**1,991**	1,882
General management	**925**	1,186
Total support costs	**16,923**	**14,318**

Support costs have been allocated to activities on the basis of estimated time spent.

7. Net Surplus on Operations for the Year

This is stated after charging:	Total 2024 £'000	Total 2023 £'000
Depreciation and amortisation	470	355
Auditors' remuneration including VAT	40	50
Other fees paid to Auditors including VAT	13	13
Amounts paid under operating leases		
- Land and buildings	946	1,053
- Motor vehicles	300	256

8. Trustee benefits and expenses

A total of £2,401 was paid to 5 trustees during the year (2022/23 - £1,969). The expenses reimbursed to trustees cover travel and subsistence costs only. None of the Trustees have been paid any remuneration or received any other benefits.
Indemnity insurance is provided for the trustees as part of the overall management liability policy, the total premium paid during the year amounted to £18,956 (2022/23 - £18,956).

Staff Costs

9. Total staff costs for the year were as follows:

	Total 2024 £'000	Total 2023 £'000
Wages and salaries	**74,808**	71,952
Social security costs	**6,433**	6,365
Pension contribution costs	**1,548**	1,631
Cost of withdrawal from the Pensions Trust Growth Fund	**-**	-
Total	**82,789**	**79,948**

Wages and salaries include £524,000 (2022/23 - £331,000) of redundancy and termination payments which were paid out in accordance with our redundancy policy and legal requirements.

Average number employed	2024 Number	2023 Number
Direct charitable activities	**3,134**	3,134
Support and governance	**308**	309
Generating voluntary income	**4**	-
Total	**3,446**	**3,443**

Number of employees whose remuneration (including taxable benefits) exceeded £60,000 during the year	2024 Number	2023 Number
£60,000 - £70,000	**14**	11
£70,001 - £80,000	**12**	8
£80,001 - £90,000	**2**	-
£90,001 - £100,000	**1**	1
£100,001 - £110,000	**3**	4
£110,001 - £120,000	**1**	-
£120,001 - £130,000	**1**	-
£130,001 - £140,000	**-**	-
£140,001 - £150,000	**1**	1
£150,001 - £160,000	**-**	1
Total	**35**	**26**

Total pension contributions outstanding at the year end were £266,000 (2022/23 - £267,000).

The Executive Team consists of the Chief Executive, Director of Finance, Director of People & Inclusion, Director of Communities, Director of Quality and Practice Development, Director of Housing & Development, Director of Education, Skills, Employment and Enterprises, Director of Business Development and the Director of Communications and Marketing. This represents a temporarily expanded team with several interim positions collectively driving our transformation programme.

Executive Team Remuneration	2024 £'000	2023 £'000
Total pay and benefits of the Senior Executive Team	**1,034**	1,005

10. Intangible Fixed Assets

	Total £'000
Cost	
1 April 2023	**419**
Additions	**-**
Disposals	**-**
31 March 2024	**419**
Amortisation	
1 April 2023	**415**
Charge for the year	**3**
Disposals	**-**
31 March 2024	**418**
Net Book Values (Group & Charity)	
31 March 2024	**1**
31 March 2023	**4**

Intangible assets relate to capitalisation of computer software costs.

11. Tangible Fixed Assets

	Freehold property £'000	Leasehold property £'000	Furniture & equip. £'000	Motor vehicles £'000	Total £'000
Cost					
1 April 2023	6,306	1,372	2,242	60	**9,980**
Additions	244		88		**332**
Disposals		(35)	(111)		**(146)**
31 March 2024	**6,550**	**1,337**	**2,219**	**60**	**10,166**
Depreciation					
1 April 2023	1,498	1,036	1,837	52	**4,423**
Charge for the year	203	108	152	4	**467**
Disposals		(35)	(111)		**(146)**
31 March 2024	**1,701**	**1,109**	**1,878**	**56**	**4,744**
Net Book Value (Group)					
2024	**4,849**	**228**	**341**	**4**	**5,422**
2023	4,808	336	405	8	**5,557**
Net Book Value (Charity)					
2024	**4,849**	**228**	**341**	**4**	**5,422**
2023	4,808	336	405	8	**5,557**

Freehold property includes three properties with a net book value of £831,000 (2022/23 - £605,000 - two properties) which are subject to the restrictions set out in note 18.

12. Fixed Asset Investments

	2024 £'000	2023 £'000
Market value at beginning of year	**8,989**	18,779
Purchases at cost	**2,036**	2,000
Disposals at book value	**-**	-
(Decrease) / increase in market value	**166**	(6)
Increase / (decrease) in cash held for reinvestment	**418**	(11,784)
Market value at end of year	**11,609**	**8,989**

The value of the investment was made up as follows:-

	Historical Cost		Market Value	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
UK Fixed Deposits	**6,995**	6,995	**8,795**	6,995
UK Bonds	**133**	111	**141**	111
Overseas Bonds	**235**	159	**234**	159
UK Equities	**392**	386	**402**	382
Overseas Equities	**922**	872	**1,041**	858
Global Investments Funds	**73**	129	**94**	133
Absolute Return Funds	**20**	70	**20**	71
Cash	**61**	78	**61**	78
Property	**62**	59	**64**	58
Other	**142**	150	**757**	144
Total investments	**9,035**	**9,009**	**11,609**	**8,989**

13. Debtors

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Trade debtors	**8,263**	8,063	**4,251**	2,903
Amounts owed by group & associated undertaking	**-**	-	**1,518**	2,070
Prepayments	**124**	670	**124**	670
Accrued income	**1,740**	2,016	**703**	1,537
Other debtors	**1,306**	553	**1,306**	553
Total	**11,433**	**11,302**	**7,902**	**7,733**

Trade debtors are stated net of a general doubtful debt provision based on the age of debts of £219,000 (2022/23 - £417,000). Accrued income is an estimate of income earned but not yet invoiced.

14. Creditors - Amounts Falling Due Within One Year

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Trade creditors	**637**	1,488	**637**	1,488
Accruals	**4,701**	3,063	**4,693**	3,041
Deferred income	**1,043**	1,133	**635**	694
Taxation and social security	**3,697**	3,351	**798**	460
Other creditors	**2,221**	2,023	**2,001**	1,803
Total	**12,299**	**11,058**	**8,764**	**7,486**

15. Provision for Liabilities and Charges

	Oracle Provision 2024 £'000	Dilapidation Provision 2024 £'000	Total Provision 2024 £'000	Total Provision 2023 £'000
Opening balance	-	413	**413**	413
Utilised in year	-	(88)	**(88)**	-
Released unused during the year	-	-	**-**	-
Additional amount provided	1,730	60	**1,790**	-
Closing balance	**1,730**	**385**	**2,115**	**413**

The provision for dilapidations provides for the cost of repairs arising as a result of obligations under property leases.

During the year, the Charity identified that a contract for the upgrade of the in-house accounting software system, became onerous due to a significant issue in regards its suitablility.
The provision for this onerous contract has been calculated as follows:
Description of the Contract: Oracle Cloud Service Agreement
Reason for Provision: Cancellation of implementation of Oracle Service Agreement.
Total Provision: £1.7m (discounted at 6% NPV)
Calculation Basis: The provision represents the unavoidable costs of the remaining service contract
Expected Settlement Date: The provision is currently in negotiation, and could become payable in full subject to agreement.

16. Analysis of Net Assets between Funds

	General Funds £'000	Designated Funds £'000	Total unrestricted funds £'000	Restricted Funds £'000	2024 Total Funds £'000
Intangible fixed assets	-	1	1	-	**1**
Tangible fixed assets	-	4,592	4,592	830	**5,422**
Investments	11,609	-	11,609	-	**11,609**
Current assets	12,663	1,410	14,073	1,333	**15,406**
Current liabilities	(12,299)	-	(12,299)	-	**(12,299)**
Provisions for liabilities & charges	(2,115)	-	(2,115)	-	**(2,115)**
Total net assets 31 March 2024	**9,858**	**6,003**	**15,861**	**2,163**	**18,024**

2023 Comparative Disclosures	General Funds £'000	Designated Funds £'000	Total unrestricted funds £'000	Restricted Funds £'000	2023 Total Funds £'000
Intangible fixed assets	-	4	4	-	4
Tangible fixed assets	-	4,611	4,611	946	5,557
Investments	8,989	-	8,989	-	8,989
Current assets	15,146	1,407	16,553	1,082	17,635
Current liabilities	(11,058)	-	(11,058)	-	(11,058)
Provisions for liabilities & charges	(413)	-	(413)	-	(413)
Total net assets 31 March 2023	**12,664**	**6,022**	**18,686**	**2,028**	**20,714**

17. Restricted Funds

	Balance 31 March 2023 £'000	Transfers during the year £'000	Generated during the year £'000	Utilised during the year £'000	Balance 31 March 2024 £'000
Time For You	15	-	-	-	**15**
Accessible Voting	21	-	1	-	**22**
North Division	298	40	6	(40)	**304**
South Division	420	-	101	(2)	**519**
Devon ESE (formerly ROC)	276	(40)	7	(31)	**212**
Other restricted funds	52	-	35	(10)	**77**
Subtotal	**1,082**	**-**	**150**	**(83)**	**1,149**
Represented by tangible fixed assets:					
North Division	10	(8)	-	-	**2**
South Division	147	8	152	(125)	**182**
Devon ESE (formerly ROC)	184	-	-	(184)	**-**
Other restricted funds	-	-	-	-	**-**
Total excluding restricted property	**1,423**	**-**	**302**	**(392)**	**1,333**
Restricted property fund (see note 18)	605	-	250	(25)	830
Total	**2,028**	**-**	**552**	**(417)**	**2,163**

The purposes of the principal funds shown above are as follows:

Time for You - this is a grant from Ipswich Borough Council in relation to the Suffolk Short Break Demonstrator Project, involving the provision of respite to family carers of people with learning disabilities. The grant was originally awarded to Ipswich Council for Voluntary Service, but was transferred to United Response during 2012.

Accessible Voting - this is a grant from the UK Democracy Fund a Joseph Rowntree Reform Trust initiative. This is a grant to develop a campaign to get people wwith a learning disability and autistic people registered to vote and casting their vote in the next general election.

North Division - the largest element of the income and expenditure relates to York Training and Community Services. The offering consists of a Café, Health & Wellbeing Outreach, The Base for independent living workshops, the Autism Hub, supported employment coaching and the media centre. Grants have also been provided by Trafford MBC, Knowsley MBC and Wigan MBC to enable us to develop employment and social opportunities for people with autism. As well as Liverpool to tackle bullying.

South Division - the largest element of the income and expenditure relates to the Donation Station, our charity shop, which raises money for The Community Network, and teaches employment skills to the people we support.

Devon ESE - in 2016 United Response merged with Robert Owen Communities and this fund represent the balance of restricted funds acquired at that time and the net movement in restricted revenue funds since. ROC College is a specialist college that provides education for young people between the ages of 16 and 25 within Cornwall, Devon and Somerset. We also offer other supported employment opportunities and services such as Boscawen Farm where People we Support and Students can learn transferable skills.

Funds represented by tangible fixed assets - these funds relate mainly to improvements to properties, including houses owned by United Response in West Sussex and Devon and leased in Suffolk, Essex and Kent.

2023 Comparative Disclosures

	Balance 31 March 2023 £'000	Transfers during the year £'000	Generated during the year £'000	Utilised during the year £'000	Balance 31 March 2024 £'000
Time For You	15	-	-	-	15
Accessible Voting	6	-	15	-	21
North Division	124	158	25	(9)	298
South Division	241	84	106	(11)	420
South West Division	42	(42)	-	-	-
North West Division	134	(134)	-	-	-
Devon ESE (formerly ROC)	228	7	51	(10)	276
Other restricted funds	123	(73)	2	-	52
Subtotal	**913**	**-**	**199**	**(30)**	**1,082**
Represented by tangible fixed assets:					
North Division	2	8	-	-	10
South Division	142	5	-	-	147
South West Division	1	(1)	-	-	-
North West Division	8	(8)	-	-	-
Devon ESE (formerly ROC)	188	(4)	-	-	184
Total excluding restricted property	**1,254**	**-**	**199**	**(30)**	**1,423**
Restricted property fund (see note 18)	188	-	421	(4)	605
Total	**1,442**	**-**	**620**	**(34)**	**2,028**

18. Restricted Property Fund

The original restricted property fund of £182,000 (2022/23 - £184,000) represents the value of a freehold property provided by the South East Kent District Health Authority to house a service in Folkestone. The property, which was acquired at no cost to United Response, is registered in the name of the charity and has been included in fixed assets at the cost of acquisition and refurbishment borne by the Health Authority, less depreciation. In the event of the service terminating, United Response has undertaken to transfer the property back to the Health Authority for £nil consideration.

Last year restricted property funding was received from NHS England for the purchase of a property in Aylesbury with a Net Book Value of £399,000 (2022/23 - £413,000). The property, which was acquired at no cost to United Response, is registered in the name of the charity and has been included in fixed assets at the cost of acquisition and refurbishment borne by NHS England, less depreciation. In the event of the service terminating, United Response has undertaken to repay a 100% portion of the market value of the property back to NHS England less disposal costs.

In the current year a restricted property funding was received from the Trustess of Ipswich St Raphaels Club at a value of £250,000. The property, which was acquired at no cost to United Response, is registered in the name of the charity and has been included in fixed assets at the cost of acquisition of £250,000. The Ipswich St Raphaels Club is restricted in nature, any change of use, or disposal, can only be actioned on the consent of the Charity Commissioners.

19. Unrestricted Funds

	Balance 31 March 2023 £'000	Transfers during the year £'000	Generated during the year £'000	Utilised during the year £'000	Net Gain (Loss) year £'000	Balance 31 March 2024 £'000
Property fund	1,061	-	-	-	-	1,061
Pension fund	100	-	-	-	-	100
Maintenance fund	250	-	-	-	-	250
Tangible fixed assets	4,611	(19)	-	-	-	4,592
Total designated funds	**6,022**	**(19)**	**-**	**-**	**-**	**6,003**
Unrestricted general funds	12,664	19	105,956	(108,947)	166	9,858
Total unrestricted funds	**18,686**	**-**	**105,956**	**(108,947)**	**166**	**15,861**

Funds have been designated for the following purposes:-

Property fund - to help fund the purchase of properties to support the development of the charity's activities. These funds are likely to be utilised over the next five years.

Pension fund - to cover the potential liability associated with membership of one multi-employer defined benefit local government pension schemes. It cannot be estimated when this will be utilised.

Maintenance fund - to provide funding for major repairs of properties which the charity has responsibility for. These funds are used, reviewed and maintained ongoing.

Tangible fixed assets - relates to the portion of reserves invested in unrestricted tangible fixed assets to be used by United Response in its operations. This decreased during the year by £148,000 due to a transfer from unrestricted general funds.

2023 Comparative Disclosures

	Balance 31 March 2023 £'000	Transfers during the year £'000	Generated during the year £'000	Utilised during the year £'000	Balance 31 March 2024 £'000
Property fund	1,061	-	-	-	1,061
Pension fund	100	-	-	-	100
Maintenance fund	250	-	-	-	250
Intangible Fixed Assets	8	(8)	-	-	-
Tangible fixed assets	5,109	(498)	-	-	4,611
Total designated funds	**6,528**	**(506)**	**-**	**-**	**6,022**
Unrestricted general funds	21,000	506	100,176	(109,018)	12,664
Total unrestricted funds	**27,528**	**-**	**100,176**	**(109,018)**	**18,686**

20. Capital commitments

There were no capital commitments in the year 2024 (2023 - nil).

21. Operating Lease commitments

	Land and buildings		Vehicles	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Total of future minimum lease payments under non cancellable				
within one year	333	653	**124**	125
within two to five years	97	452	**192**	153
after five years	-	118	**-**	-
Total	**430**	**1,223**	**316**	**278**

22. Subsidiary Undertakings

All subsidiaries have their registered address as the same as United Response: 7th Floor Knolly's House, 17 Addiscombe Rd, Croydon, CR0 6SR.

In January 2019, United Response Services Limited (URS) was formed as a wholly owned subsidiary of United Response. URS is registered as company number 11788717 and £100 share capital was invested by United Response. On 1st April 2019, the entity commenced trading. United Response Services Limited carries out trading activities with local authorities on behalf of United Response Limited.

In 2016 the charity acquired Robert Owen Communities (ROC), a UK charitable company with registered charity number 517845 and company number 02038915. ROC has been dormant since 2019.

The tables overleaf show the impact of the subsidiaries on the results of the Group.

Financial activities of Subsidiaries in 2024

	2024 URS £'000
Sales revenue	56,563
Other income	-
Total turnover	**56,563**
Salaries and wages	-
Other costs	55,432
Total operating costs	**55,432**
Trading profit	**1,131**
Gift aid due to parent	(1,131)
Retained profit	**-**
Retained loss brought forward	-
Retained profit carried forward	**-**
Gross Assets	4,966
Gross Liabilities	(4,966)
Total Net Assets	**-**

2023 Comparative Disclosures

Financial activities of subsidiaries in 2023	2024 URS £'000
Sales revenue	53,560
Other income	172
Total turnover	**53,732**
Salaries and wages	-
Other costs	52,665
Total operating costs	**52,665**
Trading profit	**1,067**
Gift aid due to parent	(1,067)
Retained profit	**-**
Retained loss brought forward	-
Retained profit carried forward	**-**
Gross Assets	5,554
Gross Liabilities	(5,554)
Total Net Assets	**-**

23. People We Support bank accounts

The charity administers holding bank accounts on behalf of residents for the receipt and payment of the residents' personal allowances. These bank accounts have not been reflected on these financial statements as an asset or liability. The value held at 31 March 2024 was £565,449 (2022/23 - £557,000). The bank accounts are held separately from those of the charity.

24. Transactions with Related Parties

There have been no related party transactions in the year to 31 March 2024 that require disclosure other than transactions with the subsidiary companies, URS and UR's trustees. Transactions with URS are set out below and those with the trustees are disclosed under note 8

In 2023/24, the charity charged URS £55,432,000 (2022/23 - £52,658,000) in respect of the delivery of operational services.

In 2023/24, URS paid the charity £52,126,000 (2022/23 - £52,153,000) of monies collected on invoices settled.

In 2023/24, under a deed of covenant, URS will make a gift aid payment to the charity of £1,131,227 (2022/23 - £1,067,000). Payment will be made to the parent charity during the 9 months following the relevant reporting date.

As at 31/03/2024, URS owed the charity £1,521,000 (2022/23 - £2,072,000).

25. Consolidated Statement of Financial Activities for the year ended 31 March 2023

(incorporating a consolidated income and expenditure account)

	Unrestricted Funds 2023 £'000	Restricted Funds 2023 £'000	Total Funds 2023 £'000
Income from:			
Donations and legacies	306	199	505
Charitable activities	99,428	421	99,849
Investments	207	-	207
Other activities	235	-	235
Total income	**100,176**	**620**	**100,796**
Expenditure on:			
Raising funds	233	-	233
Charitable activities	105,264	34	105,298
Other activities	3,515	-	3,515
Total expenditure	**109,012**	**34**	**109,046**
Net deficit on operations	**(8,836)**	**586**	**(8,250)**
Net gain/(loss) on investments	(6)	-	(6)
Net (expenditure)/income before transfers	**(8,842)**	**586**	**(8,256)**
Transfers between funds	-	-	-
Net movement in funds	**(8,842)**	**586**	**(8,256)**
Reconciliation of funds:			
Total funds at 1 April 2022	27,528	1,442	28,970
Total funds at 31 March 2023	**18,686**	**2,028**	**20,714**



Get in touch

info@unitedresponse.org.uk

Charity number: 265249 / Company number: 1133776

Registered VAT number: GB317764974 / Photos ©istock and Mark Crick

United Response

support that changes with you

UNITED RESPONSE

England & Wales - Charity number 265249

Accounts

United Response
Annual Report and Accounts
2022/23

Charity number: 265249
Company registration number: 1133776



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About United Response

United Response is a pan-disability charity. We work with communities across England and Wales to provide care, support, housing, education and employment services.

Our **vision** is a society where everyone has equal access to the same rights and opportunities.

Our **mission** is to ensure that individuals with learning disabilities, mental or physical support needs have the opportunity to live their lives to the full.

Our **values** guide the way we work. We are *Creative, Responsive, Strong, Honest and United.*

Charitable objectives

United Response was founded in 1973 with just one service. We now operate in over 420 locations across England and Wales. We were established to support people with learning disabilities or physical disabilities, autistic people, and those with mental health needs to live the life they choose in their community.

Beneficiaries

We support young people from the age of 16 and adults up to the end of their life. We work alongside the people we support and their families, carers, advocates and the communities they live in.

We have particular expertise in working with people with complex needs, including those with profound learning disabilities. Many of the people we work with have complex behaviour support needs. We support them to live fulfilled lives as part of their community using active support and positive behaviour support techniques.

Our mental health services support people with a wide range of mental health needs, including a growing number of people with learning disabilities, working in partnership with clinical partners. Our emphasis is on wellness and recovery and where possible early intervention to help prevent more severe problems from occurring.



Through our work, we support people to exercise choice and control. We work alongside them so they can achieve the outcomes they want and meaningfully contribute to their communities. We have a strong track record of supporting people to build their independence, whether young disabled people transitioning into adult services or adults moving out of hospital settings. We are person-centred in our approach, working around the routines and activities of each person so they can be active citizens.

Wider disability communities and the health and social care sector benefit from our campaigning and influencing work.

Keeping people safe

Keeping people safe, well and protected from abuse is at the heart of what we do. To achieve this, we work with our partners, such as local safeguarding boards, the Care Quality Commission (CQC), Care Inspectorate Wales (CIW) and Ofsted. We have an established Safeguarding Forum with an independent Chair with extensive professional experience in safeguarding policy and practice.

We train and support our staff to follow our safeguarding and whistleblowing policies and procedures, implementing various control measures and processes such as risk assessment, person-centred planning and positive behaviour support planning. We also provide staff with detailed guidance on the Mental Capacity Act and Deprivation of Liberty (DOLS) legislation. Staff attend regular training and receive communication updates on safeguarding practices in our internal briefings. We encourage and welcome the involvement of the families and friends of the people we support. This acts as a safeguarding measure and an essential aspect of the quality of life of the people we support.

Our plan: Shaped by People

We launched Shaped by People in 2020 with eight strategic intentions where we said that we would:

1. Offer excellent person-centred support, enabling people we support to live as active members of their local communities
2. Promote wellbeing at work and empower colleagues in a more participatory, less hierarchical organisation
3. Operate in a financially sustainable manner making a virtue of our not-for-profit status
4. Speak out with people we support and families, to ensure the voice of disabled people is heard
5. Harness the power of digital working to deliver efficiency and more enjoyable ways of working
6. Invest in diversification to enable people we support to achieve wider outcomes and to broaden our range of revenue sources
7. Develop a recognised brand for our work. Proud of our achievements, confident that we learn from both our successes and our failings
8. Collaborate with others to deliver our aims

So that we can say: *We offer networks of support rooted in local communities backed up by the resources of a national organisation.*

This report shows how we have worked towards achieving these aims.

Trustee's report

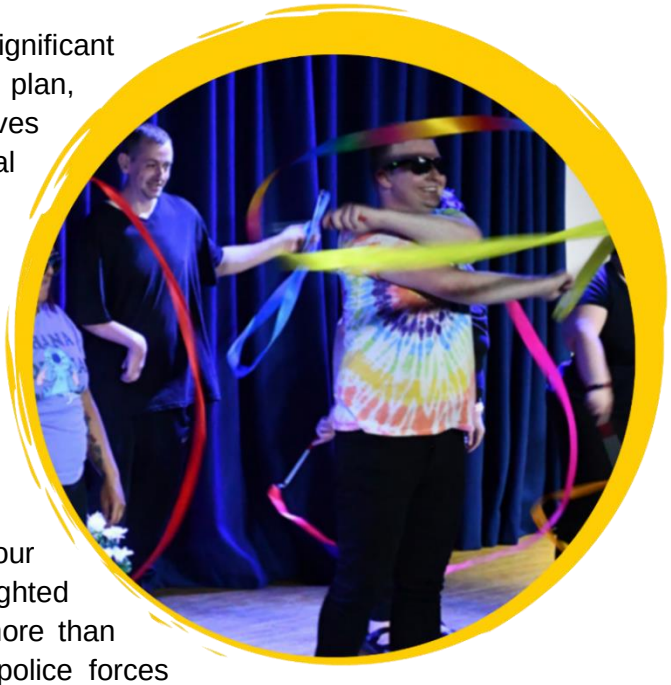
Introduction by Malcolm McCaig, Chair of the Board of Trustees

This year has been one of delivering outstanding service to enable the people we support to live their lives to the full, whilst faced with challenges beyond our expectations. The UK witnessed one of the most politically and economically turbulent years. The cost of living soared, and the Russia-Ukraine war disrupted global supply chains whilst the country still recovered from the impact of the pandemic.

The funding deficit in adult social care has placed providers under considerable strain for several years. Still, in the current economic climate, the sector is faced with maintaining financial sustainability. The Sector Pulse Check report from charity Hft and membership body Care England highlighted that 42% of providers had no option but to close parts of their organisation or hand back care contracts. We are also amid a recruitment dilemma – with Skills for Care's annual workforce data highlighting that social care vacancies rose by 52%.

We are committed to shaping a sustainable future for United Response. But to achieve this, we have had to make some difficult decisions. Sadly, we are not alone in this situation. Many providers find that local authority rates do not meet rising inflation, soaring energy prices and the cost of paying staff a fair and decent wage. We and many others have had to draw on limited reserves to meet these costs. This can only ever be a short-term fix.

Towards the end of this financial year, we began to hand back services where local authority fees did not meet the total cost of delivering good quality care and support that we aspire to deliver. This has meant saying goodbye to people we support and colleagues, some of who we have been connected with for a very long time.



Even against this challenging backdrop, we have made significant achievements and great strides in progressing with our plan, Shaped By People. We have drawn on our charitable reserves to invest in the future. Work has started to adopt new digital methods of working.This will improve our productivity on day-to-day activities and free up our colleagues to spend more time on creativity, innovation and delivering great support.

Our dedication to maintaining the quality of our support was evidenced in our CQC ratings which saw 94.5% of our CQC-registered services rated 'Good'. These ratings are a testament to our frontline staff's commitment to providing safe, effective, caring and responsive support.

With some fantastic results, we have stepped up our commitment to campaign for meaningful change. We highlighted the increasing levels of disability hate crime, which had more than doubled from when we first started gathering data from police forces nationwide in 2017. We jointly produced the 'Say No to Disability Hate Crime' report with Leonard Cheshire Disability, calling for the national curriculum to directly address ableism, funding for Disability Liaison Police Officers and a cross-government approach to tackling disability hate crime.

This year also saw us launch the My Vote My Voice campaign, working in partnership with Mencap, Dimensions and Ambitious About Autism, with grant funding from the Joseph Rowntree Reform Trust. Our goal is to make voting accessible to all and to increase voter turnout amongst people with learning disability and autistic people at the next general election.

We have continued our strategic development to diversify our footprint into areas such as housing, education, skills development and employability, all connected to the people we support. As these areas develop, our resilience as a charity will increase.

After 44 years as our President, Sir Martyn Lewis stepped down, having been a strong advocate for our cause. During his tenure, Martyn has championed all aspects of our work, lending his interviewing skills at various national and local events, parliamentary receptions and Christmas carol services. He also lent his support to the launch of our flagship accessible news magazine, Easy News, and accessible campaigning work. I want to thank Martyn for his commitment to United Response formally and wish him well as he moves on to new ventures.

A number of my fellow Trustees have also moved on after several dedicated years of service. On behalf of the board, best wishes for the future to Helen England, retiring Vice-chair, and Trustees Paul Mariner and Katherine Rake.

We warmly welcome Nikki Pawsey to the Board whose fundraising expertise will support our growth ambitions in that area, Vicky Whelan, who brings experience of healthcare and business transformation, and Lisa Odendaal, who steps up from her co-opted position on the Audit and Risk Committee.

Our directors' team has also seen some departures. Thanks to Andy Ward, Director of Finance and Joe Anichebe, Interim Director of Finance, both of whom had substantial roles in navigating the organisation through complex financial waters. Also, to Mark Ospedale, our Corporate Services Director, for his years of service. Joining the Executive leadership team are Pete Thomas as Finance Director, Jenny Tremewan as Head of Human Resources and Jack Sheppard as Head of IT. We welcome them to their new roles.

I am pleased to thank every staff member at United Response for another year of sustained hard work, creativity and dedication in what continues to be a complex social care landscape. As we enter our 50th anniversary, we will capture incredible stories of the people who make United Response what it is and highlight how much life has improved for those who draw on social care support. The following 50 years could tell a truly incredible story, as we continue to be dedicated to the people we support, our staff and our communities. Collectively, we will work to fulfil our purpose.



Malcolm McCaig
Chair

Our year at a glance

During 2022/23 we

- Supported around 2,300 people
- Employed over 3,000 dedicated people
- Were contracted by 80 local authorities and Clinical Commissioning Groups.
- Delivered services worth £99.8M
- Raised £0.5M in voluntary income

Our regulators told us

- 94.5% of CQC rated services are Good.
- 100% of our education services are Good
- 100% of CIW services fully compliant in all areas

People we support and families told us

- 95% feel safe when with their support staff
- 96% say their support workers listen and talk to them
- 88% say they like where they live
- 93% of families rate the quality of our support as good or excellent
- 81% of families think that our staff are caring and have the right values

Our reach

- We have had 8% more unique visits to our website than 2021/22.
- Our website resources were downloaded 23% more times than 2021/22.
- 134% more people enquired about support than 2021/22.
- Our social media following has grown 2% from 2021/22.
- People engaged with our social media content 150% more than 2021/22.

Our services

- 55 registered care services
- 25 registered care homes
- 30 supported living services
- 1 Shared Lives service
- 5 supported employment services
- 1 further education college
- 12 skills, learning and wellbeing hubs
- 2 farms
- 4 allotments
- 1 online shop
- 1 donation station

What we've achieved

Networks of support rooted in local communities

Across England and Wales, **we are rooted in local communities offering networks of support** for people who have a learning disability, are autistic or have mental health conditions. We do this so they can say:

- I am connected
- I have relationships
- I have choice
- I have strengths
- I am respected

But the adult social care sector has faced unprecedented challenges over 2022 – 2023 due to strained local authority budgets post-pandemic and the ongoing workforce crisis. This has put considerable financial pressure on providers meaning we, and many others, have had to make difficult decisions to secure long-term financial stability. Despite great promises of social care reform, we have seen little evidence of this.

Responsive and dedicated support

Despite our challenges, we have shown resilience as an organisation, recovering and rebuilding after the pandemic. Our CQC ratings remain high, with 94.5% of services rated as "Good" against a sector average of 86.4%, highlighting how we continue improving the quality of support we provide. This is a testament to the creative and dedicated support of our workforce.

At the beginning of 2023, we commissioned an independent review of our response to Covid to find out what worked and what didn't. One of the recurring themes in the study is the hard work on everyone's part to save lives. It highlighted how we reacted quickly, always taking a person-centred approach to protecting people. The report also suggests how we could do things differently, from sharing learning to strengthening the data we record.



We will realise this through Nourish, a digital care records management system that will change how we record and work with information — ultimately ensuring that we continue to be responsive and adaptive to the needs of the people we support. This will help us achieve our strategic intention to **embrace and use technology across all areas of our organisation**.

Spaces for community connections

We work with communities, not just in them, because we know communities thrive when they are united. We see this play out through our green projects and community hubs, where grant funding and legacy donations have enabled us to support the wellbeing of the people who draw on our care and support as

well as whole communities. From Blackpool to Bristol, our community allotments draw support from local businesses and individuals eager to contribute to their development and help us realise our strategic intent to deepen community connections.

In Cwmbran South Wales, we've been transforming the local area and a piece of derelict land used for fly-tipping into a thriving community garden. The project aims to enable the people that draw on our support to be at the heart of the community and change the dynamics of power so they are giving consent to others. Alan Slade, local Cwmbran councillor told us:

"Helping deliver this project is a real labour of love for me. It will absolutely transform this neglected piece of land into a valuable community asset. I hope that we can rally lots of community support to develop a green space that we can all be proud of."



In Bristol, our Potters Den allotment has also been shifting the narrative of social care. People we support who maintain the allotment have been supplying vegetable boxes to families from a local primary school living below the poverty line. A food parcel beneficiary wrote to us, saying:

"I am very grateful for the food boxes that I receive, they have been a great help for me and my children. They also help my children understand and learn what goes into their food and how to make fresh meals using the produce we get from the food boxes."

In Teddington, we have deepened our roots in the local community, delivering wellbeing workshops open to all. Creating safe spaces for people to encourage and empower one another to share their feelings. Josh told us:

"Before I had lots of things on my mind. The workshops helped me to learn to control my thoughts and taught me to speak about them in the group instead of holding them in. I used to get very anxious but now I feel calm and confident. My confidence is higher than my anxiety. I would recommend the group to anyone who is anxious – it will help you how it helped me."

Meanwhile, in Cheriton, our Community Network project has hosted activities and events to draw in the local community to address pressing social issues, from a series of events on Black History Month to establishing a 'People's Larder' thanks to grant income, so we can reduce food waste and help people during the cost-of-living crisis. Community Network Co-ordinator Rachael said:

"It's great that we're being recognised for what we've been doing for the community during the cost-of-living crisis. This money will help us to offer even more for people we support and local residents."

Ways to learn and opportunities to work

Over the year, we have seen a growth in student numbers at ROC College in Devon, increasingly supporting students with social, emotional and mental health needs. And, up in York, we provide non-accredited bespoke learning packages for post-16 learners with Education Health Care Plans, focusing on media skills training, hospitality, retail and customer service training.

Our community-based approach to further education helps young people like Elliot prepare for adulthood and independence. In November, we opened The Cottage Café in Torquay to provide supported internship opportunities for students from ROC College. Elliot has been learning new cooking and barista skills and customer service – all of which will be essential when applying for permanent roles. Elliot told us:

"I've really liked my experience working here, as I've always wanted to work in a restaurant or café. It's been a really good part of my time at ROC College."



We received a grant from the Department of Work and Pensions to work in partnership with Bradford Metropolitan District Council to provide a five-step employment support programme for 100 autistic people. One of the intentions in our plan, Shaped By People, is to make meaningful work available to the people we support, and it is great to see this taking shape. The programme will help Connor as he starts his new role at Bradford Royal Infirmary. Connor said:

"I am really happy I will have the extra support when I start my job. During the interview process I was asked about my autism and how they could help support me, which was really helpful. I'm excited to start my job and I hope more autistic people will get whatever extra support they need to showcase their skills."

Support to live in a place to call home

We all want to live in a place we call home with the people and things we love. This is at the heart of our housing strategy. To achieve this, we appointed a Director of Housing to support United Response to forge new funding partnerships and develop co-housing approaches in collaboration with local communities. As a result, we have launched a new maintenance and stock improvement plan and invested in a digital tool, Homemaster, to improve how we work as we grow our role as a supported housing landlord to secure our long-term financial sustainability as an organisation.

Time for collective action

We began to roll out our campaigning and policy strategy to support our strategic ambitions to become better known and speak out with the people we support. Building on our partnership with Leonard Cheshire Disability we highlighted the impact of disability hate crime, successfully securing 146 items of coverage for the launch of our research report, which reached 46 million readers, listeners and viewers. We had spokespeople requests for broadcast and radio coverage across Channel 4, national and regional BBC and Talk TV.

Democracy campaigning has been a longstanding cause for United Response, but this year we ramped up our activity thanks to Joseph Rowntree Reform Trust funding. We are working with Mencap, Dimensions and Ambitious About Autism to ensure that the 2 million people with learning disabilities or autism in the UK can exercise their right to vote.

We launched My Vote My Voice in parliament at a reception attended by MPs, civil servants, self-advocates and campaigners.

Alex, who we support, spoke at the event, telling MPs:

"Progress needs to be made to include people with disabilities so they can vote with honour, respect and dignity."

The campaign has 14 MP champions and 50 organisations signed up to the charter. In the lead-up to the general election, the campaign will produce easy-read guides to politics and voting, run accessible political events and develop leading research into the accessibility of elections.



Supported by the resources of a national organisation

We can offer networks of support rooted in local communities because of our size and scale as a national organisation. To do this effectively, we have had to change how we work, our culture and how we support and engage with our staff.

Financial sustainability

Despite a challenging year, we have a robust financial position with healthy reserves and clear plans for a sustainable future. In line with other social care providers, 2022/23 has been heavily affected by the end of the pandemic, the Russia-Ukraine War, the cost-of-living crisis and workforce pressures.

United Response has navigated each of these challenges effectively and, at the same time, maintained the quality of provision to the people we support. The underfunding of the social care sector is unlikely to go away, and we will continue lobbying to address this. Still, commissioners need to be bolder in designing and commissioning services. We need to think differently about addressing the issues we all face.

Digital transformation

We have strengthened our use of technology and taken advantage of modern digital tools to drive efficiency and grow impact across all areas of our work. During the year we planned for the delivery of new finance and HR systems, selected a digital rostering system together with a new digital care records system. Taken together, these new platforms will modernise the way we work, from frontline services to

back-office functions, as we prepare to meet the demands of a changing sector. We have also successfully began rolling out mobiles phones for all staff and finished implementing Microsoft Teams.

Lobbying for better pay

Pay remains a central issue for our staff. Our public affairs work has prioritised lobbying the government to introduce pay parity with the NHS for the social care workforce to support our ambitions to pay our staff the Real Living Wage.

We work hard at a local level to negotiate fees that meet our strategic intent of following the Real Living Wage and improving our benefits and remuneration. Sadly, local authority fees do not always meet this ambition, so we have used reserves to fund these pay uplifts. However, this is unsustainable.

To address this, United Response is working with Certitude, Choice Support, Dimensions and MacIntyre under the name 'More Than A Provider' to influence the government to improve social care for the people we represent and our workforce.

Following the publication of the Next Steps to Put People at the Heart of Care, we wrote to Helen Whately, Minister of State for Social Care, to raise our concerns about the decision to halve funding for the workforce. We worked with MPs to submit parliamentary questions on the issue. Our letter received coverage in the trade press, raising the profile of our lobbying group and United Response.

Strengthening our brand

We commissioned an audit to understand how our brand is currently performing. The report confirmed that we do not yet have a brand that inspires a positive gut feeling in our key audiences, and we need to change if we're going to realise the goals of the Long-Term Plan and thrive in a consistently challenging environment.

Employee engagement

Without our staff, we could not exist. That is why we have a strategic commitment to make sure all our colleagues feel valued and listen and work together more as an organisation**.** Despite the challenges we have faced as an organisation, our colleagues have continued to provide exceptional levels of care and support, and we are truly grateful for that.

Reward and recognition

We expressed gratitude and improved staff engagement through various approaches. Colleague nominations for our quarterly UR Stars awards have increased by 25%, demonstrating how engaged our people are, both in going the extra mile and in taking time to highlight the success of others.

We held awards events for our North and South divisions, recognising staff commitment to the people we support and the organisation. We honoured our graduating apprentices and awarded individuals and staff teams who have gone above and beyond in their work.

We acknowledged a team for inventing creative and engaging activities to keep people we support in Littlehampton happy and engaged through multiple lockdowns. Another received a standing ovation for reacting quickly in an emergency, protecting people we support from serious harm.

Listening to our staff

We moved to a hybrid structure for national meetings of United Voice, our quarterly staff forum. Every colleague in the organisation can join via MS Teams or, if the session is local to them, face-to-face.

We're working hard on improving the accessibility and utility of our HR policies, handbooks and contracts to save colleagues time and ensure consistency across the organisation.



A great place to work

Amidst a sector-wide recruitment crisis, we're proud that our staff turnover rate is 22.7%, 6.3% below the sector average as reported in Skills for Care's 2022, The State of the Adult Social Care Sector and Workforce in England. We've achieved this through a range of measures such as renewing our focus on making internal promotions and increasing secondment opportunities. Our turnover rate would have been lower had we not had to say farewell to a number of long serving colleagues this year when we handed back unsustainable contracts.

We sent wellbeing gift boxes to every staff member during our annual Wellbeing Week. We asked colleagues to connect, talk, listen and inspire each other by sharing wellbeing pledges. We also recruited our first team of Wellbeing Ambassadors, who received specific mental health training and are available in multiple locations to support anyone within the organisation seeking support.

Our new Women's and Men's Health Working Groups are well-attended. These groups look to tackle specific health inequalities and give colleagues from across the organisation the opportunity to share their views and experiences to improve things for everyone.

Equality, diversity and inclusion

Creating an equitable, diverse and inclusive workplace continues to be a priority for United Response. Our Diversity Forum meets quarterly to ensure that we continue to promote diversity across our organisation and that all our practices and processes are inclusive.

Last year we evaluated our workforce data and learned that 9% of our frontline workers are Black and Minority Ethnic backgrounds but this group only makes up 5% of managers. In response to this disparity, we invested in development training for aspiring managers from this group. This training allowed participants to learn new skills and reflect on their professional growth.

We also delivered unconscious bias training to managers so they could recognise the importance of understanding the problem of bias in the workplace, address their own biases, and create a more inclusive workplace. This training was highly oversubscribed, demonstrating a real commitment by our colleagues to learn and improve.

Fifty colleagues completed neurodiversity training, including our recruitment team. Attendees came away with an understanding of the positives of thinking differently and the ways to unlock the potential of neurodiversity in our workforce.



In September, we arranged our first-ever Cultural Week, encouraging people we support and staff to celebrate and learn about each other's cultural backgrounds by sharing recipes, dance, art and sport. The Enterprise Hub in Teddington enjoyed a special visit from Brentford Club Ambassador Marcus Gayle and Ellie Crabb from the Chelsea FC Foundation. One person we support said:

"I liked Cultural Week. It made me think and remember that we are all different – from different places all over the world, and we can all be friends."

Fundraising activities

Now generating nearly 1% of our total income, fundraised income helps us create inclusive communities where everyone recognises the value people we support bring and the difference they make. We have committed to scaling up our fundraising activity to secure our long-term financial future as part of our strategic work programme.

Our fundraising activity includes:

- Securing philanthropic donations from trusts, foundations and corporate partners
- Providing opportunities for people to leave a gift to us in their will
- Supporting people to take part in challenge events and raise money on behalf of United Response
- Promoting appeals and fundraising asks people who have already shown an interest in our work
- Community-based fundraising activity.

This year we have begun work to expand our fundraising income streams and build on existing activity. Through trusts and grants fundraising we focus on service-led projects and strategic projects that require multi-year funding. We have been developing existing relationships and creating new national corporate partnerships to facilitate brand recognition, skill sharing, employment opportunities, staff engagement and income.

Our community-based fundraising has focused on engaging those we support, their families and the local communities we operate in to have fun, recognising the need to expand our fundraising offer to individuals. We have opportunities for people to reflect on their Will and consider leaving us a gift. We have a small society lottery provided through One Lottery (Gatherwells). We market these opportunities gently to staff and the general public and have the necessary guidance in place.

Ethical fundraising

We adhere to the Charity Commission guidelines and we are members of the Fundraising Regulator and Chartered Institute of Fundraising. We comply with our regulator's guidelines and the Code of Fundraising Practice for the UK and we protect vulnerable people in line with the requirements of the Charities (Protection and Social Investment) Act 2016.

There have been no complaints about fundraising activity during the year.

We are currently developing our fundraising policies in line with our strategic plans for the growth of our income streams.

We review changes in guidance and legislation related to fundraising, such as the Fundraising Regulator's Code of Fundraising Practice and GDPR legislation, ensuring our data is efficiently and securing captured and stored.

Apart from communicating with people who have supported us in the past, we use neither direct marketing nor external third parties to raise funds. We ensure we maintain consistent communications with those fundraising for us. These numbers are low-level at the moment. In advance of this activity increasing, we are developing our donor journey pathway and communications within it, ensuring all data is recorded on Donorfy, in an accurate and timely way.

Public benefit

We have taken into account the guidance in the Charity Commission's general guidance on Public Benefit when reviewing our aims and objectives and in planning our future activities.

Thank you to our supporters

We are incredibly grateful for the generosity of our supporters, donors and partners. Your support enables us to extend our support beyond the walls of our services and into local communities.



The Joseph Rowntree Reform Trust

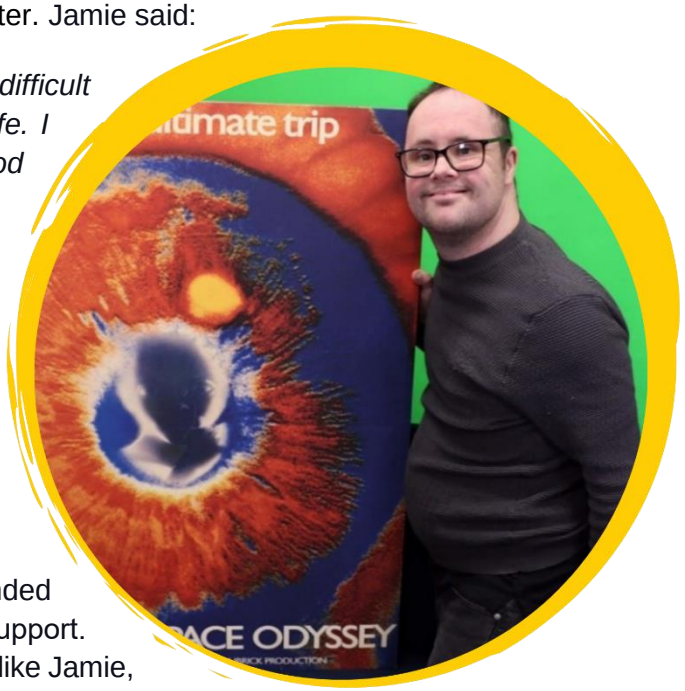
The Joseph Rowntree Reform Trust generously supports the My Vote My Voice campaign. This funding has supported our public affairs and policy team to build a powerful coalition of providers, charities, MPs and self-advocates to improve access to democracy and politics.

Sparking new ideas

We have a valued 10-year relationship with the Clothworkers' Foundation, who generously donate £35,000 annually. This funding supports our Small Sparks scheme, where services and communities across United Response can submit project proposals, focusing on 'sparking' a new community initiative.

A recent project, 'Cinema Social', was devised jointly by Simon Copper, URTEC service manager, and Jamie Wilkinson, who we support

at the service. Jamie plans to organise events around a cinema film screening, with opportunities for people to socialise over games and activities before and after. Jamie said:



"*I think it's really important that people who find socialising difficult have something to go to that feels grown-up, fun and safe. I want our "Cinema Social" to be the beginning of good friendships and memorable nights out for everyone in York.*

Simon added: *"When speaking to lots of the people we support, they feel like they are talked down to at many learning disability events and don't have enough independence and freedom within them. As well as being brilliant in its own right, I also hope that people we support will pick up lots of transferable skills, such as planning, communication and money."*

This is just one example of the thousands of projects funded over the last ten years with the Clothworkers' generous support. Funding empowers people supported by United Response, like Jamie, to take the lead and shape the projects that provide the most benefit.

Running for miles

Kate Knight is a talented runner, former nurse and veteran United Response fundraiser. Her brother-in-law has learning disabilities and mental health needs, giving her a personal connection to our charity. Running a marathon for charity is an experience you will never forget. Kate ran her first London Marathon for United Response in 2004, telling us:

"The elation when I got to the finish line was just absolutely amazing. I kept focused all the way through. I thought 'I'm doing this for my brother-in-law'."

The 2023 London Marathon marked Kate's twentieth marathon for us, but she's done over 100 in total despite a knee replacement in 2016. Thank you to Kate and all of our incredible 2023 marathon runners, who have raised over £30,000 for United Response.

Building green spaces

We are also incredibly grateful to Wolseley, a plumbing, heating and cooling specialist merchant, for their generous support of our Community Allotment, Potter's Den. Their donation of 50 tonnes of hoggin self-compacting gravel forms the surface of our site, and without it, the site would not be accessible to many of the people we support. Tracy from Wolseley said:

"We were excited to get involved with supplying the hoggin for Potter's Den to help with the accessibility of the allotment, making the space safe and creating an area that can be enjoyed year-round. We understand the importance of boosting wellbeing at Wolseley, and we recognised Potter's Den as offering a lifeline in our local Bristol community supporting people with learning disabilities, autism and mental health needs. We were glad we could support the incredible work to help those who need it."

We also sincerely thank AMS Construction for their work on the build, which they provided at a reduced rate. Toby Lyons, Lead Senior Support Worker, said:

"AMS Construction have supported us through the whole build and having their support has made such a difference to the project."



Plans for the future

We are at an exciting moment in our history as we head into our 50th anniversary. We have successfully bid to the Heritage Lottery Fund for a ground-breaking oral history project that will support people with learning disabilities to engage with their history. People we support will explore the heritage of 'disability' and our history as an organisation.

We also mark three years into our organisational strategy. To support our plans for the future, we will relaunch that strategy as Our Big Plan: United Communities, simplifying our goals and aligning our projects and plans under seven change communities:

Supporting people well

Ongoing work to strengthen practice leadership across the organisation will further our commitment to being a learning organisation. We will see the rollout of tools, training and communities of practice to support staff to deliver excellent support. We will continue to roll out our successful health strategy and recruit Health Coaches to maintain good health and wellbeing for the people we support.

United people

We will continue to invest time in improving our employee engagement, embedding our values thoroughly in our internal communications and staff engagement. Our new recruitment website will provide a better user experience for applicants, and we will also develop a career path initiative for our colleagues to maximise ways for them to build and grow. We will invest in consultancy from external experts to support us in producing a measurable strategy to improve equity, diversity and inclusion at United Response.

Integrated communities

Building on the learnings and successes of our community hubs, we will continue to develop networks of support in local areas. We will work with our commissioners to secure funding agreements that help our financial sustainability and work creatively with partners such as policing teams, community wardens and mental health teams to ensure people get the proper support in every aspect of their lives.

A stronger collective voice

We will develop avenues for people we support and families to have their say in the way we are run through people forums and co-production. Our campaigning work will offer opportunities for people to take action on social issues so everybody has equal access to the same rights and opportunities. We will grow our campaigning team to include paid roles for the people we support.



Growth and development

Our education, skills and employment offer will expand into new areas to increase the number of people who draw on our support, providing learning hubs nationwide. We have several exciting housing developments in the pipeline across the country, supporting our aim to broaden the sources of income we receive. We will continue to develop our brand so we are better known for what we do and increase our marketing support to our areas of growth and development.

Financial sustainability

We will secure our long-term financial future by continuing to grow our community-based approach to delivering bigger, better lives for people with disabilities. As a supported housing landlord, we will expand our role by offering good-quality, accessible accommodation. We will build further on our successful education, skills and employment programme delivery, develop our commercial offer in events, training and consultancy and scale up our fundraising.

Digital Transformation

We will continue to rollout our digital transformation and taking advantage of new technologies to maximise the impact of our work. The launch of our digital care records system, is already providing powerful benefits to the way we deliver person centred support across our services. In the coming year we will follow this with an e-rostering platform that will streamline the way we support, co-ordinate and manage staff teams across the country.

Our environmental impact

An integral part of our plan is supporting and sustaining better outcomes for the people we support, our communities and our environment. We aim to embed responsible and sustainable business practices at the heart of everything we do through the services we deliver and our community and environmental programmes.

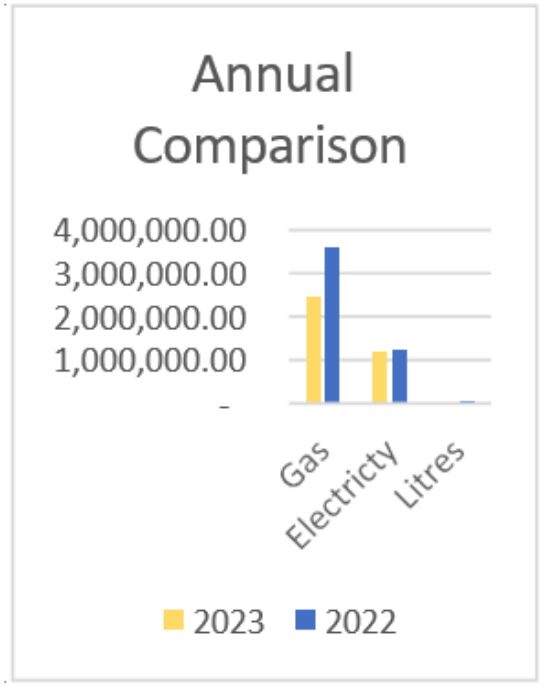
We take positive action to promote biodiversity on our farms and within our national community-based environmental and horticultural projects. We strive to enable the people we support to actively contribute to improving the biodiversity of their environment for the benefit of all, and optimise the learning experiences and opportunities this offers to those we support, our staff and the wider community.

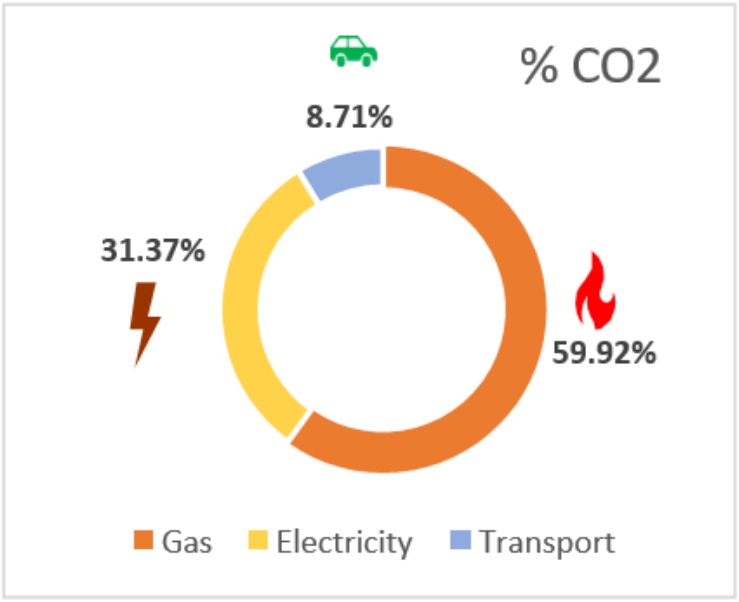
Energy and carbon consumption

This is the third year of Streamlined Energy and Carbon Reporting (SECR). A high-level breakdown is highlighted in table below.

	Gas	Electricity	Transport	Total
kWh	2,452,866.43	1,212,080.92	276,295.70	3,941,243.05
kg CO2e	447,746.24	234,392.21	65,099.96	747,238.41
tCO2e	447.75	234.39	65.10	747.24
% of CO2	59.92%	31.37%	8.71%	100.00%

Our total CO2 emission breakdown is highlighted in Diagram 1. The primary scope 1 and 2 carbon emitters are gas and electricity consumption, needed for operational buildings and residences for supporting people with disabilities. This combined consumption equates to 91% of United Response's total CO2 emissions, with the remaining 9% emitted via the transportation of staff members alongside those associated with supported learning and living facilities.

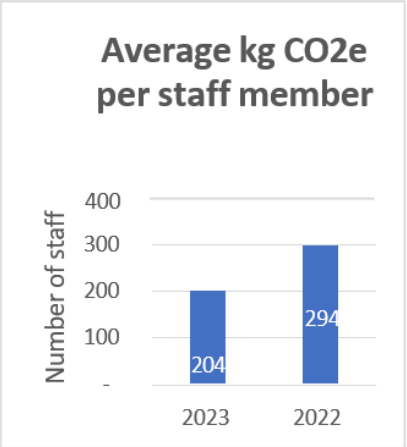




Intensity metric

An intensity metric gives United Response an indicator of carbon performance based on an operational figure of staff members. This table shows 3,663 members emitting, on average, 204kg CO2/per staff member. In 2023, United Response reduced the previous year's operational intensity by 90kg CO2e (psm).

Intensity metric	2023	2022
Number of staff	3,663	3,489
kg CO2e	747,238.4	1,009788.5
Kg CO2e PSM	204	294



United Response initiatives

We have several energy and carbon improvement projects underway. We will introduce electric and hybrid vehicles into United Response's current fleet. The installation of Smart Meters across our premises will enable a closer look at peaks and troughs in energy usage and where we can apply energy-saving measures.

Methodology

Energy data was collected and collated by our energy brokers. Mileage and fuel consumption information is recorded and kept internally.

United Response are measuring scope 1 and 2 emissions. Our energy suppliers collated all energy data with transport data and staff numbers collated internally. Scope 1: Fleet vehicles and gas, Scope 2: Electricity supply.

	Litre	kWh	CO2e
Gas	NA	1	0.18254
Electricity	NA	1	0.19338
Petrol	1	9.5	2.1
Diesel	1	10.6	2.5

Financial review

The development and performance of the charity's business during the financial year and future outlook

We continue to operate in an increasingly challenging environment. Economic recovery post-pandemic was weaker than expected and household incomes continued to fall. Throughout the period there was extreme economic turmoil as a result of government decisions on fiscal and monetary policy with inflation reaching record numbers impacting on almost every aspect of business and everyday life. The Russian-Ukraine war impacted on the UK economy with increased uncertainty impacting on growth and higher commodity prices.

Despite the turbulent economic context, the need for our services continues to grow and we have seen revenues slightly increase by £3.8m to £100.8m. Negotiated fee uplifts were the main driver for income growth, alongside rising activities in growth areas, particularly Education, Skills and Employment. We returned unsustainable contracts to local authorities as United Response responded proactively to challenging market conditions. We received £0.4m of additional Covid 19 support from local authorities as the pandemic ended. Separately, a restricted grant of £0.4m from the NHS supported the purchase of a property in Northamptonshire.

United Response will continue diversifying its funding base in line with the Long-Term Plan. Housing, Education and Fundraising all need to increase as a percentage of overall revenue. In 2022/23, income from these activities grew to 8.6% of total revenue (2021/22: 7.9%). We are pleased with the progress in diversifying our income streams towards a our long-term target of 25%. Plans for 2023/24 project further growth in these areas to over 10% of total income.

Results – business

External market conditions led to a significant operating deficit in 2022/23 as costs rose rapidly and the labour market tightened. United Response acted rapidly to protect both services and staff during the year, drawing on a strong base of reserves built up over previous years. In the context of rising inflation, an unbudgeted pay uplift was applied in October 2022 at a cost of £1.2m. Investments in growth and development were maintained, most notably the multi-year investment in digital transformation. Overall, this approach enabled the organisation to continue delivering effective and high-quality support across our services.

Looking ahead, the use of reserves to maintain activities is only ever possible in the short-term. Mindful of this but also of the continuing external challenges, Trustees have agreed future financial plans predicated on a return to break even operations by the end of 2024-25.

The financial position of the company at the end of the year

The charity recorded a decrease in reserves of £8.3m (2021/22 – an increase of £0.3m). This net deficit results from £3.5m of planned investment in new digital platforms, an in-year decision to invest £1.2m from reserves for an additional pay uplift for staff and a £4.2m operating deficit together with a £0.6m increase in restricted funds. The operating deficit was driven by a combination of growing inflationary pressures, a tight recruitment market leading to rising agency staff costs and failure of statutory funders to recognize these costs in the level of fee uplifts.

Whilst this represents a significant decrease in reserves in the year, it reflects an active decision to utilise reserves to maintain operations while continuing to invest in development and growth.

The total unrestricted operations, through both general and designated funds, but before the effect of gains on investments and sales of fixed assets, recorded a deficit of £9.1m (2021/22 – a surplus of £0.5m).

Overall income increased by £3.8m to £100.8m in 2022/23 (2021/22 - £97.0m). The principal sources of funding continue to be through contracting with local authorities in England and Wales for the provision of statutory services for clients with learning disabilities in a supported living or residential care environment. In 2022/23 contractual income of £98.8m contributed 98.0%, marginally up year-on-year by £4m (2021/22 - £94.8m / 97.7%). This rises to 98.5% if the Covid-19 grant support of £0.5m (2021/22 - £1.6m / 99.4%) is taken into account.

Total expenditure increased by £12.3m to £109.0m (2021/22 - £96.7m) over the same period primarily due to the increase in the national living wage to £10.42 (£9.50) plus an in-year pay rise given to all staff of £1.8m. The costs of direct charitable expenditure increased by £7.1m to £91.0m (2021/22 - £83.9m).

Unrestricted freehold property has a net book value of £4.6m within designated reserves. It is anticipated that in the current market a sale of our freehold properties would realise significant premiums over the net book value.

Overall support costs spent on charitable activities increased by £1.7m to £14.3m (2021/22 - £12.6m). As lockdowns lifted, we experienced increases in travel, training and recruitment costs when compared to the previous financial year. In addition, the commencement of projects previously delayed by the pandemic also resulted in increased spending.

Total net assets decreased by £8.3m to £20.7m (2021/22 - £29.0m). The net movement in working capital saw a reduction in Creditors <1 Year of £0.3m, increase in Debtors of £1.9m, decreases in Cash at bank of £0.7m and Investments decreasing by £9.8m.

United Response Services Limited (URS) had gross income of £53.7m (2021/22 - £52.4m) and recorded a trading surplus of £1.1m (2021/22 - £1.0m) which has been gift aided to United Response Limited. URS holds contracts with local authorities for welfare services which are sub-contracted to United Response which ensures that the taxation position of the group is effectively managed.

United Response in Business Limited's objective was to provide employment opportunities for people with learning disabilities or mental health needs by running social enterprises. These activities, where still carried on, are part of United Response's activities. This entity is dormant and was liquidated on 19 July 2022.

Investment Policy and Performance

The Trustees have broad investment powers, set out in the Memorandum and Articles. The Board establishes the charity's investment policy and reviews the target return annually. During the year Trustees determined that a proportion of long-term reserves, initially £2.0m, should be invested with a reputable fund manager. After a competitive tender process, Brewin Dolphin were selected and funds were transferred in November 2022. Oversight of these long-term investments will continue to be provided by the Finance & Resources Committee.

Changes in Fixed Assets

Changes in the charity's fixed assets are shown in notes 10 and 11 to the accounts.

Reserves

The total funds held by United response at 31 March 2023 was £20.7m (2021/22 - £29.0m) of which £2.0m was held in restricted funds (2021/22 - £1.4m), please refer to the details of restricted funds included in note 17 to the accounts.

The Trustees have designated some reserves for specific purposes, at 31 March 2023 the total designated reserves were £6.0m (2021/22 - £6.5m). Due to the nature of the funds, the total of these has not changed significantly over the last two years, see details in note 19 to the accounts.

United Response's free reserves represent unrestricted general funds which have not been designated for a specific purpose and are therefore available for use within the charity's objects. United Response needs reserves to protect it against risks and to ensure financial sustainability, including an adequate level of working capital to provide a financial buffer, particularly in such times of uncertainty. Reserves also enable us to take advantage of opportunities to develop our activities, and to enhance support to people, over and above that which we can provide from income received under contract.

At 31 March 2023, the balance of free reserves of £12.7m (2021/22 - £21.0m) and cash holdings of £15.3m (2021/22 - £25.8m) exceeded the minimum reserves target of £7.0m set by the Finance and Resources Committee in June 2022. This calculation of free reserves also excludes freehold property that had a net book value in March 2023 of £4.8m.

The cost of winding up the organisation in an orderly fashion is estimated at £6.5m. The Trustees consider such an event a remote possibility as the majority of services supplied are of a statutory nature and staff would be transferred under TUPE regulations to an alternative provider, thus significantly reducing the exposure.

Going concern

United Response considers its position to remain strong to continue its focus on the services it provides. Our good relationships with key funders, a proven ability to retain and secure new services, combined with strong liquidity and sufficient reserves underline this. United Response's liquidity is evident with unrestricted reserves which stand at £18.7m (2021/22: £27.5m), of which 82% (2021/22: 94%) are held as cash and investments. United Response's free reserves continue to be considered sufficient to provide cover for any short unexpected changes in income and expenditure.

In the face of challenging market conditions, proactive action has been and continues to be taken. Performance to date has been robust in terms of maintaining income generation and also cost control. Contingency measures, detailed monitoring and robust risk management are in place and overseen regularly by the Board. Alongside an organisation wide focus on financial improvement, our financial plans are actively structured to deliver a return to break even. We are able to do this because of the strength and scale of our reserves and cash balances held after many years of growth and solid financial performance.

The financial statements have been prepared on the going concern basis because there is a reasonable expectation that United Response has adequate resources to continue in operational existence for the foreseeable future and the Trustees believe that there are no material uncertainties that call into doubt the charity's ability to continue.

Risk management

United Response continues to make positive strides to improve the way that we identify and manage risks to the organisation, the people we support, and our colleagues. Dependent on their severity or magnitude, we document our risks within our suite of risk registers, ranging from our project & functional risk registers, right up to our corporate risk register. The corporate risk register is produced and managed by the directors' team with support from the Head of Risk and Internal Audit. The Audit and Risk Committee and Board of Trustees also regularly review the document. As part of a well-embedded, cyclical process, the directors' team is responsible for assessing the probability and impact of our key (corporate) risks, ensuring that appropriate mitigations are in place, and reporting on this to Audit & Risk Committee & the Board.

Ongoing initiatives and process improvements

We have developed a risk assurance framework to ensure that we monitor the wide range of risks we are subject to and that sufficiently robust mitigation is agreed and implemented. Throughout 2022 and 2023, we enhanced our focus on risk management and internal assurance in several ways, including by appointing a Head of Risk and Internal Audit, who has been leading numerous initiatives to improve the approach to risk management across the organisation. These initiatives include:

- Improvements to the corporate risk register and escalation process
- Initiation of departmental risk documentation to enhance organisational visibility
- Introduction of risk appetite statements to enable and define an organisation-wide approach to key risk areas
- Launch of a robust framework for project risk management to promote improved delivery of strategic, tactical and tertiary projects.
- Improved risk documentation
- A robust, risk-based approach to internal assurance and audit planning and delivery
- Risk management training
- Development of a risk-based financial adversity recovery plan.

Next year we aim to continue to improve our risk management approach and deliver several initiatives to ensure that our practice remains suitable, adaptive and robust. These include:

- Enhancing our approach to risk horizon scanning to ensure that we are able to capture emerging risks appropriately
- Reviewing and upgrading our existing framework to ensure that our approach aligns with best practice
- Utilising risk appetite statements to support organisational decision-making to ensure that critical decisions align with our agreed willingness to take risk
- Continuing to build relationships across the charity and care sectors to share best practices and ideas, share successes, failures and lessons learned
- Improving risk reporting to ensure that our stakeholders have suitable visibility of our key risks and how we manage them.

Key risks and how we manage them: Corporate Risk Register Top 5

Risk	Description of risk	Annual Trend	How we mitigate the risk
Financial Sustainability	The charity faces challenges around financial sustainability as a result of increased costs not being matched by increased income. There is a risk that we are unable to overcome these challenges.	↑	• In year, a heavy focus on financial performances at service level was undertaken, with underperforming services handed back to local authorities. • A financial adversity recovery plan has been developed and implemented • Negotiations with local authorities for new end renewed contracts. Viability of contracts under constant review • Proactive monitoring of financial performance • Financial training for colleagues is now being rolled out to reduce service level discrepancies and errors
External Environment	The environment within which United Response operates is challenging. The nature of current funding streams continues to present volatility given the squeeze on local authority funding and neglect of social care. There is further risk that our environmental conditions continue to decline.	→	• Ongoing development of strategic initiatives with enhanced focus on income stream diversification • Ongoing lobbying and work with other organisations to influence the external environment in relation to social care • Technological advances through development of systems such as Oracle & Nourish
Staff Retention & Recruitment	That the business is unable to recruit and retain effective staff of the right calibre throughout the organisation in order that it can operate effectively to the level desired and to meet its contractual and regulatory requirements	↑	• Staff rewards (financial & non-financial reviewed within year. Pay uplifts awarded and effected in 2022 & 2023 • Internal audits of recruitment, learning & development and exit process conducted in 22/23 with recommendations in delivery. • Employee handbook development underway to streamline HR systems & processes • Improved succession planning • Exploring numerous initiatives to address ongoing crisis
Change Management	That United Response is unable to successfully implement and deliver change programmes and initiatives in a manner that prioritizes those that will drive and deliver most benefit in terms of operational efficiency and enabling strategic objectives to be met.	↑	• Dedicated governance structure and personnel utilised across change workstreams • Organisational change lead onboarded May 2023 • Regular programme prioritisation reviews undertaken with resequencing implemented at appropriate time • Significant focus on internal communications and training to facilitate change • Internal auditing of key change projects, as well as change management delivered / planned for 23/24 • Appointment of Head of Change – to commence role in Autumn 2023
Fraud	That fraud is not identified in a timely manner or is committed and not identified. Cases of fraud are not reported appropriately, and the organisation fails to learn from the cases that take place. In this instance, “fraud” refers to both fraud committed against UR either internally or by a third party. Fraud that affects the people we support is detailed as a separate risk within our corporate risk register	↑	• Robust control processes and ongoing system of review of their suitability and implementation. • Regular checks and reporting on key processes and areas of operation to identify potentially fraudulent activity; • Annual schedule of internal audit activity • Staff training to raise awareness of how fraud can be committed in all areas of business processes and operations. • Intentional shaping of financial controls to include a balance of system, process and people controls. • Rolling programme of review and improvements to financial controls targeted on areas of highest risk • Improved delegations of authority

Key risks and how we manage them: Other key risks and emerging risks

Senior management continuously consider and evaluate the risks that United Response is exposed to. Numerous additional risks are captured in our corporate risk register, as well as other risk registers managed across the business. A number of our core risks and emerging risks are briefly highlighted in the table below:

	P Political	E Economic	S Social	T Tech	L Legal	E Enviro	M Misc.
Other Corporate Risks	> Ongoing financial pressures placed upon local authorities / commissioners	> Failure to provide appropriate controls & support around PWS money > Fraud impacting the people we support	> Safeguarding (Operational & Reputational) > Health & Safety: Property compliance > Reputational risk	> Cyber-security & data compromise	> Legal or regulatory breach		> Governance & Behaviours > Strategic priorities & implementation capabilities > Pandemic
Emerging risks	> Further unanticipated outcomes of Ukraine conflict > Essential social care reform may become a lower priority for government	> Hyper-inflationary impact on funding > Impact of significant market volatility on investments and pensions	> Eroding social cohesion > Traditional vs hybrid work patterns that have emerged post-pandemic may create challenging conditions	> Technological threats will continue to evolve at a rapid pace. > Failure to keep up with innovation such as: Artificial intelligence/automation/robotics > Challenges ensuring that our services & properties have adequate network connectivity impacting launch of digital projects	> Potential changes in government accountability resulting from legislation currently under review > Lack of responsiveness / adaptation to CQC > Reduced engagement from Local Authorities	> Climate change and sustainability > Challenges evidencing progress, or meeting demands, relating to increased focus on social value and environmental initiatives > Env. issues affecting services, staff and planned diversification	

Structure, governance and management

The charity is incorporated as a company limited by guarantee and is governed by its Memorandum and Articles of Association. United Response Services Limited is a company limited by shares, with United Response being the only shareholder. The directors of this subsidiary are the Chief Executive, the Director of Finance and two Trustees of United Response. United Response in Business Limited was a wholly owned subsidiary of United Response and ceased trading and struck off Companies House on 19 July 2022.

Board of Trustees

United Response is governed by a Board of Trustees led by the Chair. The Trustees, who have the powers and obligations of directors under the Companies Acts 2006, are responsible for United Response's leadership and strategic direction, stewardship, overall financial and organisational control, monitoring progress and ensuring compliance. The board is also responsible for protecting the organisation's reputation and values, setting the long-term vision, and holding the Chief Executive and directors' team to account whilst maximising their performance for delivering United Response's policies, strategies and objectives.

During this year the trustees were:
Chair – Malcolm McCaig
Vice-Chair – David Willis (Chair of Finance and Resources Committee)
Vice-Chair – Helen England (Chair of Operations Committee) – resigned March 2023
Honorary Treasurer - Charles Garthwaite
Mark McLaughlin (Chair of Audit & Risk Committee)
Alastair Ballantyne
Bill Hodson
Paul Marriner – resigned September 2022
Katherine Rake – resigned July 2022
Satya Samal
Bronagh Scott
Alison Stanley
Deborah Tavana
Guy Van Dichele
Lisa Odendaal – appointed July 2022
Nicola Pawsey – appointed July 2023
Vicky Whelan – appointed July 2023

The Board of Trustees meet at least four times per year. Four committees feed into the work of the board:

The Finance and Resources Committee oversees our work's critical financial aspects, which stem from finance, HR, investment and other resource-related strategies.

The Operations Committee focuses on the quality and safety of services to the people we support, using and interrogating various data sources to triangulate and provide assurance.

The Education and Skills Scrutiny Group reports through the Operations Committee. It has responsibility for oversight and scrutiny of our education, skills and employability provision.

The Audit and Risk Committee oversees external audits and internal controls across United Response, including quality assurance systems and health and safety arrangements.

The Nominations Committee acts on behalf of the board to ensure that appropriate governance arrangements are in place, including the recruitment of new Trustees.

Each committee or sub-committee can appoint up to two co-optees to enhance their work should the Nominations Committee chair and members feel this would add value to the committee's work. This also provides us with greater flexibility enabling us to draw on a broader range of skills and involve advisors without them having to assume broader governance responsibilities. During this year the co-optees were:

Jon Barton – Audit and Risk Committee Co-optee
Julie Beadle Brown –Operations Committee Co-optee
Patricia Dennison - Chair of Safeguarding Forum
Linda Owen - Education Standards Advisor Co-optee
Stephen Maltby - Education Standards Advisor -Co-optee
Lisa Odendaal –Audit and Risk Committee Co-optee until July 2022

Directors' team

The directors' team consists of the senior paid employees of the organisation; they are responsible for managing the organisation. The Chief Executive leads the director's team, reporting to the Chair of the Trustees. Through the Chief Executive, the directors' team is responsible for the day-to-day management and implementation of the strategy approved by the board and leadership of the organisation, for drawing up and implementing the corporate plan and budget and for proposing any strategic changes not encompassed within the corporate strategy. Members of the director's team attend board and sub-committee meetings to brief the Trustees on organisational matters.

The directors' team of United Response

Chief Executive – Tim Cooper
Director of Quality and Practice Development – Sarah Battershall
Director of Operations North – Julia Casserly
Director of Operations South – Mike Crowhurst
Director of Housing and Development – Be McCarroll
Director of Finance and Company Secretary – Pete Thomas – appointed October 2022
Head of IT - Jack Sheppard – appointed July 2023
Head of Human Resources – Jennifer Tremewan – appointed July 2023
Director of Corporate Services – Mark Ospedale – resigned June 2023
Director of Finance – Joe Anichebe – resigned December 2022

Remuneration of the directors' team

The Finance and Resources Committee has responsibility for overseeing the pay and reward of the Chief Executive and executive directors. The committee undertakes benchmarking with multiple sources, using external advice, to ensure that the pay and reward of senior staff are appropriately reviewed against comparable organisations in the charitable sector and are proportionate to the pay and reward of staff overall in the charity. The committee reports its findings to the Board of Trustees.

Stakeholders and relationships

The relationships forged and held by United Response are the backbone of the organisation's history and future, and are deep-rooted in all of our work on both a regional and national level. Among these are business relationships with local authorities, commissioners, funders and partnering health organisations. No less significant are the ties held with the charity's core stakeholders – the people we support, their families and the wider community.

Maintaining and fostering each of these relationships is a key priority for the charity, its Directors' Team and board. Principal decisions taken by the company during the financial year carefully take into account the importance of these relationships.

Section 172(1) statement

The Trustees confirm that in accordance with Section 172 (1) of the Companies Act, they act in a way they consider would most likely achieve the organisation's purposes. In making this assessment, the Trustees have considered the following:

The likely consequences of any decision in the long term

The long-term sustainability of the operating model is considered by the directors as set out in the going concern section of the directors' report. Specifically, the directors consider both short- and longer-term financial projections and the key risks that could negatively impact the sustainability of United Response. The directors regularly review management information, budgets, forecasts, cash flow projections, and progress against the financial recovery plan. We embed risk management at all levels across the organisation. We discuss the most significant risks at each board meeting.

The interests of the company's employees

Without our staff, we could not exist. As such we maintain effective employee engagement as outlined on page 13 to 14. The company has complied with the UK's Equality Act 2010 Regulations 2017, which require the publication of information on the gender pay gap for UK employees annually. The 2022/23 report is available on the United Response website.

The need to foster the company's business relationships with suppliers, customers and others

The relationships forged and held by United Response are the backbone of the organisation's history and future. They are deep-rooted in all of our work on both a regional and national level. Among these are business relationships with local authorities, commissioners, funders and partnering health organisations. The ties held with the charity's core stakeholders are no less significant – the people we support, their families and the wider community. Maintaining and fostering these relationships is a crucial priority for the charity, the directors' team and the board. Principal decisions taken by the company during the financial year carefully consider the importance of these relationships.

The impact of the company's operations on the community and the environment

The Streamlined Energy and Carbon Reporting report details our environmental impact on pages 19 to 20.

The desirability of the company maintaining a reputation for high standards of business conduct

Our procurement strategy supports employees to undertake processes that demonstrate fairness and integrity, comply with relevant laws and regulations, keep the information confidential and secure, and ensure we follow procurement best practices. United Response intends to fully comply with the obligations under the Modern Slavery Act 2015. Our annual transparency statement for the year ended 31 March 2023 is on our website. United Response takes a zero-tolerance approach towards fraud, bribery and corruption. It is committed to complying with all applicable laws and regulations relating to fraud, bribery and corruption wherever it operates. The company has vetting processes that set requirements for performing an appropriate level of due diligence on organisations and individuals to which it provides funds or support, elated decision-making procedures, procedures for reporting and disclosure of specific situations of concern by staff.

The need to act fairly as between members of the company.

The Trustees have a conflict-of-interest policy contained in their working rules.

Reference and administrative details

United Response is a Charity registered with the Charity Commission and a company limited by guarantee.

Registered Address and Principal Office	7th Floor, Knollys House 17 Addiscombe Road Croydon London CR0 6SR
Telephone	020 8016 5678
Website	www.unitedresponse.org.uk
Email	info@unitedresponse.org.uk
Twitter	@unitedresponse
Facebook	facebook.com/UnitedResponse
Instagram	@unitedresponse
Charity Registration Number	265249
Company and VAT Number	01133776 / GB317764974
Bankers	Lloyds Bank 3rd Floor 25 Gresham Street London EC2V 7HN
Auditors	Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW
Solicitors	Capsticks 1 St George's Road London SW19 4DR
	Trowers and Hamlins LLP 3 Bunhill Row London EC1Y 8YZ
	Bates Wells 10 Queen Street Place London EC4R 1BE
	Brabners LLP Horton House Exchange Flags Liverpool L2 3YL
Insurance Brokers	Marsh UK Ltd 39 Kings Hill Avenue West Malling, ME19 4ER

Trustees' Responsibility Statement

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

Company law requires Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as each of the Trustees of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each trustee has taken all of the steps that he/she should have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Auditors

A resolution to re-appoint Crowe U.K. LLP as auditors will be proposed at the annual general meeting.

Approved by the Board of Trustees of United Response on 18 October 2023 **including, in their capacity as company directors, the strategic report contained therein, and signed on its behalf by:**



Malcolm McCaig
Chair

Independent Auditor's Report to the Members of United Response

Opinion

We have audited the financial statements of United Response (the "charitable company") and its subsidiaries (the "group") for the year ended 31 March 2023 which comprise the Group Statement of Financial Activities, the Group and Company Balance Sheets, the Group Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the groups and the charitable company's affairs as at 31 March 2023 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The Trustees are responsible for the other information 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 our audit

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

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the Trustees' report.

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

- the parent company has not kept adequate accounting records; or
- the parent company 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 34, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that

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

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

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

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

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

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

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

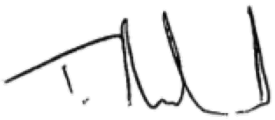
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Tim Redwood

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

London

23 November 2023

United Response
Consolidated Statement of Financial Activities
For the year ended 31 March 2023

(incorporating a consolidated income and expenditure account)

	Notes	Unrestricted Funds 2023 £'000	Restricted Funds 2023 £'000	Total Funds 2023 £'000	Total Funds 2022 £'000
Income from:					
Donations and legacies	2	306	199	**505**	358
Charitable activities	4	99,428	421	**99,849**	96,599
Investments	3	207	-	**207**	13
Other activities	3	235	-	**235**	-
Total income		**100,176**	**620**	**100,796**	**96,970**
Expenditure on:					
Raising funds	5	233	-	**233**	246
Charitable activities	5	105,264	34	**105,298**	96,376
Other activities	5	3,515	-	**3,515**	66
Total expenditure		**109,012**	**34**	**109,046**	**96,688**
Net deficit on operations		**(8,836)**	**586**	**(8,250)**	**282**
Net gain/(loss) on investments		(6)	-	**(6)**	-
Net (expenditure)/income before transfers between funds		**(8,842)**	**586**	**(8,256)**	**282**
Transfers between funds	19	-	-	-	-
Net movement in funds		**(8,842)**	**586**	**(8,256)**	**282**
Reconciliation of funds:					
Total funds at 1 April 2022		27,528	1,442	**28,970**	28,688
Total funds at 31 March 2023	16	**18,686**	**2,028**	**20,714**	**28,970**

The notes on pages 39 to 57 form part of these accounts.

All the above results are derived from continuing activities. All gains and losses recognised in the year are included above. If income and expenditure from Other Activities are ignored, the net deficit would be - £4,970,000 (2021/22 surplus of £348,000).

United Response
Consolidated and Charity Balance Sheets
As at 31 March 2023

	Notes	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Fixed Assets					
Intangible assets	10	**4**	8	**4**	8
Tangible assets	11	**5,557**	5,449	**5,557**	5,449
Investments	12	**8,989**	18,779	**8,989**	18,779
Total fixed assets		**14,550**	**24,236**	**14,550**	**24,236**
Current Assets					
Stocks		**40**	40	**40**	40
Debtors	13	**11,302**	9,434	**7,733**	6,025
Cash at bank and in hand		**6,293**	7,041	**6,288**	7,036
Total current assets		**17,635**	**16,515**	**14,061**	**13,101**
Creditors - amounts falling due within one year	14	**(11,058)**	(11,368)	**(7,486)**	(7,956)
Net current assets		**6,577**	**5,147**	**6,575**	**5,145**
Total assets less current liabilities		**21,127**	**29,383**	**21,125**	**29,381**
Provisions for liabilities	15	**(413)**	(413)	**(413)**	(413)
TOTAL NET ASSETS	16	**20,714**	**28,970**	**20,712**	**28,968**
FUNDS OF THE GROUP:					
Restricted Funds					
Restricted funds	17	**1,423**	1,254	**1,423**	1,254
Restricted property fund	18	**605**	188	**605**	188
Total restricted funds		**2,028**	**1,442**	**2,028**	**1,442**
Unrestricted Funds					
General Funds	19	**12,664**	21,000	**12,662**	20,998
Designated funds	19	**6,022**	6,528	**6,022**	6,528
Total unrestricted funds	19	**18,686**	**27,528**	**18,684**	**27,526**
TOTAL GROUP FUNDS	16	**20,714**	**28,970**	**20,712**	**28,968**

The notes on pages 39 to 57 form part of these accounts.

The deficit for the financial year, dealt within the financial statements of the parent charity, with company number 1133776, was - £8,256,000 (2021/22 surplus of £282,000) after gift aid from subsidiaries.

These financial statements were approved by the Board and authorised for issue on 18 October 2023.



Malcolm McCaig - Chair



Charles Garthwaite - Treasurer

United Response
Consolidated Statement of Cashflows
For the year ended 31 March 2023

	Notes	2023 £'000	2022 £'000
Cash flows from operating activities:			
Net cash generated / (used) in operating activities	A	**(10,515)**	**(158)**
Cash flows from investing activities			
Dividends and interest from investments		**207**	13
Purchase of Investment Portfolio		**(2,000)**	-
(Decrease) / increase in cash held for reinvestment		**11,784**	(512)
(Decrease) / increase in property, plant and equipment		**(598)**	(211)
Proceeds from the sale of property, plant and equipment		**374**	-
Net cash generated / (used) in investing activities		**9,767**	**(710)**
Change in cash and cash equivalents in the reporting period		**(748)**	(868)
Cash & cash equivalents at the beginning of the reporting period		**7,041**	7,909
Cash and cash equivalents at the end of the reporting period	B	**6,293**	**7,041**

A. Reconciliation of net income to net cash flows from operating activities

Net income for the reporting period (as per the Statement of Financial Activities)	**(8,256)**	282
Adjustments for:		
Depreciation and amortisation charges	**355**	359
Returns on investments	**6**	-
Dividends and interest from investments	**(207)**	(13)
(Gain) / loss on sale of fixed assets	**(235)**	18
Decrease / (increase) in stocks	**-**	12
Decrease / (increase) in debtors	**(1,868)**	680
Increase / (decrease) in creditors	**(310)**	(1,496)
Net cash provided by operating activities	**(10,515)**	**(158)**

B. Analysis of cash and cash equivalents

Cash in hand	**149**	85
Cash at bank	**6,144**	6,956
Total cash and cash equivalents	**6,293**	**7,041**

The notes on pages 39 to 57 form part of these accounts.

United Response
Notes to the Accounts for the year ended 31 March 2023

Charity Information

United Response is a public benefit entity registered as charity in England and Wales and a company limited by guarantee.
It was incorporated on 11 September 1973 (company number: 1133776) and registered as a charity on 2 October 1973 (charity number: 265249).
The address of the registered office is 7th Floor - Knollys House, 17 Addiscombe Road, Croydon, London, England, CR0 6SR.

1. Accounting Policies

a) Basis of preparation

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the second edition of the Charities Statement of Recommended Practice issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and Companies Act 2006.
The charity has taken advantage of the exemptions in FRS 102 from the requirements to present a charity only Cash Flow Statement and certain disclosures about the charity's financial The charity constitutes a public benefit entity as defined by FRS 102.

b) Group financial statements

These financial statements consolidate the results of the charity and its wholly owned subsidiaries: United Response Services Limited, United Response in Business Limited and Robert Owen Communities (dormant) and are referred to as "the Group".
A separate statement of financial activities and income and expenditure account are not presented for the charity itself following the exemptions afforded by section 408 of the Companies Act 2006.

c) Preparation of the accounts on a going concern basis

We have set out in this report a review of United Response's financial performance, the reserves position and principal risks and uncertainties.
Based on the assessment of these, United Response considers its position to be strong to continue its focus on the services it provides. Our good relationships with key funders, a proven ability to retain and secure new services, combined with strong liquidity and sufficient unrestricted reserves underline this.
United Response's liquidity is evident in review of the consolidated reserves which stand at £18.7m (2021/22 - £27.5m) and £12.7m as free reserves (2021/22 - £14.8m), of which almost all is held as cash and short-term fixed deposits.
The current economic climate has been challenging due to a soar in the cost of living, the disruption of global supply chains and a recruitment crisis. We have maintained some remedial actions, using reserves and proceeds of sold properties from services we handed back where local authority fees did not meet the total cost of delivering good quality care and support. United Response's free reserves continue to be considered sufficient to provide cover for any short term unexpected changes in income and expenditure.

1. Accounting Policies (continued)

c) Preparation of the accounts on a going concern basis (continued)

The trustees therefore have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future being at least twelve months from the date of approval of these financial statements and are not aware of any other material uncertainties which may adversely affect the organisation. Accordingly, the financial statements continue to be prepared on the going concern basis.

d) Critical accounting judgements and key sources of uncertainty

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

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

The following matters contain assumptions concerning the future, or estimation affecting assets and liabilities at the balance sheet date, that may result in a material adjustment to their carrying amounts in the next financial year:

Note 13 Debtors - Accrued income and Doubtful Debt provision

In the view of the trustees, other than those matters disclosed above, there are no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date likely to result in a material adjustment to their carrying amounts in the next financial year.

e) Income

Any funds received are accounted for as income when United Response can meet the following recognition criteria: it has entitlement, there is probability (more likely than not) that it will be received, and the monetary value can be measured with sufficient reliability.

Sources of funds include Charitable contractual income, Grants, Legacies, Gifts in kind/Donation and investment income. Any funds received in advance are deferred until the contracted service has been provided at which point United Response is entitled to record it.

Where there are terms or conditions attached to incoming funds, particularly grants, then these terms or conditions must be met before the income is recognised. Where terms or conditions have not been met or uncertainty exists as to whether they can be met then the relevant income is not recognised in the year but deferred and shown on the balance sheet as deferred income.

Grants are recognised on the performance model, when the charity has complied with any conditions attaching to the grant and the grant will be received. See Note 4 for revenues recorded related to additional Government grants and funding for the pandemic.

1. Accounting Policies (continued)

f) Expenditure

Costs of raising funds are those costs incurred in attracting voluntary income. Charitable activities include expenditure associated with the provision of support to people with learning disabilities or mental health needs and include both the direct and support costs relating to these activities. Governance costs are primarily associated with constitutional and statutory requirements. Where support costs cannot be directly attributed to one of the charity's activities they have been allocated on the basis of estimated time spent.

g) Operating leases

Rental costs under operating leases are charged to the statement of financial activities on a straight line basis over the period.

h) Pension schemes

United Response operates a non-contributory stakeholder pension scheme for eligible staff members. Current employer's contributions amount to 3% of pensionable earnings. The charity also contributes to the NHS pension scheme, the West Yorkshire Pension Fund and the Nottinghamshire County Council Pension Fund in respect of staff members who have transferred from other employers. These are defined benefit schemes which we account for as defined contribution schemes as it is difficult to identify the charity's share of the underlying assets and liabilities; we hold £100,000 in reserve relating to these schemes should we be required to supplement our contributions.

i) Intangible fixed assets

Computer software costs have been capitalised within intangible assets as they can be identified with a specific project anticipated to produce future benefits. Once brought into use, they are amortised on the straight line basis over four years.

j) Tangible fixed assets and depreciation

Tangible fixed assets costing more than £2,000 are capitalised and shown at cost. Depreciation has been charged to write off all fixed assets, except for freehold land, over their estimated useful lives, at the following rates:-

Freehold buildings and improvements	2% to 25% on cost
Leasehold buildings	over period of lease
Furniture and equipment	25% on cost
Motor vehicles	25% on cost

k) Financial instruments

United Response has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise overdrafts and trade and other creditors.

Investments, including bonds held as part of an investment portfolio, are held at fair value at the balance sheet date, with gains and losses being recognised within income and expenditure. These are detailed in note 12 to these accounts. Investments in subsidiary undertakings are held at cost less impairment.

1. Accounting Policies (continued)

l) Investments

All investments held are included in the balance sheet at market value.

m) Stock

All stock is held at the lower of cost and net realisable value.
Since 2016, stock holdings included farm stock from the Robert Own Communities (ROC) acquisition and small supplies for the Café.

As a result of the pandemic, stock now includes holdings of Personal Protective Equipment (PPE) in a privately managed distribution warehouse. Once PPE is distributed to the services, it is recorded as an expense.

n) Provisions

United Response has commitments to make good dilapidations and carry out repairs under various property leases. A provision is made for all leased properties that may be subject to a potential dilapidation charge and is based on the experience of recent actual costs incurred when vacating premises.

o) Funds

Income received subject to specific conditions imposed by the donor is included in restricted funds. Revenue expenditure is allocated against these funds as incurred. Restricted funds which have financed fixed assets are reduced by amounts equivalent to any depreciation charge over the expected useful lives of the assets concerned. The analysis of restricted funds is shown in note 17 to the accounts.

p) Cash at bank and in hand

Liquid resources are defined as cash at bank and in hand immediately available to meet working capital needs. Other cash not required for working capital requirements are classified as investments.

2. Analysis of Donations and Legacies	Total 2023 £'000	Total 2022 £'000
Donations from trusts		
National Lottery	**50**	-
Wolfson Foundation	**43**	-
Clothworkers' Foundation	**35**	35
Waterloo Foundation	**15**	-
Joseph Rowntree Foundation	**15**	-
Active Londoners	-	19
Arts Council	-	13
Good Things Foundation	-	13
Other	**28**	39
Total donations from trusts	**186**	**119**
Legacies		
- Mrs J Moore	**41**	**-**
- Mrs J Wilson	-	15
- Shield house	-	116
- Other	**1**	4
Total donations from legacies	**42**	**135**
Total other voluntary income	**277**	**104**
Total donations and legacies	**505**	**358**

3. Analysis of Income from Investments and Other Activities		
Investment income is made up as follows:	**2023 £'000**	**2022 £'000**
Bank interest	**207**	13
Total investment income	**207**	**13**

Other income is made up as follows:	**2023 £'000**	**2022 £'000**
Gain on sales of fixed assets	**235**	-
Other income	**235**	**-**

4. Analysis of Income from Charitable Activities

	Contractual Income £'000	Grants £'000	Trading Income £'000	Total 2023 £'000	Total 2022 £'000
Learning disability residential services	12,471	-	-	**12,471**	12,142
Learning disability supported living services	76,719	-	-	**76,719**	70,911
Other learning disability services	6,080	-	-	**6,080**	7,545
Mental health services	1,425	-	-	**1,425**	2,337
Employment Opportunities - People We Support	2,076	-	160	**2,236**	2,027
Government funding - Covid 19 & WRRF	-	497	-	**497**	1,637
Capital Grants	-	421	-	**421**	-
Total income from charitable activities	**98,771**	**918**	**160**	**99,849**	**96,599**

Contractual income is made up as follows:	**2023 £'000**	**2022 £'000**
Income from statutory authorities	**93,851**	89,285
Income from people we support and other sources	**4,920**	5,561
Total contractual income	**98,771**	**94,846**

Grant income is made up as follows:	**2023 £'000**	**2022 £'000**
Government funding - Covid 19 & WRRF	**497**	1,629
NHS England property grants	**421**	-
Skills for care	-	14
Government funding - Furlough	-	8
Grants to support employment (various)	-	8
Total grant income	**918**	**1,659**

NHS England granted restricted capital funding to United Response in order to acquire a property in Aylesbury. The clients using the facilities are mainly people who have either been originally discharged from long stay NHS institutions or who would have been admitted to such institutions if the community care facilities were not available.

5. Analysis of Total Expenditure

	Direct Costs £'000	Support Costs £'000	Total 2023 £'000	Total 2022 £'000
Raising funds	**222**	**12**	**233**	**246**
Charitable activities				
Learning disability residential services	11,750	1,300	**13,050**	12,299
Learning disability supported living services	71,376	11,801	**83,177**	73,239
Other learning disability services	4,639	688	**5,327**	6,300
Mental health services	1,025	265	**1,290**	2,546
Employment Opportunities - People We Support	1,765	264	**2,029**	1,571
Governance costs	425	-	**425**	421
	90,980	**14,318**	**105,298**	**96,376**
Other	-	3,515	**3,515**	66
Total expenditure	**91,202**	**17,845**	**109,046**	**96,688**

Other costs of £3,515,000 (2021/22 - £66,000) relates to the implementation of the new Oracle Enterprise Resource Planning system.

6. Analysis of Support Costs

	2023 £'000	2022 £'000
Regional support and training	**5,807**	5,311
Service development and quality	**1,114**	1,093
Communication and policy	**512**	400
Financial, HR and legal	**3,817**	3,711
Information Technology	**1,882**	1,518
General management	**1,186**	553
Total support costs	**14,318**	**12,586**

Support costs have been allocated to activities on the basis of estimated time spent.

7. Net Surplus on Operations for the Year

This is stated after charging:	2023 £'000	2022 £'000
Depreciation and amortisation	**355**	359
Auditors' remuneration including VAT	**50**	60
Other fees paid to Auditors including VAT	**13**	3
Amounts paid under operating leases		
- Land and buildings	**1,053**	1,640
- Motor vehicles	**256**	289

8. Trustee benefits and expenses

A total of £1,969 was paid to 5 trustees during the year (2021/22 - £0). The expenses reimbursed to trustees cover travel and subsistence costs only.
Indemnity insurance is provided for the trustees as part of the overall management liability policy, the total premium paid during the year amounted to £18,956 (2021/22 - £18,956).

9. Staff Costs

Total staff costs for the year were as follows:	**2023 £'000**	**2022 £'000**
Wages and salaries	**71,952**	67,406
Social security costs	**6,365**	5,697
Pension contribution costs	**1,631**	1,597
Total	**79,948**	**74,700**

Wages and salaries include £331,000 (2021/22 - £157,000) of redundancy and termination payments which were paid out in accordance with our redundancy policy and legal requirements.

Average number of staff employed	**2023 Number**	**2022 Number**
Direct charitable activities	**3,134**	3,228
Support and governance	**309**	261
Generating voluntary income	**-**	**-**
Total	**3,443**	**3,489**

Number of employees whose remuneration (including taxable benefits) exceeded £60,000 during the year	**2023 Number**	**2022 Number**
£60,000 - £70,000	**11**	13
£70,001 - £80,000	**8**	5
£90,001 - £100,000	**1**	-
£100,001 - £110,000	**4**	4
£110,001 - £120,000	**-**	1
£140,000 - £150,000	**1**	1
£150,000 - £160,000	**1**	-
Total	**26**	**24**

Total pension contributions outstanding at the year end were £266,000 (2021/22 - £364,000).

The Executive Team consists of the Chief Executive, Director of Finance, Director of Operations North, Director of Operations South, Director of Quality and Practice Development, Director of Housing and the Director of Corporate Services. During the year an interim Finance Director was employed which resulted in a period of double running costs.

Executive Team Remuneration	**2023 £'000**	**2022 £'000**
Total pay and benefits of the Senior Executive Team	**1,005**	768

10. Intangible Fixed Assets

	Total £'000
Cost	
1 April 2022	**419**
Additions	**-**
Disposals	**-**
31 March 2023	**419**
Amortisation	
1 April 2022	**411**
Charge for the year	**4**
Disposals	**-**
31 March 2023	**415**
Net Book Values (Group & Charity)	
31 March 2023	**4**
31 March 2022	8

Intangible assets relate to capitalisation of computer software costs.

11. Tangible Fixed Assets

	Freehold property £'000	Leasehold property £'000	Furniture & equipment £'000	Motor vehicles £'000	Total £'000
Cost					
1 April 2022	6,133	1,294	2,116	52	**9,595**
Additions	380	84	126	8	**598**
Disposals	(207)	(6)	-	-	**(213)**
31 March 2023	**6,306**	**1,372**	**2,242**	**60**	**9,980**
Depreciation					
1 April 2022	1,443	938	1,718	47	**4,146**
Charge for the year	125	102	119	5	**351**
Disposals	(70)	(4)	-	-	**(74)**
31 March 2023	**1,498**	**1,036**	**1,837**	**52**	**4,423**
Net Book Value (Group)					
2023	**4,808**	**336**	**405**	**8**	**5,557**
2022	4,690	356	398	5	**5,449**
Net Book Value (Charity)					
2023	**4,808**	**336**	**405**	**8**	**5,557**
2022	4,690	356	398	5	**5,449**

Freehold property includes two properties with a net book value of £605,000 (2021/22 - £188,000) which are subject to the restrictions set out in note 18.

12. Fixed Asset Investments

	2023 £'000	2022 £'000
Market value at beginning of year	**18,779**	18,267
Purchases at cost	**2,000**	-
Disposals at book value	**-**	-
(Decrease) / increase in market value	**(6)**	-
Increase / (decrease) in cash held for reinvestment	**(11,784)**	512
Market value at end of year	**8,989**	**18,779**

The value of the investment was made up as follows:-

	Historical Cost		Market Value	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
UK Fixed Deposits	**6,995**	18,779	**6,995**	18,779
UK Bonds	**111**	-	**111**	-
Overseas Bonds	**159**	-	**159**	-
UK Equities	**386**	-	**382**	-
Overseas Equities	**872**	-	**858**	-
Global Investments Funds	**129**	-	**133**	-
Absolute Return Funds	**70**	-	**71**	-
Cash	**78**	-	**78**	-
Property	**59**	-	**58**	-
Other	**150**	-	**144**	-
Total investments	**9,009**	**18,779**	**8,989**	**18,779**

13. Debtors

	Group		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Trade debtors	**8,063**	5,875	2,903	2,271
Amounts owed by group & associated undertaking	**-**	-	2,070	1,419
Prepayments	**670**	930	670	930
Accrued income	**2,016**	2,195	1,537	971
Other debtors	**553**	434	553	434
Total	**11,302**	**9,434**	**7,733**	**6,025**

Trade debtors are stated net of a general doubtful debt provision based on the age of debts of £417,000 (2021/22 - £826,000).
Accrued income is an estimate of income earned but not yet invoiced.

14. Creditors - Amounts Falling Due Within One Y

	Group		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Trade creditors	**1,488**	1,166	1,488	1,166
Accruals	**3,063**	3,168	3,041	3,153
Deferred income	**1,133**	1,278	694	740
Taxation and social security	**3,351**	3,158	460	550
Other creditors	**2,023**	2,598	1,803	2,347
Total	**11,058**	**11,368**	**7,486**	**7,956**

15. Provision for Liabilities and Charges

	Provision for Dilapidations 2023 £'000	Total Provision 2023 £'000	Total Provision 2022 £'000
Opening balance	413	**413**	413
Utilised in year	-	**-**	-
Released unused during the year	-	**-**	-
Additional amount provided	-	**-**	-
Closing balance	**413**	**413**	**413**

The provision for dilapidations provides for the cost of repairs arising as a result of obligations under property leases.

16. Analysis of Net Assets between Funds

	General Funds £'000	Designated Funds £'000	Total Unrestricted Funds £'000	Restricted Funds £'000	2023 Total Funds £'000
Intangible fixed assets	-	4	4	-	**4**
Tangible fixed assets	-	4,611	4,611	946	**5,557**
Investments	8,989	-	8,989	-	**8,989**
Current assets	15,146	1,407	16,553	1,082	**17,635**
Current liabilities	(11,058)	-	(11,058)	-	**(11,058)**
Provisions for liabilities & charges	(413)	-	(413)	-	**(413)**
Total net assets 31 March 2023	**12,664**	**6,022**	**18,686**	**2,028**	**20,714**

2022 Comparative Disclosures	General Funds £'000	Designated Funds £'000	Total Unrestricted Funds £'000	Restricted Funds £'000	2022 Total Funds £'000
Intangible fixed assets	-	8	8	-	8
Tangible fixed assets	-	5,109	5,109	340	5,449
Investments	18,779	-	18,779	-	18,779
Current assets	14,002	1,411	15,413	1,102	16,515
Current liabilities	(11,368)	-	(11,368)	-	(11,368)
Provisions for liabilities & charges	(413)	-	(413)	-	(413)
Total net assets 31 March 2022	**21,000**	**6,528**	**27,528**	**1,442**	**28,970**

17. Restricted Funds

	Balance 31 March 2022 £'000	Transfers during the year £'000	Generated during the year £'000	Utilised during the year £'000	Balance 31 March 2023 £'000
Time For You	15	-	-	-	**15**
Accessible Voting	6	-	15	-	**21**
North Division	124	158	25	(9)	**298**
South Division	241	84	106	(11)	**420**
South West Division	42	(42)	-	-	**-**
North West Division	134	(134)	-	-	**-**
Devon ESE (formerly ROC)	228	7	51	(10)	**276**
Other restricted funds	123	(73)	2	-	**52**
Subtotal	**913**	**-**	**199**	**(30)**	**1,082**
Represented by tangible fixed assets:					
North Division	2	8	-	-	**10**
South Division	142	5	-	-	**147**
South West Division	1	(1)	-	-	**-**
North West Division	8	(8)	-	-	**-**
Devon ESE (formerly ROC)	188	(4)	-	-	**184**
Other restricted funds	-	-	-	-	**-**
Total excluding restricted property fund	**1,254**	**-**	**199**	**(30)**	**1,423**
Restricted property fund (see note 18)	188	-	421	(4)	**605**
Total	**1,442**	**-**	**620**	**(34)**	**2,028**

17. Restricted Funds (continued)

The purposes of the principal funds shown above are as follows:

Time for You - this is a grant from Ipswich Borough Council in relation to the Suffolk Short Break Demonstrator Project, involving the provision of respite to family carers of people with learning disabilities. The grant was originally awarded to Ipswich Council for Voluntary Service, but was transferred to United Response during 2012.

Accessible Voting - this is a grant from the UK Democracy Fund a Joseph Rowntree Reform Trust initiative. This is a grant to develop a campaign to get people with a learning disability and autistic people registered to vote and casting their vote in the next general election.

North Division - the largest element of the income and expenditure relates to York training and Community Services. The offering consists of a Café, Health & Wellbeing Outreach, The Base for independent living workshops, the Autism Hub, supported employment coaching and the media centre. Grants have also been provided by Trafford MBC, Knowsley MBC and Wigan MBC to enable us to develop employment and social opportunities for people with autism. As well as Liverpool to tackle bullying.

South Division - the largest element of the income and expenditure relates to the Donation Station, our charity shop, which raises money for The Community Network, and teaches employment skills to the people we support.

Devon ESE - in 2016 United Response merged with Robert Owen Communities and this fund represent the balance of restricted funds acquired at that time and the net movement in restricted revenue funds since. ROC College is a specialist college that provides education for young people between the ages of 16 and 25 within Cornwall, Devon and Somerset. We also offer other supported employment opportunities and services such as Boscawen Farm where People we Support and Students can learn transferable skills.

Funds represented by tangible fixed assets - these funds relate mainly to improvements to properties, including houses owned by United Response in West Sussex and Devon and leased in Suffolk, Essex and Kent.

17. Restricted Funds (continued)

2022 Comparative Disclosures

	Balance 31 March 2021 £'000	Transfers during the year £'000	Generated during the year £'000	Utilised during the year £'000	Balance 31 March 2022 £'000
Time For You	15	-	-	-	15
Cornwall Supported Employment	3	-	1	-	4
Carers' Project	98	(98)	-	-	-
North East Division	114	-	19	(9)	124
South West Division	34	-	8	-	42
South East Division	195	-	82	(36)	241
North West Division	133	-	4	(3)	134
COVID-19 Funding	271	-	1,358	(1,629)	-
Devon	200	-	39	(11)	228
Other restricted funds	125	-	-	-	125
Subtotal	**1,188**	**(98)**	**1,511**	**(1,688)**	**913**
Represented by tangible fixed assets:					
North East Division	2	-	-	-	2
South West Division	140	-	2	-	142
South East Division	1	-	-	-	1
North West Division	8	-	-	-	8
Devon (formerly ROC)	188	-	-	-	188
Total excluding restricted property fund	**1,527**	**(98)**	**1,513**	**(1,688)**	**1,254**
Restricted property fund (see note 18)	192	-	-	(4)	188
Total	**1,719**	**(98)**	**1,513**	**(1,692)**	**1,442**

18. Restricted Property Fund

The original restricted property fund of £184,000 (2021/22 - £188,000) represents the value of a freehold property provided by the South East Kent District Health Authority to house a service in Folkestone. The property, which was acquired at no cost to United Response, is registered in the name of the charity and has been included in fixed assets at the cost of acquisition and refurbishment borne by the Health Authority, less depreciation. In the event of the service terminating, United Response has undertaken to transfer the property back to the Health Authority for £nil consideration.

During the year £421,000 of restricted property funding was received from NHS England for the purchase of a property in Aylesbury. The property, which was acquired at no cost to United Response, is registered in the name of the charity and has been included in fixed assets at the cost of acquisition and refurbishment borne by NHS England, less depreciation. In the event of the service terminating, United Response has undertaken to repay a 100% portion of the market value of the property back to NHS England less disposal costs.

19. Unrestricted Funds

	Balance 31 March 2022 £'000	Transfers during the year £'000	Generated during the year £'000	Utilised during the year £'000	Balance 31 March 2023 £'000
Property fund	1,061	-	-	-	**1,061**
Pension fund	100	-	-	-	**100**
Maintenance fund	250	-	-	-	**250**
Intangible Fixed Assets	8	(8)	-	-	-
Tangible fixed assets	5,109	(498)	-	-	**4,611**
Total designated funds	**6,528**	**(506)**	**-**	-	**6,022**
Unrestricted general funds	21,000	506	-	(8,842)	**12,664**
Total unrestricted funds	**27,528**	**-**	**-**	**(8,842)**	**18,686**

Funds have been designated for the following purposes:-

Property fund - to help fund the purchase of properties to support the development of the charity's activities. These funds are likely to be utilised over the next five years.

Pension fund - to cover the potential liability associated with membership of one multi-employer defined benefit local government pension schemes. It cannot be estimated when this will be utilised.

Maintenance fund - to provide funding for major repairs of properties which the charity has responsibility for. These funds are used, reviewed and maintained ongoing.

Intangible fixed assets - relates to the portion of reserves invested in intangible fixed assets to be used by United Response in its operations.

Tangible fixed assets - relates to the portion of reserves invested in unrestricted tangible fixed assets to be used by United Response in its operations. This decreased during the year by £497,000 due to a transfer from unrestricted general funds.

2022 Comparative Disclosures	Balance 31 March 2021 £'000	Transfers during the year £'000	Generated during the year £'000	Utilised during the year £'000	Balance 31 March 2022 £'000
Property fund	1,061	-	-	-	1,061
Pension fund	100	-	-	-	100
Maintenance fund	250	-	-	-	250
Intangible Fixed Assets	-	8	-	-	8
Tangible fixed assets	5,284	(175)	-	-	5,109
Total designated funds	**6,695**	**(167)**	**-**	**-**	**6,528**
Unrestricted general funds	20,275	265	460	-	21,000
Total unrestricted funds	**26,970**	**98**	**460**	**-**	**27,528**

20. Capital commitments

There were no capital commitments in either 2022 or 2023.

21. Operating Lease commitments

	Land and buildings		Vehicles	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
payments under non cancellable operating leases:				
within one year	653	951	**125**	188
within two to five years	452	808	**153**	35
after five years	118	24	-	-
Total	**1,223**	**1,783**	**278**	**223**

22. Subsidiary Undertakings

All subsidiaries have their registered address as the same as United Response: 7th Floor Knolly's House, 17 Addiscombe Rd, Croydon, CR0 6SR.

In January 2019, United Response Services Limited (URS) was formed as a wholly owned subsidiary of United Response. URS is registered as company number 11788717 and £100 share capital was invested by United Response. On 1st April 2019, the entity commenced trading. United Response Services Limited carries out trading activities with local authorities on behalf of United Response Limited.

United Response has a wholly owned trading subsidiary, United Response in Business Limited, company number 3787676. It was incorporated in Great Britain to carry on trading activities in accordance within the objects of the charity. Operations ceased as at 31st March 2021 and net asset balances were transferred to the parent on 21st December 2021.

In 2016 the charity acquired Robert Owen Communities (ROC), a UK charitable company with registered charity number 517845 and company number 02038915. ROC has been dormant since 2019.

The tables overleaf show the impact of the subsidiaries on the results of the Group.

22. Subsidiary Undertakings (continued)

Financial activities of Subsidiaries in 2023	2023 URS £'000
Sales revenue	53,560
Other income	172
Total turnover	**53,732**
Salaries and wages	-
Other costs	52,665
Total operating costs	**52,665**
Trading profit	**1,067**
Gift aid due to parent	(1,067)
Retained profit	**-**
Retained loss brought forward	-
Retained profit carried forward	**-**
Gross Assets	5,554
Gross Liabilities	(5,554)
Total Net Assets	**-**

2022 Comparative Disclosures Financial activities of subsidiaries in 2022	2022 URS £'000
Sales revenue	52,386
Other income	-
Total turnover	**52,386**
Salaries and wages	-
Other costs	51,346
Total operating costs	**51,346**
Trading profit	**1,040**
Gift aid due to parent	(1,040)
Retained profit	**-**
Retained loss brought forward	-
Retained profit carried forward	**-**
Gross Assets	4,833
Gross Liabilities	(4,833)
Total Net Assets	**0**

23. People We Support bank accounts

The charity administers holding bank accounts on behalf of residents for the receipt and payment of the residents' personal allowances. These bank accounts have not been reflected on these financial statements as an asset or liability. The value held at 31 March 2023 was £557,000 (2021/22 - £551,000). The bank accounts are held separately from those of the charity.

24. Transactions with Related Parties

There have been no related party transactions in the year to 31 March 2023 that require disclosure other than transactions with the subsidiary companies, URS and UR's trustees. Transactions with URS are set out below and those with the trustees are disclosed under note 8

In 2022/23, the charity charged URS £52,658,000 (2021/22 - £51,339,000) in respect of the delivery of operational services.

In 2022/23, URS paid the charity £52,153,000 (2021/22 - £58,313,000) of monies collected on invoices settled.

In 2022/23, under a deed of covenant, URS will make a gift aid payment to the charity of £1,067,000 (2021/22 - £1,040,000). Payment will be made to the parent charity during the 9 months following the relevant reporting date.

As at 31/03/2023, URS owed the charity £2,072,000 (2021/22 - £1,421,000).

25. Consolidated Statement of Financial Activities for the year ended 31 March 2022

(incorporating a consolidated income and expenditure account)

	Unrestricted Funds 2022 £'000	Restricted Funds 2022 £'000	Total Funds 2022 £'000
Income from:			
Donations and legacies	202	156	358
Charitable activities	95,241	1,358	96,599
Investments	13	-	13
Other	-	-	-
Total income	**95,456**	**1,514**	**96,970**
Expenditure on:			
Raising funds	246	-	246
Charitable activities	94,750	1,692	96,442
Total expenditure	**94,996**	**1,692**	**96,688**
Net surplus on operations	**460**	**(178)**	**282**
Transfers between funds	98	(98)	-
Net movement in funds	**558**	**(276)**	**282**
Reconciliation of funds:			
Total funds at 1 April 2021	26,970	1,718	28,688
Total funds at 31 March 2022	**27,528**	**1,442**	**28,970**

UNITED RESPONSE

England & Wales - Charity number 265249

Accounts

United Response

Annual Report and Accounts 2021/22

Charity number: 265249
Company registration number: 1133776

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Objectives and Activities of the Charity

United Response is a national charity that works with adults and young people with learning disabilities or mental health needs. We are a community-based organisation working in England and Wales, providing bespoke residential care, supported living, day services, employment support and education.

Our **mission** is to ensure that individuals with learning disabilities, mental or physical support needs have the opportunity to live their lives to the full.

Our **vision** is a society where everyone has equal access to the same rights and opportunities.

Our **values** are the 'golden thread' running through everything we do. We are: *Creative, Responsive, United, Strong* and *Honest.* These set out a clear framework for our behaviours and how we approach our work.

How our activities deliver public benefit

All our activities are carried out in support of our charitable objectives. The core of our work is in supporting people with learning disabilities and those with mental health needs, but we also place a significant focus on investing in communities**.**

We provide services primarily under contracts with local authorities, the NHS and personal budgets. It is central to our ethos and charitable status that we promote and campaign for the wider public benefit of our beneficiaries in terms of equality and citizenship. We have taken into account the guidance in the Charity Commission's general guidance on Public Benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

Fundraising

As well as receiving funding from local authorities, we also fundraise by working with corporate contacts, grant-giving trusts, supporters and staff to organise and co-ordinate events and activities both in the local communities where we operate and at major charity events. Apart from communicating with people who have supported us in the past, we use neither direct marketing nor external third parties to raise funds. Income from fundraising represents less than 1% of total income and there have been no complaints about fundraising activity during the year. Many donations relate to specific local community projects and we ensure that expenditure is restricted to these projects and is spent within a reasonable period. We review changes in guidance and legislation related to fundraising, such as the Fundraising Regulator's Code of Fundraising Practice and the changes in GDPR, and we are working to ensure that we are fully compliant.

Code of Conduct

United Response adheres to principles of good governance, in particular the Charity Governance Code. In line with good practice we undertake periodic reviews of our governance, both compliance with requirements and adherence to best practice. This activity is undertaken in part during annual business of the Board and its committees, for example review of committee Terms of Reference and their performance and through more in-depth periodic reviews. Trustees receive updates from external specialists in the sector at Board Away Days.

During the year we completed the actions arising from a review of Governance carried out in 2019. We are grateful to Lintstock, a leading Board advisory firm, who have agreed to carry out a pro bono review of Board effectiveness during 2022.

Beneficiaries

- Adults and young people with learning disabilities and mental health needs, who are supported by United Response – around 1,900 individuals as at March 2022.
- Their families, carers and advocates.
- The wider disability and mental health community.
- The wider communities we work in, especially vulnerable people within them.

Supporting people with learning disabilities and people with autism

We provide a range of support services including:

- Supporting people to live where they choose.
- Support to enable people to carry out the activities of daily living and to keep safe and well.
- Supported employment and volunteering opportunities, including training and further education.
- Many people we support are on the autistic spectrum. Our staff are trained in recognised techniques, so that they can provide effective support.
- Life skills – supporting people to develop interests, hobbies and skills, including skills to help manage their own home and money.
- Support to develop and maintain relationships with friends and family.
- Accessible communications to support people to speak up.
- Advocacy – working with people so they can speak for themselves.
- Education - helping people with disabilities to learn new skills, and get nationally recognised qualifications.

Supporting people with complex needs

- We have particular expertise in working with people with complex needs including those with profound learning disabilities.
- We also support a growing number of people with learning disabilities who also experience mental health difficulties.
- A large proportion of the people we work with have complex behaviour support needs, and we support them to live fulfilled lives as part of their community. We use active support and positive behaviour support techniques.
- Many of the people we support have additional physical or sensory support needs.
- We support people with a range of physical disabilities including impaired motor skills, and profound and complex physical disabilities.

Supporting people with mental health needs

- We support people with a range of mental health needs.
- We provide a variety of mental health services, working in partnership with clinical partners, including community support and outreach, supported living, supported housing and vocational training.
- Our emphasis is on wellness and recovery, and where possible we focus on early intervention to help prevent more serious problems from occurring.

Supporting young people in the transition to adulthood

- We provide support to young people in the transition to adulthood to help them explore their options, try out new activities, build their skills and to plan for a future of increasing independence.

The way we work

Our approach focuses on getting to understand people's aspirations and helping them to achieve them. We support people to exercise choice and control and empower them to contribute to their own communities.

We have a strong track record of supporting people to build their independence. We build our approach around the preferred routines and activities of each individual we support, supporting people as active citizens who have the capacity to be engaged in a range of activities. This approach is called 'active support' and is underpinned by our person-centered ethos. This helps our staff to support people to take control of their lives and to develop through new experiences.

We recognise our primary duty is to ensure the people we support remain safe and well, and are protected from abuse. We have procedures for our staff to work with local safeguarding boards, the Care Quality Commission (CQC) and OFSTED to safeguard the people we support. These sit alongside a range of control measures and processes such as risk assessment, person-centred planning and positive behaviour support planning. Our guidance to staff includes a whistle-blowing policy and detailed guidance on the Mental Capacity Act and Deprivation of Liberty (DOLS) legislation and this is supported by regular staff training and highlighting safeguarding practice in internal briefings. We encourage and welcome the involvement of the families and friends of people we support. This in itself acts as a safeguarding measure, alongside being an essential aspect of the quality of life of people we support. We have established a Safeguarding Forum with an independent Chair, who has extensive professional experience of safeguarding policy and practice.

Promotion of the Success of the Organisation to Benefit its Members

The Trustees confirm that in accordance with Section 172 (1) of the Companies Act they act in a way they consider would be most likely to achieve the purposes of the organisation. In making this assessment the Trustees have considered the following:

- The likely consequences of any decision in the long term.
- The interests of the company's employees.
- The need to foster the company's business relationships with suppliers, customers and others.
- The impact of the company's operations on the community and the environment.
- The desirability of the company maintaining a reputation for high standards of business conduct.
- The need to act fairly as between members of the company.

The likely consequences of any decision in the long term

The long-term sustainability of the operating model is considered by the Directors as set out in the going concern section of the Directors' Report. Specifically, the Directors consider both short- and longer-term financial projections and the key risks that could negatively impact the sustainability of United Response. The Directors review management information, budgets, forecasts, cash flow projections and progress against the financial recovery plan on a regular basis. Risk management is embedded at all levels across the Organisation. The most significant risks are discussed at each Board meeting.

The interests of the company's employees

The Company has complied with the UK's Equality Act 2010 Regulations 2017 that require the publication of information on the gender pay gap for UK employees annually.

The 2021 report is available on the United Response website.

The need to foster the company's business relationships with suppliers, customers and others

In relation to key stakeholder engagement, the Trustees consulted with the organisation through various channels in 2021/22 and ongoing, including email correspondence, webinars, board meetings, committees and ad hoc meetings.

The relationships forged and held by United Response are the backbone of the organisation's history and future, and are deep-rooted in all of our work on both a regional and national level. Among these are business relationships with local authorities, commissioners, funders and partnering health organisations. No less significant are the ties held with the charity's core stakeholders – the people we support, their families and the wider community.

Maintaining and fostering each of these relationships is a key priority for the charity, the Directors' Team and board. Principal decisions taken by the company during the financial year carefully take into account the importance of these relationships.

The impact of the company's operations on the community and the environment

Details on our impact on the environment are disclosed in the Streamlined Energy and Carbon Reporting section of the report on page 21.

The desirability of the company maintaining a reputation for high standards of business conduct

Our procurement strategy led by our Purchasing Manager supports employees to undertake procurement processes that demonstrate fairness and integrity, comply with relevant laws and regulations, keep information confidential and secure and ensure procurement best practice is followed.

United Response intends to fully comply with the obligations under the Modern Slavery Act 2015 and has published a detailed, annual transparency statement for the year ended 31 March 2022 which has been posted on the website.

United Response takes a zero tolerance approach towards fraud, bribery and corruption. It is committed to complying with all applicable laws and regulations relating to fraud, bribery and corruption wherever it operates.

The company has vetting processes that set requirements for performing an appropriate level of due diligence on organisations and individuals to which it provides funds or support, related decision-making procedures, and procedures for reporting and disclosure of specific situations of concern by staff.

The need to act fairly as between members of the company.

The Trustees have a conflicts of interest policy contained in their working rules.

Trustees' Report 2021/22

The 2021/22 financial year has again been one through which Covid-19 continued to disrupt our way of life, and we were still living under significant restrictions. Travel and meeting in public places was constrained, people living in registered care homes were only permitted to have one regular visitor, vaccinations and boosters were required, as was the wearing of face masks. Life was far from normal.

As I look back over this past year, it is heartening to see how things have improved. It has been a welcome relief to see the people we support start to be able to enjoy life as they did before the start of the pandemic. We have worked hard to fulfil our core purpose: excellent person-centred support that ensures the people we support live their lives to the full and are meaningfully involved in the communities they live in. Over and over again, our staff have responded unselfishly to the challenges they face, with enduring creativity, responsibility and remarkable collective strength. They have continued to deliver great outcomes and excellent quality throughout the year.

Even though we are moving out of the pandemic, there are still substantial challenges facing the health and social sectors. In December 2021, the government released their White Paper 'People at the Heart of Care.' While we welcomed some interesting aspects on innovation, housing, technology and employment schemes, the paper did not fulfil the Prime Minister's promise to 'fix social care once and for all.' The Government has yet to deliver on its commitment to ensure that care providers can be properly funded, and the care sector continues to grapple with inflationary costs and maintaining staffing levels when faced with high rates of turnover. In spite of these challenges, we announced an 'in-year' increase to staff pay to ensure we track the Real Living Wage.

We know that 2022 will bring additional challenges to the sector that we work in and for United Response. The rapid escalation in the cost of living will have a significant impact for our staff and people we support. We remain committed to dealing with these challenges in the most appropriate manner and in line with our overall purpose.

I am pleased that we are embarking on a new Long Term Plan that will broaden and deepen the delivery of our purpose, and at the same time diversify our sources of funding. Specific areas that have been earmarked for strategic development include housing, education and employability. We are also making appropriate investments in our systems and digital capabilities, to make our care management and financial management capabilities a better fit for the future.

We have completed a three year programme to strengthen our Governance and Board effectiveness, to address some opportunities for enhancement and to improve oversight of our strategic development. We have set up a Safeguarding Forum and appointed Trish Dennison as the independent chair. We have also set up an Education and Skills Scrutiny Group, and co-opted Linda Owen and Steve Maltby as independent specialists. Further developments are in hand in respect of housing, fundraising and investment management. Our next external review of Board effectiveness is planned for 2022.

As ever, we end another year enormously grateful for all of our staff, who continue our heritage of providing excellent and compassionate support to the people entrusted to our care. As we look towards our 50th anniversary in 2023, we have much to be proud of in the years behind us, and much to look forward to as we think about what the future will hold for United Response.



Malcolm McCaig, 19th October 2022
Chairman of the Board

United Response in 2021/22 at a Glance:

- Across England and Wales we support around 1,900 people at approximately 420 locations.
- We employ around 3,400 people.
- We contract with over 75 local authorities and Clinical Commissioning Groups.
- The value of services provided was £96.6m in 2021/22 with the annualised value of new work in 2021/22 being £2m.

How does the Care Quality Commission (CQC) rate our services?

We have:

- 60 registered care services, 55 of which have been inspected under the CQC framework.
- 28 registered care homes.
- 32 supported living/domiciliary care services and one Shared Lives service.
- 95% of services are rated as "Good".

What do people we support and their families think of our services?

Our annual satisfaction survey has not been run since 2019/20, 22 due to the pandemic and its continued impact on our services, staff, the people we support and their families. Respondents were not yet fully ready nor equipped for an online survey to run, and a paper-based survey as normal was considered as a risk and too impractical due to the virus's spread and staff workload. For this reason we have not been able to provide up to date statistics reflecting what people we support and their families think of the support that we provide.

We will run a fully accessible digital survey in the 2022/23 financial year and report on its outcomes in our next annual report.

To enable our Registered Managers to respond effectively to CQC queries about how we obtain feedback from the people we support, we compiled a document that provides an overview of some of the ways in which we have attempted, in the last couple of years, to involve, engage with and listen to the people we support and their families. These included:

- Towards the end of 2020, a survey of people we support and staff, to identify what had worked well and what hadn't gone so well during the Covid-19 lockdown. This represented an important opportunity to listen to the perspectives of people we support and staff as we continued to adapt to the different phases of the pandemic.
- Towards the end of 2021, a survey of the people we support in one of our operational areas, to find out how people had fared during the lockdown of 2020, and through the subsequent restrictions and further lockdowns of 2021. Amongst a range of findings, this survey uncovered the need for more formal IT skills training to help people we support and staff feel more comfortable with technology. An IT skills training team will be developed in 2022. The survey also showed us that mental health was increasingly a priority for the people we support. Mental Health is now one of the core priorities of our Public Affairs and Policy Strategy.
- In another one of our operational areas, we recently worked with different groups to have discussions about a number of questions regarding what made people's lives good with United Response.
- In 2021, an external agency were commissioned by United Response to develop outcomes measures for the organisation, so that we could better understand and evidence our impact, in particular outcomes for the people it supports. Following a series of workshops with staff to draft a set of outcome statements outlined in the United Response Long Term Plan 2021-2025, arrangements were made to understand the perspective of the people being supported and their families, and surveys were sent to some family members.

We are using the invaluable outputs from these surveys to inform and improve our services, and feed into a continual programme of development.

We also developed new Support Guides in response to the results of these survey results, including:

- A 'My New Normal' guide to help staff use a number of Person Centred Thinking tools to work with the people we support and the people that are important in their life, and together create clear plans to adjust to life as we began, as a society, to emerge from pandemic restrictions.
- A 'Hopes & Fears' tool to help teams to think about the changes that would be happening as we moved out of pandemic management, and increase community support and involvement of the people we support.

Online audiences

- There were 115,127 unique visits to www.unitedresponse.org.uk.
- 10,667 people visited the site in March 2022, when we published the Easy News story about the war in Ukraine. This was read more than 1,290 times and people spent on average around 7 minutes each on the page.
- Our website resources were downloaded 6,494 times – 16.25% more than last year.
- 2,049 people made contact through our website to ask for support for themselves or someone they know – 16% more than 2020/2021
- We welcomed 8% more followers to our total social media audience. We now have more than 24,592 followers across Facebook, Twitter, YouTube, LinkedIn and our new platform Instagram, which launched in June 2020 and is reaching on average over 1,000 people a week.
- Our social media content was seen 1,300,749 times
- People engaged with our social media content 62,784 times.

Strategic Report

Our Long Term Plan

This year we shared our Long Term Plan, affirming our purpose and setting out how we will act and behave in pursuit of our vision: ensuring that people we support are able to lead a life of hope and purpose, happy in their own home and part of a community in which they experience friendship and loving relationships.

The core objectives set out in our long term plan are:

1. Continue to improve the quality of our support.
2. Deepen local community connections.
3. Make meaningful work and education available to everyone.
4. Improve frontline staff pay, recognition and rewards.
5. Strengthen our commitment to diversity, inclusion and wellbeing.

We made progress in a number of areas of the Long Term Plan over the course of this financial year, while continuing to focus on providing safe, high-quality support through a pandemic.

Continue to improve the quality of our support:

In spite of the substantial and cumulative pressures of the pandemic, we continued to deliver great quality outcomes for the people we support, achieving Good or Outstanding CQC ratings in 95% of our services.

We have improved the quality of the support we provide by embedding our Foundations of Good Support programme across our services, strengthening practice leadership in every area, providing more coaching for behavioural support, and planning for the roll out of new health coach roles to support the good management of all health conditions.

We have relaunched our Safeguarding Forum with expert governance from our independent Chair Trish Dennison. We've also rolled out Raising Concerns at Work training across the organisation, and will continue to work to ensure that all staff feel confident to speak up to ensure the safety and wellbeing of the people we support and our staff.

Housing

This year we recruited a Director of Development and Housing. This new role will add strategic rigour to our housing offering, which includes a capital development partnership with Resonance, one of the UK's leading social impact investment businesses.

We are committed to substantially improving and expanding our housing offering, and developing our role as a supported housing landlord.

Deepen local community connections

Green Taskforce

United Response is developing a growing portfolio of initiatives under our Green Taskforce, with people we support central to their day-to-day running. The Taskforce shares best practice around environmental, horticulture and green projects across United Response and delivers green community engagement opportunities.

The development of recycling, upcycling and repurposing activities is a core strand within our 'United in Growing Communities' approach that will lead to the delivery of meaningful, educational and employment opportunities for people with varied needs in our community. The people we support will lead on and engage with environmentally sustainable activities at the heart of their local community.

The support, engagement and training of community volunteers is also central to delivering our approach. We are working to grow our volunteering as a key strategy to increase community engagement and involvement for the people we support.

The current sites include:

- Bristol – Potter's Den allotment.
- Community gardens in Teddington.
- Teddington Enterprise Centre.
- Incredible Edibles in Kent.
- Donation Station, Kent.
- Carlton Centre, Cornwall.
- Blackpool – Potter's Den allotment.
- Amazing Waste in Darlington.
- Community Garden at Autism Hub in York.
- Bootshop, Easingwold, North Yorkshire.
- Two farms – Boscawen in Cornwall and Lower Sharpham in Devon.

Make meaningful work and education available to everyone

ROC College is our 'college without walls' in Cornwall and Devon. We continue to support a growing number of students with Education, Health and Care Plans, delivering a range of personalised and accredited programmes. We support students to transition into adulthood by developing independent living skills, providing therapeutic input and building employability skills.

We have embedded our education offer into the community this year through the growth and development of a diverse range of community hubs. We have secured two retail premises, set up a café for catering courses and added forest schools to our facilities.

Improve frontline pay, recognition and rewards:

We have demonstrated our commitment to paying our staff over and above the rate funded by local authorities by drawing on our reserves. Our rates of pay now track the Real Living Wage, and we are committed to working with local authorities to secure these improved rates of pay year on year.

Strengthen our commitment to diversity, inclusion and wellbeing:

We have continued to invest meaningfully in the wellbeing of our staff, saying 'thank you' more and finding new ways to recognise the incredible work that goes on across United Response every day. Pay remains an absolute priority, and we will continue to work in collaboration with other social care providers to influence government spending on a consistently underfunded sector.

There has been a renewed focus on staff wellbeing throughout our second year of life in a pandemic. This year we have founded a Wellbeing Forum and successfully piloted a new Wellbeing Ambassador role with great success. We'll be recruiting ambassadors from across the organisation in the next financial year.

It has been an impactful year for our Diversity Forum, strengthening our commitment to diversity and inclusion and devising some strategic approaches to improving equality and opportunity across United

Response that will bear fruit in the 2022/23 financial year.

Other priority areas relating to our Long Term Plan include:

Public Affairs:

In October we joined Leonard Cheshire in releasing the results of freedom of information requests to police forces across England and Wales relating to reported disability hate crime. We found that criminals were not deterred by lockdowns and increasing numbers headed online to abuse disabled people, pushing online disability hate crime rates up 52%. We will continue to raise awareness of the unacceptable problem of hate crimes committed against people because of their disability, working with local police forces and ensuring our staff and the people we support understand what a hate crime is, and how to report one.

In March we redoubled our commitment to promoting the rights of disabled people to access and engage with politics and voting by leading our second annual Accessible Voting Day campaign. The campaign called on government to guarantee accessible voting for people with disabilities and autism, and garnered support from a wide range of disability organisations including Mencap and Sense, and political figures including the Mayor of Greater Manchester, Andy Burnham.

Systems:

We have agreed an investment from reserves to invest in new finance and HR systems, which will free our colleagues up to spend less time on administrative tasks and more time on providing excellent, person-centred support. These will go live in the 2022/23 financial year.

An electronic Care Management system has also been selected, with work due to commence in 2023. This system will modernise and streamline our support planning and record keeping.

Finance:

We end the financial year in a strong position, in spite of a range of challenges. The pandemic continued to impact on workforce availability, and the start of the Russia-Ukraine war towards the end of this financial year has impacted cost and availability of many vital goods. The social care sector as a whole continues to be substantially underfunded, and we continue to lobby the government to properly resource the work that we do.

We will secure our long-term financial future by growing our role as a supported housing landlord, offering good-quality, accessible accommodation. We will also expand our education, employability and skills programme delivery, develop our commercial offer in events, training and consultancy and scale up our fundraising.

Plans for Future Periods

We will continue to invest in diversity and inclusion. This year we established that there are fewer people from minority ethnic backgrounds in management roles, and low confidence of success impacted applications for such opportunities when they arose. In the 2022/23 financial year we will hold our first round of developmental training for aspiring managers from ethnic minority backgrounds. Interest in these courses has exceeded capacity, and we will explore wider-scale training based on the outcomes of these initial courses.

Co-production is a vital strand that will run through as many areas of our work as possible. We plan to work in collaboration more often, sharing expertise and enthusiasm with other organisations who share our goals. We will do more to reach out and include people we support and their families, our staff, community groups, our regulators and other important voices in our sector.

We will continue to strengthen our use of technology and move to digital working across all areas of our work, freeing up our staff to spend less time on admin and more time on the work they love. We will develop and embed industry-leading digital systems to improve efficiencies and effectiveness across HR, finance, care management and record keeping.

We have developed and launched an in-house app, Licence to Practice. The app supports staff to develop and confidently apply their knowledge at work. Colleagues from across United Response worked together to create this new, custom-built tool to bring together everything managers and staff members need to monitor their progress and help them develop professionally.

We are also preparing to celebrate our 50th anniversary in 2023. Life for people with learning disabilities and autism has improved in so many ways since we were founded with a single service on the south coast in 1973. We are looking forward to marking how much has been achieved, and setting out an ambitious and optimistic vision for the next 50 years of United Response.

And finally, we will work to build our public reputation, becoming a trusted voice in the adult social care sector so that we can give voice to the people we support on a national stage, be heard and be part of changing the sector for the better.

Financial Review

The development and performance of the charity's business during the financial year and future outlook

This year has seen a new phase in the Covid-19 pandemic and the more virulent variant in circulation, 'Omicron'. Whilst less lethal, it is more infectious and has thus impacted workforce availability. The shortfall has been managed by reliance on agency staff, with an inevitable impact on the bottom line. In addition, 2021/22 has seen the impact of starting to pay for all the government support required during the Covid-19 pandemic. It is clear that this is starting to erode people's living standards and put upward pressure on inflation and subsequently wages and costs. Funders have and will continue to look for cost savings from providers whilst striving to maintain the same or enhanced level of service delivery.

The world is inherently a more challenging place, as evidenced by an increase in cyber-attacks and the increasingly tense international environment. Q4 saw the start of the Russian-Ukraine war which impacted the cost and availability of many essential commodities such as food, fuel and utilities. Some of these cost increases have started to impact United Response. Utilities have seen the Default Tariff Price Cap increased by 50% in the year, with predictions that this would continue to rise at an accelerated rate through 2022 and beyond.

Year-on-year, we have seen revenues slightly increase by £0.1m to £97.0m. An upside has been the continuation of additional Covid-19 support from local authorities to the value of £1.6m, as well as unbudgeted income relating to our Oxfordshire contracts. However the handback of the Cumbria services reduced income by approx. £0.5m.

United Response has and will continue to need to diversify its funding base. Education and fundraising need to increase as a percentage of overall revenue.

Results – business

Net growth has increased modestly year-on-year by £0.2m, representing new business won. Despite the continued impact of the pandemic, new business had a value of £2.0m (£1.9m 2020/21). Termination of contracts with a value of £1.8m representing the handing back of contracts which were not economically viable, such as Mastin Moor £0.5m, Station Road £0.4m and NH Penryn £0.2m, in addition to closures of services (2020/21 £0.2m).

The financial position of the company at the end of the year

The charity recorded an increase in reserves of £0.3m (2020/21 – an increase of £1.7m). Whilst this is a modest increase for the year, it reflects the increased pressure on both revenues and costs.

The total unrestricted operations, through both general and designated funds, but before the effect of gains on investments and sales of fixed assets, recorded a surplus of £0.5m (2020/21 – a surplus of £1.3m).

Overall income increased by £0.1m to £97.0m in 2021/22 (2020/21 - £96.9m). The principal sources of funding continues to be through contracting with local authorities in England and Wales for the provision of statutory services for clients with learning disabilities in a supported living or residential care environment. In 2021/22 contractual income of £94.8m contributed 97.7%, marginally up year-on-year by £0.2m (2020/21 - £94.6m / 97.6%). This rises to 99.4% if the Covid-19 grant support of £1.6m (2020/21 - £1.7m / 99.4%) is taken into account.

Total expenditure increased by £1.5m to £96.7m (2020/21 - £95.2m) over the same period primarily due to the increase in the national living wage to £8.91 (£8.72) plus an in-year pay rise given to all staff of £1.8m. The costs of direct charitable expenditure increased by £0.9m to £83.9m (2020/21 - £83.0m).

Overall support costs spent on charitable activities increased by £0.7m to £12.6m (2020/21 - £11.9m). As lockdowns lifted we experienced increases in travel, training and recruitment costs when compared to the previous financial year. In addition, the commencement of projects previously delayed by the pandemic also resulted in increased spending.

Total net assets increased by £0.3m to £29.0m (2020/21 - £28.7m). The net movement in working capital saw a reduction in Creditors <1 Year of £1.5m funded by reduced Debtors of £0.7m, decreases in Cash at bank of £0.9m and Investments increasing by £0.5m.

United Response Services Limited (URS) had gross income of £52.4m (2020/21 - £50.2m) and recorded a trading surplus of £1.0m (2020/21 - £1.0m) which has been gift aided to United Response Limited. URS holds contracts with local authorities for welfare services which are sub-contracted to United Response which ensures that the taxation position of the group is effectively managed.

United Response in Business Limited's objective was to provide employment opportunities for people with learning disabilities or mental health needs by running social enterprises. These activities, where still carried on, are part of United Response's activities. This entity is now being made dormant and looking to eventually be liquidated.

Investment Policy and Performance

The trustees have broad investment powers, set out in the Memorandum and Articles. The Board establishes the charity's investment policy and reviews the target return annually.

The favourable decision by the Supreme Court in March 2021 on the payment rate for 'sleep-in' shifts has meant that the Board have reviewed their stance on investments. Q4 discussions were held with a number of investment managers to investigate how best to increase the returns available. The charity's risk appetite is not high and the successful fund manager will work with United Response during the first half of 2022/23 to codify the risk parameters and then look to invest against those parameters.

Changes in Fixed Assets

There were no significant acquisitions or disposals during 2022. Changes in the charity's fixed assets are shown in notes 10 and 11 to the accounts.

Reserves

The total funds held by United response at 31 March 2022 was £29.0m (2020/21 - £28.7m).

United Response's free reserves represent unrestricted general funds which have not been designated for a specific purpose and are therefore available for use within the charity's objects. United Response needs reserves to protect it against risks and to ensure financial sustainability, including an adequate level of working capital to provide a financial buffer, particularly in such times of uncertainty. Reserves also enable us to take advantage of opportunities to develop our activities, and to enhance support to people, over and above that which we can provide from income received under contract.

At 31 March 2022, the balance of free reserves of £21.0m (2020/21 - £20.3m) and cash holdings of £25.8m (2020/21 - £26.2m) exceeded the minimum reserves target of £5.6m set by the Finance and Resources Committee in June 2022.

The cost of winding up the organisation in an orderly fashion is estimated at £11m. The trustees consider such an event a remote possibility as the majority of services supplied are of a statutory nature and staff would be transferred under TUPE regulations to an alternative provider, thus significantly reducing the exposure.

Additionally, in the event of winding up, all freehold property would be sold, which is currently held at a net book value of £5.1m within a designated reserve. It is anticipated that in the current market a property sale would realise significant premiums over the net book value that should cover the estimated winding up expenses.

Going Concern

United Response considers its position to be strong to continue its focus on the services it provides. Our good relationships with key funders, a proven ability to retain and secure new services, combined with strong liquidity and sufficient reserves underline this. United Response's liquidity is evident with unrestricted reserves which stand at £27.5m (2020/21: £27.0m), of which 94% (2020/21: 97%) are held as cash and investments. United Response's free reserves continue to be considered sufficient to provide cover for any short unexpected changes in income and expenditure. Performance to date has been robust in terms of income generation and also cost control.

The trustees therefore have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future being at least twelve months from the date of approval of these financial statements and are not aware of any other material uncertainties which may adversely affect the organisation. Accordingly, the financial statements continue to be prepared on the going concern basis.

As a result, the financial statements have been prepared on the going concern basis because there is a reasonable expectation that United Response has adequate resources to continue in operational existence for the foreseeable future and the trustees believe that there are no material uncertainties that call into doubt the charity's ability to continue.

Key Risks & How We Manage These

United Response works to ensure that we effectively identify and manage risks to the organisation, to the people we support and to our colleagues. The risks and mitigations are recorded in the corporate risk register, which is produced and managed by the Directors' Team with support from the Head of Risk & Internal Audit. The risk register is regularly reviewed by the Audit and Risk Committee and Board of Trustees. The Directors' Team has responsibility for assessing the probability and impact of risks, for ensuring that appropriate mitigations are in place and for reporting on this to Board and Committee. As a devolved and growing organisation working within the regulated and high risk supported living sector, the organisation has developed a risk assurance framework to ensure that the wide range of risks to which the organisation is subject to is being monitored appropriately and that sufficiently robust mitigations are agreed and implemented. With the emergence of Covid-19 the organisation was required to quickly adjust its approach to managing the risks arising from this new situation in a different, but complementary manner, to the established method of managing risk.

A summary of the principal risks facing the organisation and how United Response mitigates each of these risks has been summarised below, ordered in terms of their current risk register rating:

Principal risks	Description of risk	How we mitigate the risk
(1) Financial Sustainability	There is a risk that the organisation becomes financially unsustainable because increased costs are not matched by increases in income and/or income/costs are not managed to budget.	• Major review of all services using quartile analysis to identify and put in place recovery plans for financially unsustainable services. • Detailed monthly management accounts are prepared (performance metrics, trend analysis and KPIs) with an established quarterly reforecasting exercise. Accountability for delivery to budget is delegated through the organisation. The viability of individual Local Authority contracts are reviewed to identify contracts that are unlikely to be viable at the required level due to service configuration staff issues, Local Authority attitude to rate rises or other issues.
(2) Cash Flow	There is a risk that the business is unable to meet its obligations when they fall due.	• A review of ongoing viability has been undertaken alongside a major review of the financial performance of all services. This has resulted in "RAGY" ratings being assigned and we now taking active steps to address sustainability issues. • We will look to improve financial awareness of managers and information they receive so that income and expenditure at the service level is properly monitored.

		• Our reserves policy defines levels to be retained based on the risks quantified in terms of disruption of income that would be needed to ensure continuity of business based on risks to income. • Continued focus on timely and accurate invoicing and collection of amounts due.
(3) External Environment (political, economic, social, ethical)	The environment within which United Response operates is challenging with compliance, safeguarding and health & safety matters being pivotal in everything that we do. The nature of current funding streams may become volatile given the squeeze on Central Government spending and likely reduction of funds to Local Authorities plus the impact of continuing neglect of social care. The war in Ukraine adds a further element of macro instability, which is difficult to assess fully at this stage. Other factors affecting the business include political and economic events over which United Response has no control, the consequent decisions of Local Authorities and the enactment of legislation that could adversely affect the business.	• Development of ongoing strategic initiatives around revenue diversification. • Work with other providers and representative bodies to lobby Government for increased funding and recognition of value of social care workers. • Draft plans for service remodeling/redesign as required and make decisions on underperforming contracts. • Lobbying to influence the social care agenda.
(4) Staff Recruitment & Retention	There is a risk that the business is unable to recruit and retain effective staff of the right calibre throughout the organisation in order that it can operate effectively to the level desired and to meet its contractual and regulatory requirements.	Looking ahead, global challenges around inflation and cost of living will continue to affect United Response and all care providers. Trustees and senior staff will be actively monitoring and responding to developing issues through the year ahead. While quality recruitment and retention remains a significant risk, the likelihood is stabilising due to actions being taken, some of which are highlighted below: • Develop plan to address recruitment and retention crisis. • Identify key roles/development of plans that need succession planning in People Strategy – putting indicators in place. • Review staff rewards including non-financial and how these can be improved. • Develop career paths for staff across the organisation and communicate results. • Internal audit on recruitment &

		onboarding has been commissioned and is largely complete.
(5) Change Management (NEW)	There is a risk that United Response is unable to successfully implement and deliver change programmes and initiatives in a manner that prioritises those that will drive and deliver most benefit in terms of operational efficiency and enable strategic objectives to be met.	• Directors' Team to conduct regular review of Programme Plan. Prioritization of initiatives to ensure organisation has bandwidth to successfully deliver change. • Regular report on progress of key projects and reiteration of priorities. • Develop robust tracking and reporting mechanism for benefits realisation for key system implementations. • Roll out of connectivity and collaboration initiative targeting the introduction of technology/devices to key staff which underpins Enterprise Resource Planning and Total Care Management System implementations. • Identify and deliver staff training that supports change management initiatives including new technology deployment and systems implementations. • Implement solutions for better centralisation of data and secure access to improve operational efficiency.

Further to the standard risk register, a summary of emerging risks has been developed with Senior Management. This can be found on the following page and is a first step in helping to make UR more resilient and confident in the face of an uncertain future and will allow the charity to continue to adapt and thrive.

Emerging Risks

P Political	E Economic	S Social	T Technological	L Legal	E Environmental
• Ukraine conflict – may result in significant redirection of Central Government funds to deal with perceived threat which would squeeze Local Authority funding where most of our income is from (possibly politically rather than needs driven) • Refugee influx may put additional pressure on already strained Local Authorities services at the expense of the people we support (e.g. housing, support and general resources) • Essential social care reform may become a lower priority for government and goes on the "back burner", further exacerbating the viability of services	• Hyperinflationary impact on funding – may have to seek multiple uplifts in a short time to minimise impact on people we support and staff (fuel, energy, food, wages etc.) – we may not have capabilities to do this • Local authority budget constraints may severely reduce the sustainability of delivering services. Planned work to diversify income sources may be insufficient to address this • Impact of significant market volatility on investments and pensions • External economic impacts on cost of living, inflation, energy prices, increased likelihood of austerity impacting social care – largely outside of United Response's control • Providers are facing increasing challenges with regards to negotiating favourable rates on new tenders – United Response may are likely to be impacted by this going forward	• Eroding social cohesion and the increasing division between those in poverty and those with wealth. Many of our staff and people we support are at the more disadvantaged end of society • Inability to source staff due to increasingly high demands and low pay and inflationary costs further eroding this in real terms • Working practices – traditional work patterns vs. hybrid patterns that have emerged in the pandemic may create challenging conditions	• Technological warfare will continue to evolve at a rapid pace. Whilst we may not be the target of an attack we may suffer "collateral damage" from attacks on connected organisations. Increasingly likely as we form a network of partnerships and interdependencies in the digital world • Failure to keep up with innovation including AI/ automation/robotics - not just in terms of data processing but in providing the best health care and support possible for the people we support	• Potential changes in government accountability resulting from legislation currently under review could result in new requirements or a more challenging compliance landscape • Campaigning for/against particular legislation on behalf of PWS and their families becoming more important/ necessary to fight for limited funding – There is a risk that we are unable to do this effectively • CQC inspection regimes are evolving and becoming far more robust. There is a risk that we do not adapt to new criteria	• Climate change and sustainability – does not feature explicitly in our long-term plan but will be critical to our long term success. There is a risk that we don't act promptly to address key issues like energy sources, vehicle and fuel types used, housing, supply chain, climate induced disasters and their impact on our staff and the people we support • Failure to identify risks and harness opportunities available if we are not proactive in considering environmental issue affecting services, staff and planned diversification

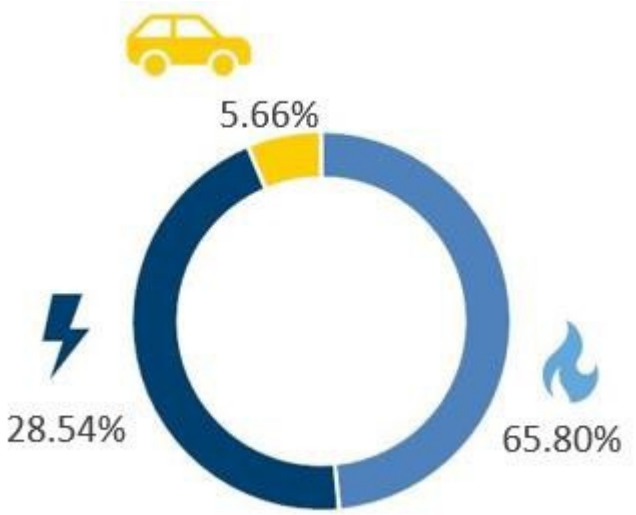
Streamlined Energy and Carbon Reporting

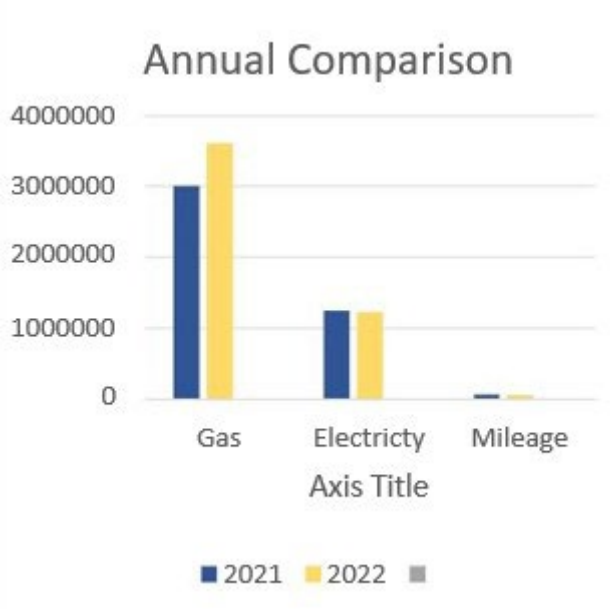
Energy and carbon consumption

Streamlined Energy & Carbon Reporting (SECR) is the new legislative reporting requirement in the Directors' Report for Year Ends finishing on or after 31 March 2020. It mandates that all large companies must report on the operational energy consumption and associated emissions. The high-level breakdown is as follows:

	Gas	Electricity	Transport	Total
kWh	3,613,843.28	1,236,102.64	NA	4,849,945.92
Litres	NA	NA	23,012.76	23,012.76
kgCo2e	664,477.36	288,184.97	57,126.15	1,009,788.48
tCo2e	664.48	288.18	57.13	1,009.79
%	65.80%	28.54%	5.66%	100.00%

United Response's total CO_2e emission breakdown is highlighted below. The primary Scope 1 and 2 emitters of carbon are Gas and Electricity consumption, needed for operational buildings and residences used for supporting people with disabilities. This combined consumption equates to 94.34% of total CO_2e emissions with the remaining 5.66% emitted via the transportation of staff members alongside that associated with supported learning and living facilities.





Mileage has surprisingly reduced even though travel restrictions have been lifted. People may now be more inclined to travel less due to having more understanding of 'necessary' travel.

Intensity metric

An intensity metric gives United Response an indicator of carbon performance based on an operational figure. We have used the number of staff members to indicate this performance with 3,438 members emitting on average 293.7 kg CO_2e each. This is measured annually and compared against previous years.



Intensity metric	2021	2022
Number of staff	3,380.0	3438.0
$kgCO_2e$	1,140,282.1	1,009,788.5
Average $kgCO_2e$	337.4	293.7

United Response initiatives

This section highlights energy and carbon improvement projects undertaken during the year or those that are currently underway.

Green Team

We have established a 'Green Team' within the business, who review many of our services and advise our colleagues of the changes that can be made to improve their impact on the environment.

Environmental Management System

An Environmental Management System (EMS) is being implemented with a set of processes and procedures that will enable us to reduce our environmental impact and increase our operating efficiencies throughout the business.

Methodology

Energy Sources

Energy data was collected and collated by our energy brokers. In some cases, electricity and gas consumption has had to be estimated by using an energy average calculation which estimates usage based on previous meter readings. Travel mileage is collected internally.

Calculations

United Response are measuring scope 1, 2 and partially scope 3 emissions. All energy data was collated by our energy suppliers with transport data and staff numbers collated internally. Scope 1: Fleet vehicles. Scope 2: Electricity and Gas supply. Scope 3: Grey fleet.

Intensity calcs	Litre	kWh	CO_2e
Gas	NA	1	0.183997
Electricity	NA	1	0.23314
Petrol	1	9.6	2.20
Diesel	1	10.9	2.62

List of Supporters for 2021/22

Trusts & Foundations

The 29th May 1961 Charity
Active Londoners Fund – Mayor of London
Active Richmond
The Arts Council of England
The Baily Thomas Charitable Fund
The Boshier-Hinton Foundation
Carew Pole Charitable Trust
CLLD
The Clothworkers' Foundation
Feoffees of St Michael's Spurriergate
Full of Life Fund
Garfield Weston Foundation
The Good Things Foundation
The Green Hall Foundation
International Tree Foundation
John James Bristol Foundation
Lord Barnaby's Foundation
Normansfield and Richmond Foundation
The Screwfix Foundation
Tesco Bags of Help
The Waterloo Foundation
The Wolfson Foundation

Legacies

From the late Roy Ernest Bousell
From the late Dorothy Tappenden
From the late family member of a person we support, who chose to remain anonymous.

Other supporters

Tracey Griffiths, Lusty Glaze

18 London Marathon runners, including:

Chris Binneman
Sophie Curzon
Sarah Gaskell
Edward George
Stephen Harris
Martha Hibberd
Elle Hunter-Cotton
Marc Jenner
Kate Knight
Nick Middleton
Louisa Musson
Darren Popham
Evan Price
Hannah Rogers
Kieran Towers

Structure, governance and management

United Response Services Limited is a company limited by shares with United Response being the only shareholder. The directors of this subsidiary are the Chief Executive, the Director of Finance and two trustees of United Response.

The charity is incorporated as a company limited by guarantee and is governed in accordance with its Memorandum and Articles of Association. United Response in Business Limited is a wholly owned subsidiary of United Response.

The organisation is governed by a board of trustees, led by the Chair.

The trustees, who have the powers and obligations of Directors under the Companies Acts 2006, have ultimate responsibility for United Response's leadership and strategic direction, for its stewardship, overall financial and organisational control, monitoring progress and ensuring compliance. The Board also has responsibility for protecting the reputation and values of the organisation, sets the long term vision, and holds the Chief Executive and Director's Team to account whilst maximising their performance for delivering United Response's policies, strategies and objectives.

Update on new co-optees

United Response appointed two new Trustees during 2020/21, each bringing skills and experience in digital technology and business systems in support of the organisation's strategic intent. Two Education Standards Advisors were also appointed, supporting the governance arrangements of our Education Services (including ROC College) and forming part of the charity's Education Skills Scrutiny Group.

The Chair of the Safeguarding Forum was appointed in 2021.

The board of trustees meet at least four times per annum and are supported by four committees.

The Finance and Resources Committee has oversight of the key financial aspects of our work which stem from the financial, HR, investment and other resource related strategies.

The Operations Committee focuses on quality and safety of services to the people we support, using and interrogating a wide variety of data sources to triangulate and provide assurance. Its purpose is to scrutinise information that assures trustees that we are providing safe, high quality, effective services consistently and routinely, that we meet regulatory requirements and that we are providing best practice models wherever possible that reflect and involve the views of the people we support, their families and carers.

The Audit and Risk Committee has oversight of external audit and of internal controls across United Response including quality assurance systems and health and safety arrangements.

The Nominations Committee acts on behalf of the Board to ensure that appropriate governance arrangements are in place, including the recruitment of new trustees.

The Education and Skills Scrutiny Group reports to the Board through the Operations Committee and has responsibility for oversight and scrutiny of our education, skills and employability provision, with particular responsibility for our Further Education provision delivered through ROC College.

Each committee is able to appoint up to two co-optees/specialist advisors to enhance their work, should the committee chair and committee members feel this would add value to the work of the committee. This also provides us with greater flexibility enabling us to draw on a broader range of skills and involve advisors without them having to assume wider governance responsibilities.

Remuneration of the Directors' Team

The Finance and Resources Committee has responsibility for overseeing the pay and reward of the Chief Executive and Executive Directors. The Committee undertakes benchmarking with multiple sources, using external advice, to ensure that pay and reward of senior staff is appropriately reviewed against comparable organisations in the charitable sector and is proportionate to the pay and reward of staff overall in the charity. The Committee reports its findings to the board of trustees.

Equality

United Response has made an enduring commitment to equality, diversity and inclusion. This year we have made progress in a number of areas, with a number of initiatives and changes devised by our Diversity Forum. The Forum, which is open to all staff, has been active for over a year. There are also distinct discussion groups which were established to focus on specific equality strands including race and disability. All staff are welcome to join.

Our Chief Executive has signed up to the Association of Chief Executives of Voluntary Organisations' eight leadership principles that address equity, diversity & inclusion. Leaders of voluntary organisations were invited to sign up as part of their ongoing work to tackle racism in the voluntary sector.

We have a growing team of Diversity ambassadors appointed from within our existing staff to promote diversity initiatives within wider staff teams.

This year we have conducted an analysis of staff to produce a diversity profile, including analysis of diversity of different staff grades. Acting on the findings of the diversity profile we have committed to running two leadership development courses for staff from ethnic minorities aspiring to go into management in the forthcoming financial year. We have also committed to running unconscious bias training for leaders.

Employee Engagement

United Response acknowledges the resilience and response of staff during the second year of the Covid-19 pandemic. This included moving towards the Real Living Wage, and continued recognition through small gift boxes at key festive periods. Throughout the year our UR Stars staff awards nominations have increased, and we acknowledge exemplary staff contributions through a range of local awards, such as the UR Rock Solid Award.

Our commitment to wellbeing has continued this year with support and encouragement to staff through the different forums that we facilitate. Key amongst these are the United Voice, our consultative forum, the Wellbeing Forum and our Diversity Forums. The Wellbeing and Diversity Forums have led to some significant initiatives involving the creation of Wellbeing Ambassadors and Diversity Ambassadors. We have committed to building the confidence of ethnic minority staff, who aspire to progress their careers within management, through an externally delivered Aspiring Leaders Development course.

During the February and March period we ran the Best Companies Staff survey, a change from the previous survey providers. The response rate was lower than we had anticipated, mainly due to staff availability in the period as a result of Covid-19 and winter bug absences. Overall there were 1,118 (34%) responses to the survey which was conducted anonymously and online providing an insightful range of feedback. The feedback on average would equate to a Best Companies One Star level of engagement with some departments reaching three star world class engagement.

Many employees feel a great sense of pride in working for United Response, stating that they feel the purpose of the organisation is 'fulfilling', due to having a positive impact on people in less fortunate situations, ultimately helping them to live better lives.

The ambitious nature of the organisation's leaders enables employees to get excited and energised about what more can be done in the future, with people acknowledging the 'leading experts' the organisation has at its disposal to help the organisation get to where it wants to be.

The culture of the organisation is praised, specifically in relation to people's immediate teams. Team members care for each other and live the organisations values, which are supported by a general 'people centric' attitude. Many people praise the 'family' and 'community' feel.

Many employees feel that they have a good connection with their manager, with some managers demonstrating appreciation when a job is done well, while focusing on creating an environment where their team members feel 'valued and supported'.

Personal development is generally considered a strength of United Response, with many employees stating that they are allowed the 'freedom to learn' enabling them to pick up new skills on a regular basis. It is felt that managers are supportive when it comes to training and development, allowing new starters the best chance of getting up to speed as quickly as possible.

While there are some that struggle working from home, there are many employees that praise the way the organisation has allowed employees to continue to work flexibly, allowing those colleagues that can do so, to fit home life around work commitments.

There are people that call for greater clarity around the strategic direction of the organisation and feel that senior leaders could communicate with more 'enthusiasm'.

People feel that the leadership team should have a more visible presence around the organisation, which many believe would also help leaders understand the challenges many colleagues are facing on a day to day basis.

It is also felt that leaders could do a better job of 'celebrating successes' and raising the energy within the organisation, as opposed to focusing on those services/projects that are not performing well.

Managers call for more autonomy within their roles as some believe that senior management try to keep too much control, resulting in managers being unable to make their own decisions at an operational level.

People do believe that pay is comparable to that of other organisations, however roles can be 'very mentally demanding and draining' due to the pressure many are under, so people ask for a fairer wage for the responsibilities they have. While there are employees who feel well remunerated compared to other organisations, there are employees who feel it is 'disheartening' that they put so much 'effort and care' into their role at United Response, but still have to look elsewhere for extra hours to ensure they can 'provide for their family.' We will continue to lobby government to secure fairer rates of pay for our colleagues.

Stakeholders and relationships

The relationships forged and held by United Response are the backbone of the organisation's history and future, and are deep-rooted in all of our work on both a regional and national level. Among these are business relationships with local authorities, commissioners, funders and partnering health organisations. No less significant are the ties held with the charity's core stakeholders – the people we support, their families and the wider community.

Maintaining and fostering each of these relationships is a key priority for the charity, its Directors' Team and board. Principal decisions taken by the company during the financial year carefully take into account the importance of these relationships.

Board of Trustees

The trustees who served during the year were as follows:

Chair – Malcolm McCaig
Vice-Chair – David Willis (Chair of Finance and Resources Committee)
Vice-Chair – Helen England (Chair of Operations Committee)
Honorary Treasurer - Charles Garthwaite
Mark McLaughlin (Chair of Audit & Risk Committee)
Alastair Ballantyne
Bill Hodson
Paul Marriner – appointed July 2021, stepped down in September 2022
Katherine Rake - stepped down in July 2022
Satya Samal – appointed July 2021
Bronagh Scott
Alison Stanley
Deborah Tavana
Guy Van Dichele

Co-optees to Committees:

Linda Owen (Education Standards Advisor - Co-optee)
Stephen Maltby (Education Standards Advisor - Co-optee)
Lisa Odendaal – Co-optee Audit & Risk Committee
Julie Beadle Brown – Co-optee Operations Committee
Patricia Dennison (Chair of Safeguarding Forum

Directors' Team

United Response is managed by the Directors' Team consisting of the senior paid employees of the organisation.

The Director's Team is led by the Chief Executive, who reports to the Chair of the Trustees. The Directors' Team through the Chief Executive is responsible for the day to day management and implementation of the strategy approved by the Board and leadership of the organisation, for drawing up and implementing the corporate plan and budget and for proposing any strategic changes not encompassed within the corporate plan. Members of the Director's Team attend board and sub-committee meetings, to brief the trustees on organisational matters.

The Directors' Team of United Response at 31 March 2022 was:

Chief Executive – Tim Cooper
Director of Quality and Practice Development – Sarah Battershall
Director of Operations North – Julia Casserly
Director of Operations South – Mike Crowhurst
Director of Housing and Development – Be McCarroll – appointed March 2022
Director of Corporate Services – Mark Ospedale
Director of Finance and Company Secretary – Andy Ward – resigned May 2022
Director of Finance (Interim) – Joe Anichebe – appointed May 2022
Director of Finance – Peter Thomas – appointed October 2022

Reference and Administrative Details

United Response is a Charity registered with the Charity Commission and a company limited by guarantee.

Registered Address & Principal Office	7th Floor, Knollys House 17 Addiscombe Road Croydon London CR0 6SR	
Telephone	020 8016 5678	
Website	www.unitedresponse.org.uk	
Email	info@unitedresponse.org.uk	
Twitter	@unitedresponse	
Facebook	facebook.com/UnitedResponse	
Instagram	@unitedresponse	
Charity Registration Number	265249	
Company and VAT Number	01133776 / GB317764974	
Bankers	Lloyds Bank 3rd Floor 25 Gresham Street London EC2V 7HN	HSBC 1 Centenary Square Birmingham B1 1HQ
Auditors	Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW	
Solicitors	Capsticks 1 St George's Road London SW19 4DR Bates Wells 10 Queen Street Place London EC4R 1BE	Trowers and Hamlins LLP 3 Bunhill Row London EC1Y 8YZ Brabners LLP Horton House Exchange Flags Liverpool L2 3YL
Insurance Brokers	Marsh UK Ltd 39 Kings Hill Avenue West Malling, ME19 4ER	

Trustees' Responsibility Statement

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

Company law requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as each of the trustees of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each trustee has taken all of the steps that he/she should have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Auditors

A resolution to re-appoint Crowe U.K. LLP as auditors will be proposed at the annual general meeting.

Approved by the Board of Trustees of United Response on 19th October 2022 including, in their capacity as company directors, the strategic report contained therein, and signed on its behalf by:



Malcolm McCaig
Chair

Independent Auditor's Report to the Members of United Response

Opinion

We have audited the financial statements of United Response ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2022 which comprise the Group Statement of Financial Activities, the Group and Company Balance Sheets, the Group Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102. The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2022 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 28, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

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

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

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation, Care Quality Commission (CQC) regulations, employment legislation, taxation legislation and health and safety 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 contract income, recording the impact of CQC regulatory reviews and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Tim Redwood
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor

London

Date: 15th November 2022

United Response
Consolidated Statement of Financial Activities
For the year ended 31 March 2022

(incorporating a consolidated income and expenditure account)

	Notes	Unrestricted Funds 2022 £'000	Restricted Funds 2022 £'000	Total Funds 2022 £'000	Unrestricted Funds 2021 £'000	Restricted Funds 2021 £'000	Total Funds 2021 £'000
Income from:							
Donations and legacies	2	202	156	**358**	106	161	267
Charitable activities	4	95,241	1,358	**96,599**	95,286	1,311	96,597
Investments	3	13	-	**13**	37	-	37
Other	3	-	-	**-**	-	-	-
Total income		**95,456**	**1,514**	**96,970**	**95,429**	**1,472**	**96,901**
Expenditure on:							
Raising funds	5	246	-	**246**	216	-	216
Charitable activities	5	94,750	1,692	**96,442**	93,871	1,088	94,959
Total expenditure		**94,996**	**1,692**	**96,688**	**94,087**	**1,088**	**95,175**
Net surplus on operations	7	**460**	**(178)**	**282**	**1,342**	**384**	**1,726**
Transfers between funds	19	98	(98)	-	-	-	-
Net movement in funds		**558**	**(276)**	**282**	**1,342**	**384**	**1,726**
Reconciliation of funds:							
Total funds at 1 April 2021		26,970	1,718	**28,688**	25,628	1,334	26,962
Total funds at 31 March 2022	16	**27,528**	**1,442**	**28,970**	**26,970**	**1,718**	**28,688**

The notes on pages 36 to 54 form part of these accounts.

All the above results are derived from continuing activities. All gains and losses recognised in the year are included above.

United Response
Consolidated and Charity Balance Sheets
As at 31 March 2022

	Notes	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Fixed Assets					
Intangible assets	10	**8**	-	**8**	-
Tangible assets	11	**5,449**	5,623	**5,449**	5,621
Investments	12	**18,779**	18,267	**18,779**	18,267
Total fixed assets		**24,236**	**23,890**	**24,236**	**23,888**
Current Assets					
Stocks		**40**	52	**41**	51
Debtors	13	**9,434**	10,114	**6,025**	6,276
Cash at bank and in hand		**7,041**	7,909	**7,036**	7,887
Total current assets		**16,515**	**18,075**	**13,102**	**14,214**
Creditors - amounts falling due within one year	14	**(11,368)**	(12,864)	**(7,956)**	(9,005)
Net current assets		**5,147**	**5,211**	**5,146**	**5,209**
Total assets less current liabilities		**29,383**	**29,101**	**29,381**	**29,097**
Provisions for liabilities	15	**(413)**	(413)	**(413)**	(413)
TOTAL NET ASSETS	16	**28,970**	**28,688**	**28,968**	**28,684**
FUNDS OF THE GROUP:					
Restricted Funds					
Restricted funds	17	**1,254**	1,526	**1,254**	1,526
Restricted property fund	18	**188**	192	**188**	192
Total restricted funds		**1,442**	**1,718**	**1,442**	**1,718**
Unrestricted Funds					
General Funds	19	**21,000**	20,275	**20,999**	20,271
Designated funds	19	**6,528**	6,695	**6,528**	6,695
Total unrestricted funds	19	**27,528**	**26,970**	**27,527**	**26,966**
TOTAL GROUP FUNDS	16	**28,970**	**28,688**	**28,968**	**28,684**

The notes on pages 36 to 54 form part of these accounts.

The surplus for the financial year, dealt within the financial statements of the parent charity, with company number 1133776, was £282,000 (2021 - £1,726,000) after gift aid from subsidiaries.

These financial statements were approved by the board and authorised for issue on 19 October 2022.



Malcolm McCaig – Chair



Charles Garthwaite - Treasurer

United Response
Consolidated Statement of Cashflows
For the year ended 31 March 2022

	Notes	2022 £'000	2021 £'000
Cash flows from operating activities:			
Net cash generated / (used) in operating activities	A	**(158)**	**6,220**
Cash flows from investing activities			
Dividends and interest from investments		**13**	37
Proceeds from the sale of property, plant and equipment		**-**	-
(Decrease) / increase in property, plant and equipment		**(211)**	(446)
(Decrease) / increase in cash held for reinvestment		**(512)**	(7,023)
Net cash generated / (used) in investing activities		**(710)**	**(7,432)**
Change in cash and cash equivalents in the reporting period		**(868)**	(1,212)
Cash & cash equivalents at the beginning of the reporting period	B	**7,909**	9,121
Cash and cash equivalents at the end of the reporting period		**7,041**	**7,909**

A. Reconciliation of net income to net cash flows from operating activities

Net income for the reporting period (as per the Statement of Financial Activities)	**282**	1,726
Adjustments for:		
Depreciation and amortisation charges	**359**	272
Returns on investments	**-**	-
Dividends and interest from investments	**(13)**	(37)
(Gain) / loss on sale of fixed assets	**18**	32
Decrease / (increase) in stocks	**12**	(46)
Decrease / (increase) in debtors	**680**	2,235
Increase / (decrease) in creditors	**(1,496)**	2,130
Increase / (decrease) in provisions	-	(92)
Net cash provided by operating activities	**(158)**	**6,220**

B. Analysis of cash and cash equivalents

Cash in hand	**85**	74
Cash at bank	**6,956**	7,835
Total cash and cash equivalents	**7,041**	**7,909**

The notes on pages 36 to 54 form part of these accounts.

Net cash generated in operating activities includes Government funding for the pandemic.

United Response

Notes to the Accounts for the year ended 31 March 2022

Charity Information

United Response is a public benefit entity registered as charity in England and Wales and a company limited by guarantee.

It was incorporated on 11 September 1973 (company number: 1133776) and registered as a charity on 2 October 1973 (charity number: 265249).

The address of the registered office is 7th Floor - Knollys House, 17 Addiscombe Road, Croydon, London, England, CR0 6SR.

1. Accounting Policies

a) Basis of preparation

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The financial statements have been prepared in accordance with the second edition of the Charities Statement of Recommended Practice issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity has taken advantage of the exemptions in FRS 102 from the requirements to present a charity only Cash Flow Statement and certain disclosures about the charity's financial instruments.

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

b) Group financial statements

These financial statements consolidate the results of the charity and its wholly owned subsidiaries: United Response Services Limited, United Response in Business Limited and Robert Owen Communities (dormant) and are referred to as "the Group".

A separate statement of financial activities and income and expenditure account are not presented for the charity itself following the exemptions afforded by section 408 of the Companies Act 2006.

c) Preparation of the accounts on a going concern basis

We have set out in this report a review of United Response's financial performance, the reserves position and principal risks and uncertainties.

Based on the assessment of these, United Response considers its position to be strong to continue its focus on the services it provides. Our good relationships with key funders, a proven ability to retain and secure new services, combined with strong liquidity and sufficient unrestricted reserves underline this.

United Response's liquidity is evident in review of the unrestricted reserves which stand at £27.5m (2020/21 - £27.0m) and £21.0m as free reserves (2020/21 - £20.3m), of which almost all is held as cash. Trustees are in the process of reviewing the investment policy.

United Response's free reserves continue to be considered sufficient to provide cover for any short term unexpected changes in income and expenditure. Covid-19 has been an example of how the organisation has been able to endure, whilst still providing required levels of service.

1. Accounting Policies (continued)

c) Preparation of the accounts on a going concern basis (continued)

Notwithstanding the pandemic, performance to date has been robust in terms of income generation and also cost control.

The trustees therefore have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future being at least twelve months from the date of approval of these financial statements and are not aware of any other material uncertainties which may adversely affect the organisation. Accordingly, the financial statements continue to be prepared on the going concern basis.

d) Critical accounting judgements and key sources of uncertainty

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

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

The following matters contain assumptions concerning the future, or estimation affecting assets and liabilities at the balance sheet date, that may result in a material adjustment to their carrying amounts in the next financial year:

Note 3 & 14 Income and other creditors - Government funding – Covid-19
Note 13 Debtors - Accrued income and Doubtful Debt provision

In the view of the trustees, other than those matters disclosed above, there are no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date likely to result in a material adjustment to their carrying amounts in the next financial year.

e) Income

Any funds received are accounted for as income when United Response can meet the following recognition criteria: it has entitlement, there is probability (more likely than not) that it will be received, and the monetary value can be measured with sufficient reliability.

Sources of funds include Charitable contractual income, Grants, Legacies, Gifts in kind/Donation and investment income. Any funds received in advance are deferred until the contracted service has been provided at which point United Response is entitled to record it.

Where there are terms or conditions attached to incoming funds, particularly grants, then these terms or conditions must be met before the income is recognised. Where terms or conditions have not been met or uncertainty exists as to whether they can be met then the relevant income is not recognised in the year but deferred and shown on the balance sheet as deferred income.

Grants are recognised on the performance model, when the charity has complied with any conditions attaching to the grant and the grant will be received. The grant in connection to the job retention scheme has been recognised in the period to which the underlying furloughed staff costs relate to. See Note 4 for revenues recorded related to additional Government grants and funding for the pandemic.

1. Accounting Policies (continued)

f) Expenditure

Costs of raising funds are those costs incurred in attracting voluntary income. Charitable activities include expenditure associated with the provision of support to people with learning disabilities or mental health needs and include both the direct and support costs relating to these activities. Governance costs are primarily associated with constitutional and statutory requirements. Where support costs cannot be directly attributed to one of the charity's activities they have been allocated on the basis of estimated time spent.

g) Operating leases

Rental costs under operating leases are charged to the statement of financial activities on a straight line basis over the period.

h) Pension schemes

United Response operates a non-contributory stakeholder pension scheme for eligible staff members. Current employer's contributions amount to 3% of pensionable earnings. The charity also contributes to the NHS pension scheme, the West Yorkshire Pension Fund and the Nottinghamshire County Council Pension Fund in respect of staff members who have transferred from other employers. These are defined benefit schemes which we account for as defined contribution schemes as it is difficult to identify the charity's share of the underlying assets and liabilities; we hold £100,000 in reserve relating to these schemes should we be required to supplement our contributions.

i) Intangible fixed assets

Computer software costs have been capitalised within intangible assets as they can be identified with a specific project anticipated to produce future benefits. Once brought into use, they are amortised on the straight line basis over four years.

j) Tangible fixed assets and depreciation

Tangible fixed assets costing more than £2,000 are capitalised and shown at cost. Depreciation has been charged to write off all fixed assets, except for freehold land, over their estimated useful lives, at the following rates:-

Freehold buildings and improvements	2% to 25% on cost
Leasehold buildings	over period of lease
Furniture and equipment	25% on cost
Motor vehicles	25% on cost

k) Financial instruments

United Response has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise overdrafts and trade and other creditors.

Investments, including bonds held as part of an investment portfolio, are held at fair value at the balance sheet date, with gains and losses being recognised within income and expenditure. These are detailed in note 12 to these accounts. Investments in subsidiary undertakings are held at cost less impairment.

1. Accounting Policies (continued)

l) Investments

All investments held are included in the balance sheet at market value. All investments currently held are in cash deposits with UK clearing banks to ensure adequate security and liquidity is maintained.

m) Stock

All stock is held at the lower of cost and net realisable value.
Since 2016, stock holdings included farm stock from the Robert Own Communities (ROC) acquisition and small supplies for the Café.

As a result of the pandemic, stock now includes holdings of Personal Protective Equipment (PPE) in a privately managed distribution warehouse. Once PPE is distributed to the services, it is recorded as an expense.

As a result of the pandemic, stock now includes holdings of Personal Protective Equipment (PPE) in a privately managed distribution warehouse. Once PPE is distributed to the services, it is recorded as an expense.

n) Provisions

United Response has commitments to make good dilapidations and carry out repairs under various property leases. A provision is made for all leased properties that may be subject to a potential dilapidation charge and is based on the experience of recent actual costs incurred when vacating premises.

o) Funds

Income received subject to specific conditions imposed by the donor is included in restricted funds. Revenue expenditure is allocated against these funds as incurred. Restricted funds which have financed fixed assets are reduced by amounts equivalent to any depreciation charge over the expected useful lives of the assets concerned. The analysis of restricted funds is shown in note 17 to the accounts.

p) Cash at bank and in hand

Liquid resources are defined as cash at bank and in hand immediately available to meet working capital needs. Other cash not required for working capital requirements are classified as investments.

2. Analysis of Donations and Legacies	Total 2022 £'000	Total 2021 £'000
Donations from trusts		
Clothworkers' Foundation	**35**	35
Active Londoners	**19**	-
Arts Council	**13**	-
Good Things Foundation	**13**	-
Garfield Weston Foundation	**8**	-
Normansfield & Richmond Foundation	**7**	-
Other	**24**	89
Total donations from trusts	**119**	**124**
Legacies		
- Mrs J Wilson	**15**	-
- Shield house	**116**	-
- Other	**4**	41
Total donations from legacies	**135**	**41**
Other donations, legacies and voluntary income	**239**	**143**
Total donations and legacies	**358**	**267**

3. Analysis of Income from Investments and Other Activities		
Investment income is made up as follows:	**2022 £'000**	**2021 £'000**
Bank interest	**13**	37
Total investment income	**13**	**37**

4. Analysis of Income from Charitable Activities

	Contractual Income £'000	Grants £'000	Trading Income £'000	Total 2022 £'000	Total 2021 £'000
Learning disability residential services	12,139	3	-	**12,142**	12,840
Learning disability supported living services	70,892	19	-	**70,911**	70,808
Government funding – Covid-19 & WRRF	-	1,637	-	**1,637**	3,089
Other learning disability services	7,545	-	-	**7,545**	6,400
Mental health services	2,337	-	-	**2,337**	2,414
Employment Opportunities - People We Support	1,933	-	94	**2,027**	1,046
Total income from charitable activities	**94,846**	**1,659**	**94**	**96,599**	**96,597**

Contractual income includes £0 (2020/21 - £65,094) in respect of contracts with the Isle of Man Government.

Contractual income is made up as follows:	**2022 £'000**	**2021 £'000**
Income from statutory authorities	**89,006**	89,168
Income from people we support and other sources	**5,569**	5,401
Total contractual income	**94,575**	**94,569**

Grant income is made up as follows:	**2022 £'000**	**2021 £'000**
Government funding – Covid-19 & WRRF	**1,629**	1,362
Government funding - Furlough	**8**	306
Skills for care	**14**	121
Grants to support employment (various)	**8**	33
Total grant income	**1,659**	**1,822**

Government funding for Covid-19 related to uplifts and premiums on existing contractual service agreements, as well as the Workforce Recruitment and Retention Fund for adult social care.

5. Analysis of Total Expenditure

	Direct Costs £'000	Support Costs £'000	Total 2022 £'000	Total 2021 £'000
Raising funds	**233**	**13**	**246**	**216**
Charitable activities				
Learning disability residential services	11,172	1,127	**12,299**	12,021
Learning disability supported living services	63,162	10,077	**73,239**	74,043
Other learning disability services	5,800	566	**6,366**	4,589
Mental health services	1,923	623	**2,546**	2,861
Employment Opportunities - People We Support	1,378	193	**1,571**	1,080
Governance costs	421	-	**421**	365
	83,856	**12,586**	**96,442**	**94,959**
Total resources expended	**84,089**	**12,599**	**96,688**	**95,175**

Included in Charitable activities is £1,629,000 which is identified as spend in relation to Covid-19 and the Workforce Retention and Recruitment Fund.
Other learning disability services includes total expenditure of £0 (2020/21 - £36,257) in respect of contracts with the Isle of Man Government.

6. Analysis of Support Costs

	2022 £'000	2021 £'000
Regional support and training	**5,311**	5,248
Service development and quality	**1,093**	883
Communication and policy	**400**	430
Financial, HR and legal	**3,711**	3,320
Information Technology	**1,518**	1,609
General management	**553**	434
Total support costs	**12,586**	**11,924**

Support costs have been allocated to activities on the basis of estimated time spent.

7. Net Surplus on Operations for the Year

This is stated after charging:	2022 £'000	2021 £'000
Depreciation and amortisation	**359**	272
Auditors' remuneration including VAT	**60**	53
Other fees paid to Auditors including VAT	**3**	3
Amounts paid under operating leases		
- Land and buildings	**1,640**	1,464
- Motor vehicles	**289**	219

8. Trustee benefits and expenses

No remuneration was paid to trustees. A total of £0 was paid to trustees during the year (2020/21 - £298 paid to 2 trustees). The expenses reimbursed to trustees cover travel and subsistence costs only.

Indemnity insurance is provided for the trustees as part of the overall management liability policy, the total premium paid during the year amounted to £18,956 (2020/21 - £17,259).

9. Staff Costs

Total staff costs for the year were as follows:	**2022 £'000**	**2021 £'000**
Wages and salaries	**67,406**	68,954
Social security costs	**5,697**	5,508
Pension contribution costs	**1,597**	1,642
Total	**74,700**	**76,104**

Wages and salaries includes £157,000 (2020/21 - £94,000) of redundancy and termination payments which were paid out in accordance with our redundancy policy and legal requirements.

Average number of staff employed	**2022 Number**	**2021 Number**
Direct charitable activities	**3,228**	3,387
Support and governance	**261**	241
Generating voluntary income	**-**	4
Total	**3,489**	**3,632**

Number of employees whose remuneration (including taxable benefits) exceeded £60,000 during the year	**2022 Number**	**2021 Number**
£60,000 - £70,000	**13**	14
£70,001 - £80,000	**5**	1
£80,001 - £90,000	**-**	1
£90,001 - £100,000	**-**	2
£100,001 - £110,000	**4**	2
£110,001 - £120,000	**1**	-
£140,001 - £150,000	**1**	1
Total	**24**	**21**

Total pension contributions outstanding at the year end were £364,000 (2021 - £348,000).

Executive Team Remuneration	**2022 £'000**	**2021 £'000**
Total pay and benefits of the Senior Executive Team	**768**	765

The Executive Team consists of the Chief Executive, Director of Finance, Director of Operations North, Director of Operations South, Director of Quality and Practice Development, Director of Housing and the Director of Corporate Services.

10. Intangible Fixed Assets	2022 £'000	2021 £'000
Cost		
1 April 2021	**409**	425
Additions	10	-
Disposals	**-**	(16)
31 March 2022	**419**	**409**
Amortisation		
1 April 2021	**409**	422
Charge for the year	2	3
Disposals	**-**	(16)
31 March 2022	**411**	**409**
Net Book Values (Charity & Group)		
2022	**8**	**-**

Intangible assets relate to capitalisation of computer software costs.

11. Tangible Fixed Assets	Freehold property £'000	Leasehold property £'000	Furniture & equipment £'000	Motor vehicles £'000	Total £'000
Cost					
1 April 2021	6,085	1,269	2,012	52	**9,418**
Additions	48	25	116	-	**189**
Disposals	-	-	(12)	-	**(12)**
31 March 2022	**6,133**	**1,294**	**2,116**	**52**	**9,595**
Depreciation					
1 April 2021	1,295	825	1,631	44	**3,795**
Charge for the year	148	113	93	3	**357**
Disposals	-	-	(6)	-	**(6)**
31 March 2022	**1,443**	**938**	**1,718**	**47**	**4,146**
Net Book Value (Group)					
2022	**4,690**	**356**	**398**	**5**	**5,449**
2021	4,790	444	381	8	**5,623**
Net Book Value (Charity)					
2022	**4,690**	**356**	**398**	**5**	**5,449**
2021	4,790	444	379	8	**5,621**

Freehold property includes a property with a net book value of £188,000 (2020/21 - £192,000) which is subject to the restrictions set out in note 18.

12. Fixed Asset Investments

	2022 £'000	2021 £'000
Market value at beginning of year	**18,267**	11,244
Purchases at cost	**-**	-
Disposals at book value	**-**	-
Increase / (decrease) in cash held for reinvestment	**512**	7,023
Market value at end of year	**18,779**	**18,267**

The market value of investments was made up as follows:-

	2022 £'000	2021 £'000
In the UK - Interest bearing deposits	**18,779**	18,267
Total investments	**18,779**	**18,267**

13. Debtors

	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Trade debtors	**5,875**	8,163	2,271	2,960
Amounts owed by group & associated undertakings	**-**	-	1,419	2,020
Prepayments	**930**	528	930	528
Accrued income	**2,195**	1,045	971	391
Other debtors	**434**	378	434	377
Total	**9,434**	**10,114**	**6,025**	**6,276**

Trade debtors are stated net of a general doubtful debt provision based on the age of debts of £826,000 (2020/21 - £924,000).
Accrued income is an estimate of income earned but not yet invoiced.

14. Creditors - Amounts Falling Due Within One Year

	Group		Charity	
	2022	**2021**	**2022**	**2021**
	£'000	**£'000**	**£'000**	**£'000**
Trade creditors	**1,166**	1,178	1,166	1,178
Accruals	**3,168**	4,311	3,153	4,251
Deferred income	**1,278**	1,372	740	781
Taxation and social security	**3,158**	3,038	550	346
Other creditors	**2,598**	2,965	2,347	2,449
Total	**11,368**	**12,864**	**7,956**	**9,005**

All deferred income as at 31 March 2021 was released during the year.

Other creditors at March 2022 includes Government funding for Covid-19 for which United Response must first ensure it's entitled to before recognising as income.

15. Provision for Liabilities and Charges

	Provision for Dilapidations 2022	**Total Provision 2022**	**Total Provision 2021**
	£'000	**£'000**	**£'000**
Opening balance	413	**413**	505
Utilised in year	-	**-**	(92)
Released unused during the year	-	**-**	-
Additional amount provided	-	**-**	-
Closing balance	**413**	**413**	**413**

The provision for dilapidations provides for the cost of repairs arising as a result of obligations under property leases.

16. Analysis of Net Assets between Funds

	General Funds £'000	Designated Funds £'000	Total Unrestricted Funds £'000	Restricted Funds £'000	2022 Total Funds £'000
Intangible fixed assets	-	8	8	-	**8**
Tangible fixed assets	-	5,109	5,109	340	**5,449**
Investments	18,779	-	18,779	-	**18,779**
Current assets	14,002	1,411	15,414	1,101	**16,515**
Current liabilities	(11,368)	-	(11,368)	-	**(11,368)**
Provisions for liabilities & charges	(413)	-	(413)	-	**(413)**
Total net assets 31 March 2022	**21,000**	**6,528**	**27,528**	**1,442**	**28,970**

2021 Comparative Disclosures

	General Funds £'000	Designated Funds £'000	Total Unrestricted Funds £'000	Restricted Funds £'000	2021 Total Funds £'000
Intangible fixed assets	-	-	-	-	-
Tangible fixed assets	-	5,284	5,284	339	5,623
Investments	18,267	-	18,267	-	18,267
Current assets	15,285	1,411	16,696	1,379	18,075
Current liabilities	(12,864)	-	(12,864)	-	(12,864)
Provisions for liabilities & charges	(413)	-	(413)	-	(413)
Total net assets 31 March 2021	**20,275**	**6,695**	**26,970**	**1,718**	**28,688**

17. Restricted Funds

	Balance 31 March 2021 £'000	Transfers £'000	Income £'000	Expenditure £'000	Balance 31 March 2022 £'000
Time For You	15	-	-	-	**15**
Cornwall Supported Employment	3	-	1	-	**4**
Carers' Project	98	(98)	-	-	**-**
North East Division	114	-	19	(9)	**124**
South West Division	34	-	8	-	**42**
South East Division	195	-	82	(36)	**241**
North West Division	133	-	4	(3)	**134**
Covid-19 Funding	271	-	1,358	(1,629)	**-**
Devon	200	-	39	(11)	**228**
Other restricted funds	125	-	-	-	**125**
Subtotal	**1,188**	**(98)**	**1,511**	**(1,688)**	**913**
Represented by tangible fixed assets:					
North East Division	2	-	-	-	**2**
South West Division	140	-	1	-	**141**
South East Division	1	-	-	-	**1**
North West Division	8	-	-	-	**8**
Devon (formerly ROC)	188	-	-	-	**188**
Total excluding restricted property fund	**1,527**	**(98)**	**1,512**	**(1,688)**	**1,253**
Restricted property fund (see note 18)	192	-	-	(4)	**188**
Total	**1,719**	**(98)**	**1,512**	**(1,692)**	**1,441**

17. Restricted Funds (continued)

The purposes of the principal funds shown above are as follows:

Time for You - this is a grant from Ipswich Borough Council in relation to the Suffolk Short Break Demonstrator Project, involving the provision of support to family carers of people with learning disabilities. The grant was originally awarded to Ipswich Council for Voluntary Service, but was transferred to United Response during 2012.

Cornwall Supported Employment - this service provides support to enable people with learning disabilities to secure paid employment working with many partners including Working Links, PLUSS, Prospects, Cornwall College and the Employment and Skills Board. Funding sources include the DWP, the Skills Funding Agency, the European Social Fund and various independent capacity-building grants.

Carers' Project - this is a project, funded by a donation from the David Lambert Trust, designed to provide respite for the family carers of young adults with severe mental health problems, working in partnership with the local PCT, prior to disbanding in 2011. The Charities Commission have approved that the funds be no longer restricted and may be used for "the relief of those in need due to mental health needs through the provision of respite and other forms of support to members of their family who care for them".

North West Division - the income and expenditure relate principally to grants provided to support our supported employment work in Greater Manchester. Grants have also been provided by Knowsley MBC and Wigan MBC to enable us to develop employment and social opportunities for people with autism.

Covid-19 Funding - the income and expenditure relate principally to grants provided to support our activities during the Covid-19 pandemic. United Response is in the process of confirming the status of remaining restricted amount to ensure it has only retained funds it is fully entitled to due to costs incurred from the pandemic.

Devon - in 2016 United Response merged with Robert Owen Communities and this fund represent the balance of restricted funds acquired at that time and the net movement in restricted revenue funds since.

Funds represented by tangible fixed assets - these funds relate mainly to improvements to properties, including houses owned by United Response in West Sussex and Devon and leased in Suffolk, Essex and Kent.

17. Restricted Funds (continued)

2021 Comparative Disclosures

	Balance 31 March 2020 £'000	Transfers £'000	Income £'000	Expenditure £'000	Balance 31 March 2021 £'000
Time For You	15	-	-	-	15
Cornwall Supported Employment	3	-	-	-	3
Carers' Project	98	-	-	-	98
North East Division	88	-	26	0	114
South West Division	28	-	7	(1)	34
South East Division	174	-	39	(18)	195
North West Division	84	-	51	(2)	133
Covid-19 Funding	-	-	1,311	(1,040)	271
Devon	184	-	38	(22)	200
Other restricted funds	125	-	-	-	125
Subtotal	**799**	**-**	**1,472**	**(1,083)**	**1,188**
Represented by tangible fixed assets:					
North East Division	2	-	-	-	2
South West Division	140	-	-	-	140
South East Division	1	-	-	-	1
North West Division	8	-	-	-	8
Devon (formerly ROC)	188	-	-	-	188
Total excluding restricted property fund	**1,138**	**-**	**1,472**	**(1,083)**	**1,527**
Restricted property fund (see note 18)	196	-	-	(4)	192
Total	**1,334**	**-**	**1,472**	**(1,087)**	**1,719**

18. Restricted Property Fund

The restricted property fund of £188,000 (2020/21 - £192,000) represents the value of a freehold property provided by the South East Kent District Health Authority to house a service in Folkestone. The property, which was acquired at no cost to United Response, is registered in the name of the charity and has been included in fixed assets at the cost of acquisition and refurbishment borne by the Health Authority, less depreciation. In the event of the service terminating, United Response has undertaken to transfer the property back to the Health Authority for £nil consideration.

19. Unrestricted Funds

	Balance 31 March 2021 £'000	Transfers during the year £'000	Generated during the year £'000	Balance 31 March 2022 £'000
Property fund	1,061	-	-	**1,061**
Pension fund	100	-	-	**100**
Maintenance fund	250	-	-	**250**
Intangible Fixed Assets	-	8	-	**8**
Tangible fixed assets	5,284	(175)	-	**5,109**
Total designated funds	**6,695**	**(167)**	**-**	**6,528**
Unrestricted general funds	20,275	265	461	**21,000**
Total unrestricted funds	**26,970**	**98**	**461**	**27,529**

Funds have been designated for the following purposes:-

Property fund - to help fund the purchase of properties to support the development of the charity's activities. These funds are used, reviewed and maintained ongoing.

Pension fund - to cover the potential liability associated with membership of one multi-employer defined benefit local government pension schemes. It cannot be estimated when this will be utilised.

Maintenance fund - to provide funding for major repairs of properties which the charity has responsibility for. These funds are used, reviewed and maintained ongoing.

Intangible fixed assets - relates to the portion of reserves invested in intangible fixed assets to be used by United Response in its operations.

Tangible fixed assets - relates to the portion of reserves invested in unrestricted tangible fixed assets to be used by United Response in its operations. This decreased during the year by £175,000 due to a transfer from unrestricted general funds.

2021 Comparative Disclosures	Balance 31 March 2020 £'000	Transfers during the year £'000	Generated during the year £'000	Balance 31 March 2021 £'000
Property fund	1,061	-	-	1,061
Pension fund	100	-	-	100
Maintenance fund	250	-	-	250
Intangible Fixed Assets	3	(3)	-	-
Tangible fixed assets	5,139	145	-	5,284
Total designated funds	**6,553**	**142**	**-**	**6,695**
Unrestricted general funds	19,075	(142)	1,342	20,275
Total unrestricted funds	**25,628**	**-**	**1,342**	**26,970**

20. Capital commitments

There were no capital commitments in either 2021 or 2022

21. Operating Lease commitments

	Land and buildings		Vehicles	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Total of future minimum lease payments under non cancellable operating leases:				
within one year	951	1,038	188	188
within two to five years	808	1,298	35	96
after five years	24	126	-	-
Total	**1,783**	**2,462**	**223**	**284**

22. Subsidiary Undertakings

All subsidiaries have their registered address as the same as United Response: 7th Floor Knolly's House, 17 Addiscombe Rd, Croydon, CR0 6SR.

In January 2019, United Response Services Limited (URS) was formed as a wholly owned subsidiary of United Response. URS is registered as company number 11788717 and £100 share capital was invested by United Response. On 1st April 2019, the entity commenced trading. United Response Services Limited carries out trading activities with local authorities on behalf of United Response Limited.

United Response has a wholly owned trading subsidiary, United Response in Business Limited, company number 3787676. It was incorporated in Great Britain to carry on trading activities in accordance within the objects of the charity. Operations ceased as at 31st March 2021 and net asset balances were transferred to the parent on 21st December 2021.

In 2016 the charity acquired Robert Owen Communities (ROC), a UK charitable company with registered charity number 517845 and company number 02038915. ROC has been dormant since 2019.

The tables overleaf show the impact of the subsidiaries on the results of the Group.

22. Subsidiary Undertakings (continued)

Financial activities of Subsidiaries in 2022	**2022 URS £'000**	**2022 ROC £'000**	**2022 URIB £'000**	**2022 Total £'000**
Sales revenue	52,386	-	-	52,386
Other income	-	-	-	-
Total turnover	**52,386**	**-**	**-**	**52,386**
Salaries and wages	-	-	-	-
Other costs	51,346	-	-	51,346
Total operating costs	**51,346**	**-**	**-**	**51,346**
Trading profit	**1,040**	**-**	**-**	**1,040**
Gift aid due to parent	(1,040)	-	-	(1,040)
Retained profit	**-**	**-**	**-**	**-**
Retained loss brought forward	-	-	-	-
Retained profit carried forward	**-**	**-**	**-**	**-**
Gross Assets	4,833	-	-	4,833
Gross Liabilities	(4,833)	-	-	(4,833)
Total Net Assets	**-**	**-**	**-**	**-**

2021 Comparative Disclosures	**2021 URS £'000**	**2021 ROC £'000**	**2021 URIB £'000**	**2021 Total £'000**
Financial activities of subsidiaries in 2021				
Sales revenue	50,206	-	192	50,398
Other income	1,982	-	39	2,021
Total turnover	**52,188**	**-**	**231**	**52,419**
Salaries and wages	-	-	31	31
Other costs	51,151	-	200	51,351
Total operating costs	**51,151**	**-**	**231**	**51,382**
Trading profit	**1,037**	**-**	**-**	**1,037**
Gift aid due to parent	(1,037)	-	-	(1,037)
Retained profit	**-**	**-**	**-**	**-**
Retained loss brought forward	-	-	(98)	(98)
Retained profit carried forward	**-**	**-**	**(98)**	**(98)**
Gross Assets	5,821	-	72	5,893
Gross Liabilities	(5,821)	-	(70)	(5,891)
Total Net Assets	**-**	**-**	**2**	**2**

23. People We Support bank accounts

The charity administers holding bank accounts on behalf of residents for the receipt and payment of the residents' personal allowances. These bank accounts have not been reflected on these financial statements as an asset or liability. The value held at 31 March 2022 was £551,000 (2020/21 - £342,000). The bank accounts are held separately from those of the charity.

24. Transactions with Related Parties

There have been no related party transactions in the year to 31 March 2022 that require disclosure other than transactions with the subsidiary companies, URS and UR's trustees. Transactions with URS are set out below and those with the trustees are disclosed under note 8 of the accounts.

In 2021/22, the charity charged URS £51,339,000 (2020/21 - £51,144,000) in respect of the delivery of operational services.

In 2021/22, URS paid the charity £58,313,000 (2020/21 - £54,453,000) of monies collected on invoices settled.

In 2021/22, under a deed of covenant, URS will make a gift aid payment to the charity of £1,040,000 (2020/21 - £1,037,000). Payment will be made to the parent charity during the 9 months following the relevant reporting date.

As at 31/03/2022, URS owed the charity £1,421,000 (2020/21 - £2,037,000).

25. Consolidated Statement of Financial Activities for the year ended 31 March 2021
(incorporating a consolidated income and expenditure account)

	General Funds 2021 £'000	Designated Funds 2021 £'000	Unrestricted Funds 2021 £'000	Restricted Funds 2021 £'000	Total Funds 2021 £'000
Income from:					
Donations and legacies	106	-	106	161	267
Charitable activities	95,286	-	95,286	1,311	96,597
Investments	37	-	37	-	37
Other	-	-	-	-	-
Total income	**95,429**	**-**	**95,429**	**1,472**	**96,901**
Expenditure on:					
Raising funds	216	-	216	-	216
Charitable activities	93,871	-	93,871	1,088	94,959
Total expenditure	**94,087**	**-**	**94,087**	**1,088**	**95,175**
Net deficits on operations	**1,342**	**-**	**1,342**	**384**	**1,726**
Net losses on investments	-	-	-	-	-
Net income/(expenditure) before transfers between funds	**1,342**	**-**	**1,342**	**384**	**1,726**
Transfers between funds	-	-	-	-	-
Net movement in funds	**1,342**	**-**	**1,342**	**384**	**1,726**
Reconciliation of funds:					
Total funds at 1 April 2020	25,628	-	25,628	1,334	26,962
Total funds at 31 March 2021	**26,970**	**-**	**26,970**	**1,718**	**28,688**

UNITED RESPONSE

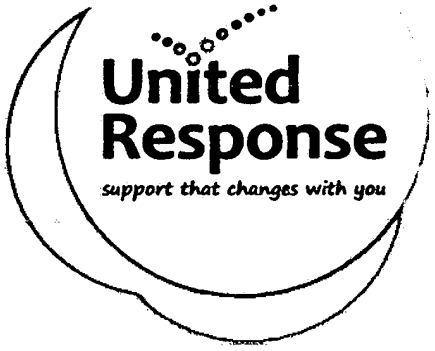
England & Wales - Charity number 265249

Accounts

United Response

Annual Report and Accounts 2020/21

Charity number: 265249 and 1062 (Isle of Man)
Company registration number: 1133776



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Objectives and Activities of the Charity

United Response is a national charity that works with adults and young people with learning disabilities or mental health needs. We are a community-based organisation working in England and Wales, providing bespoke residential care, supported living, day services and employment support.

Our **mission** is to ensure that individuals with learning disabilities, mental or physical support needs have the opportunity to live their lives to the full.

Our **vision** is a society where everyone has equal access to the same rights and opportunities.

Our **values** are the 'golden thread' running through everything we do. We are: *Creative, Responsive, United, Strong* and *Honest.* These set out a clear framework for our behaviours and how we approach our work.

How our activities deliver public benefit

All our activities are carried out in support of our charitable objectives. The core of our work is in supporting people with learning disabilities and those with mental health needs, but we also place a significant focus on investing in communities. We facilitate active community involvement among people we support and we have been increasing our contribution to the wider health and wellbeing agenda. Our redeveloped services in York and Richmond, bringing new community hubs, activities and spaces, are notable examples of our commitment to this place-based approach. These re-designed services promote independence, aspiration and active involvement for people with learning disabilities.

We provide services primarily under contracts with local authorities, the NHS and personal budgets. It is central to our ethos and charitable status that we promote and campaign for the wider public benefit of our beneficiaries in terms of equality and citizenship. We have taken into account the guidance in the Charity Commission's general guidance on Public Benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

Fundraising

As well as receiving funding from local authorities, we also fundraise by working corporate contacts, grant-giving trusts, supporters and staff to organise and co-ordinate events and activities both in the local communities where we operate and at major charity events. Apart from communicating with people who have supported us in the past, we use neither direct marketing nor external third parties to raise funds. Income from fundraising represents less than 1% of total income and there have been no complaints about fundraising activity during the year. Many donations relate to specific local community projects and we ensure that expenditure is restricted to these projects and is spent within a reasonable period. We review changes in guidance and legislation related to fundraising, such as the Fundraising Regulator's Code of Fundraising Practice and the changes in GDPR, and we are working to ensure that we are fullycompliant.

Code of Conduct

United Response adheres to principles of good governance, in particular the Charity Governance Code. In line with good practice we undertake periodic reviews of our governance, both compliance with requirements and adherence to best practice. This activity is undertaken in part during annual business of the Board and its committees, for example review of committee Terms of Reference and their performance and through more in-depth periodic reviews. Trustees receive updates from external specialists in the sector at Board Away Days.

Over the past year the Board has continued to implement a Governance Action Plan, which cover the following areas: Good Governance Practice; Diversity; Stakeholder Engagement and Impact and Reporting. Progress

reviews against the plan are undertaken regularly by the Nominations Committee and reported to the Board. The Action Plan now incorporates actions to meet the recommendations of the Charity Commission Guidance on Transparent & Accountable Governance, June 2020.

Beneficiaries

- Adults and young people with learning disabilities and mental health needs, who are supported by United Response – around 1,900 individuals as at May 2021.
- Their families, carers and advocates.
- The wider disability and mental health community.
- The wider communities we work in, especially vulnerable people within them.

Supporting people with learning disabilities and people with autism

We provide a range of support services including:

- Supporting people to live where they choose.
- Supported employment and volunteering opportunities, including training.
- Many people we support are on the autistic spectrum. Our staff are trained in recognised techniques, so that they can provide effective support.
- Life skills – supporting people to develop interests, hobbies and skills, including skills to help manage their own home and money.
- Support to develop and maintain relationships with friends and family.
- Accessible communications to support people to speak up.
- Advocacy – working with people so they can speak for themselves.

Supporting people with complex needs

- We have particular expertise in working with people with complex needs including those with profound learning disabilities.
- We also support a growing number of people with learning disabilities who also experience mental health difficulties.
- A large proportion of the people we work with have complex behaviour support needs, and we support them to live fulfilled lives as part of their community. We use active support and positive behavior support techniques.
- Many of the people we support have additional physical or sensory support needs.
- We support people with a range of physical disabilities including impaired motor skills, and profound and complex physical disabilities.

Supporting people with mental health needs

- We support people with a range of mental health needs.
- We provide a variety of mental health services, working in partnership with clinical partners, including community support and outreach, supported living, supported housing and vocational training.
- Our emphasis is on wellness and recovery, and where possible we focus on early intervention to help prevent more serious problems from occurring.

Supporting young people in transition

- We provide support to young people in transition to help them explore their options, try out new activities, build their skills and to plan for a future of increasing independence.

The way we work

Our approach focuses on getting to understand people's aspirations and helping them to achieve them. We support people to exercise choice and control and empower them to contribute to their own communities.

We have a strong track record of supporting people to build their independence. We build our approach around the preferred routines and activities of each individual we support, supporting people as active citizens who have the capacity to be engaged in a range of activities. This approach is called 'active support' and is underpinned by our person-centered ethos. This helps our staff to support people to take control of their lives and to develop through new experiences.

We recognise our primary duty is to ensure the people we support remain safe and well, and are protected from abuse. We have procedures for our staff to work with local safeguarding boards and the Care Quality Commission (CQC) to safeguard the people we support. These sit alongside a range of control measures and processes such as risk assessment, person-centred planning and positive behaviour support planning. Our guidance to staff includes a whistle-blowing policy and detailed guidance on the Mental Capacity Act and Deprivation of Liberty (DOLS) legislation and this is supported by regular staff training and highlighting safeguarding practice in internal briefings. We encourage and welcome the involvement of the families and friends of people we support. This in itself acts as a safeguarding measure, alongside being an essential aspect of the quality of life of people we support.

Promotion of the Success of the Organisation to Benefit its Members

Throughout this report we detail our Objectives, the *Ways we work* and our Structure, Governance and Management framework that encapsulate important expectations on the daily operations at United Response. These cover interactions with both internal and external stakeholders of the organisation. But in addition to these points, and in accordance with Section 172 (1) of the Companies Act, the Trustees confirm that their management responsibilities includes specific consideration of the following areas:

- The likely consequences of any decision in the long term.
- The interests of the company's employees.
- The need to foster the company's business relationships with suppliers, customers and others.
- The impact of the company's operations on the community and the environment.
- The desirability of the company maintaining a reputation for high standards of business conduct.
- The need to act fairly as members of the company.

The likely consequences of any decision in the long term

The long-term sustainability of the operating model is considered by the Trustees as part of the going concern review and is further detailed in the Financial Review section of this report. Trustees consider both short-term and longer-term financial projections and the key risks that could negatively impact the sustainability of United Response. The Trustees review management information, budgets, forecasts, cashflow projections and progress against the financial recovery plan on a regular basis. With risk management and escalation processes embedded across the organisation, all significant risks are reviewed at each Trustee meeting.

The interests of the company's employees

Employees are at the heart of the service that United Response provides, for additional detail of employee engagement, refer to the Strategic Report in this document.

United Response has complied with the UK's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 that require the publication of information on the gender pay gap for UK employees annually. The latest report is published on the United Response website.

The need to foster the company's business relationships with suppliers, customers and others

The Trustees consult with the organisation through various channels including email correspondence, online meetings and training, trustees meetings, committees and the annual general meeting.

All suppliers are expected to operate in line with United Responses mission and values. United Response aims to be pay suppliers within terms to continue to obtain best rates where possible, with large vendors engaged following formal procurement or through Government / Public Sector Framework Agreements.

The Structure, Governance and Management section of this document further outlines the focus and importance of our relationships with local authorities, commissioners, funders and partnering health organisations, people we support, their families and the wider community.

The impact of the company's operations on the community and the environment

United Response's Streamlined Energy and Carbon Reporting section of this report details our environmental footprint, it is another important consideration for our positive impact within the communities we serve.

The desirability of the company maintaining a reputation for high standards of business conduct

Our Code of Conduct is pivotal in laying the foundation for our expectation of all employees who work for and represent our organisation. Risk management assurance frameworks, including regular quality assurance reviews ensure that both service and other organisation objectives are held to a high standard. Trustees adhere to Nolan Principles in their conduct of company business.

United Response takes a zero tolerance approach towards fraud, bribery and corruption, modern slavery and human trafficking. It is committed to complying with all applicable laws and regulations relating to fraud, bribery and corruption wherever it operates including the Modern Slavery Act 2015. A modern slavery statement is published annually in accordance with the Act, and published on our website.

Our whistle-blowing policy allows a safe forum for employees to raise concerns, employees are encouraged to report any issues that they do not believe are upholding our expected standards.

The need to act fairly as members of the company

The Trustees complete annual governance requirements which includes a statement on conflicts of interest.

Trustees' Report on 2020/21

The past year has been one like no other. Back in March 2020, nobody could have predicted just how profoundly day-to-day life would be affected for so many of us. Life as we knew it was turned on its head during the closing months of our last financial year, setting the tone for the year ahead and beyond.

Even in the face of the adversity brought on by a global pandemic, we have held true to our mission of ensuring that individuals with learning disabilities or mental health needs have the opportunity to live fulfilled lives. I am overwhelmingly proud of the work and creativity of our charity, and our success in keeping everyone motivated and committed to caring for the people we support.

We had to rapidly shift our focus in March 2020 to dealing with the additional issues created by the pandemic, such as managing the risk of spreading infection and acquisition of personal protective equipment. We were relentless in ensuring the safety of staff and the people we support, but we also needed to find creative ways to continue providing care and operate efficiently. For example, we embraced the use of technology, such as video conferencing, at a fast pace and as a way of staying connected during the various lockdowns.

In spite of the challenges, I believe we succeeded in our aim of keeping people safe and well, both our staff and the people we support. The dedication and effort of our workforce has shone through more than ever during this uniquely challenging period. I have been incredibly impressed by their continued passion and energy, and on behalf of the Board of Trustees I would like to note our gratitude.

Overall, we have maintained our high standards of service quality. Incidents, which are seldom but do occur from time to time, are dealt with speedily and with a view to learning for the future. We have also maintained our commitment to financial sustainability, with another year of positive financial results and a net contribution to reserves.

At the tail end of the reporting year, the Supreme Court delivered its final ruling on the 'sleep ins' case and on the question of payment for overnight care. By concluding that such shifts do not attract National Living Wage rates, the verdict brought clarity on an important issue that threatened to destabilise our sector. The ruling also served to highlight the need for a fundamental review of how social care is funded. We continue our lobbying of Government on this point, calling for a far reaching pay review for social care workers to tackle what remains a source of discontent.

More widely, we continued our ongoing work to speak out on behalf of people we support to try to secure better rights for the learning disability community. In March we launched the nation's first-ever Accessible Voting Day to help people with learning disabilities to take part in politics and vote. Coinciding with the local elections held in May, we were joined by other organisations and charities to raise awareness of the importance of an accessible voting system.

With our focus on particular sub-groups, such as people with learning disabilities, along with the increased public attention to gender and ethnic diversity, we have increased the importance we attach to addressing issues related to equality, diversity and inclusion. At United Response, we have taken up the challenge of tackling inequalities experienced by colleagues and people we support. As part of this commitment, in late autumn 2020 we established a diversity forum to engage with colleagues on diversity and inclusion issues. In addition, we agreed to channel our ingrained 'person centred' methods, thus giving us a tried and tested way of tackling inequality.

We also embrace diversity at Board level, and recognise the benefit of having a range of relevant skills and cognitive abilities around the Board table, as well as being truly reflective of the society in which we operate. I am pleased to welcome Satya Samal and Paul Marriner as two new Trustees who are joining our Board, both

bringing their experience of information technology and digital capabilities as we embark on a major investment to update our systems and ways of working. In the near future, we intend to enhance our oversight of safeguarding and of education with further appointments.

For our Directors' team, we welcomed Andy Ward in July 2020 as our new Director of Finance, replacing the outgoing Jerome Walls who left after four years of service. Andy brings an outstanding breadth of financial experience and technical knowledge, as well as a flair for innovation. I expect he will be a major asset to the organisation.

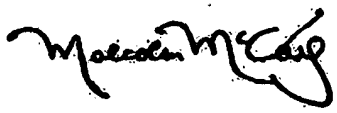
In October 2020 we ended our five-year stay at Highland House in Wimbledon and moved into a new head office in East Croydon. The new office is close to East Croydon's well-connected train station, and it has brought together five functions onto one floor, harnessing the potential of open-plan working and creating a more collaborative work space.

Looking forward, we have invested considerable thought in a refresh of our five year strategy, whilst retaining our core values of creativity, responsiveness, strength, honesty and unity. As we come out of the COVID pandemic, our latest vision and supporting strategy will be driven forward by our chief executive Tim Cooper and his team, and we look to a brighter and positive future.

Finally, I want to use this opportunity to pay tribute to those who tragically lost their lives to Covid-19 during what has been an incredibly challenging and saddening time for staff, people we support, families and beyond. During 2020/21, we lost 18 individuals who we support through the virus and a staff member. In March 2021 we held a virtual remembrance event for all those connected to United Response to pay tribute to their passing, and our thoughts remain firmly with them, their families and loved ones.

And whilst we remember the incredibly sad and untimely loss of life during months past, we must also recognise the many instances where the quality of our care and intervention meant several who were sick could safely leave hospital or be treated successfully at home.

A heartfelt thank you to all our staff who always act with integrity and compassion on behalf of those we support.



Malcolm McCaig, 13th October 2021
Chairman of the Board

United Response in 2020/21 at a Glance:

- Across England and Wales we support around 1,900 people at approximately 420locations
- We employ around 3,600 staff
- We contract with over 75 local authorities and Clinical Commissioning Groups
- The value of services provided was £93.2m in 2020/21 with the annualised value of new work in 2020/21 being £2.7m.

How does the Care Quality Commission (CQC) rate our services?

We have:

- 61 registered care services, 56 of which have been inspected under the CQCframework
- 28 care homes
- 32 supported living/domiciliary care services and one Shared Lives service
- 95% of services are rated as "Good"

What do people we support and their families think of our services?

Our yearly satisfaction survey did not run in 2020/21 due to the pandemic and its impact on our services, staff, the people we support and their families. Respondents were not yet fully ready nor equipped for an online survey to run, and a paper-based survey as normal was considered as a risk and too impractical due to the virus' spread and staff workload.

The results of the most recent full survey from 2019/20 are as follows:

- 96% of people we support felt safe when with their support staff
- 91% of people we support said their support workers listen and talk to them
- 92% of families rated the quality of our support as good orexcellent
- 97% of families thought that our staff are caring and have the right values
- 88% of people we support said they like where they live

Online audiences

- There were 126,947 unique visits to www.unitedresponse.org.uk
- 19,151 people visited the site in December 2019 to view our easy read General Election manifestos – 81% more than the usual monthly average
- 1,901 people made contact through our website to ask for support for themselves or someone they know – 38% more than 2018/19
- We welcomed 8% more followers to our total social media audience (Facebook, Twitter, YouTube and LinkedIn)
- Our social media content was seen 1,764,166 times
- People engaged with our social media content 75,472times

Strategic Report

Ahead of the 2020/21 financial year United Response set out a brand-new business plan, outlining four core priorities for the twelve months ahead. These priorities would build on those within the previous strategy, which ran from 2016 through to 2020.

The priorities initially set for 2020/21 were:

1. Assuring the quality of our services
2. Achieving financial sustainability
3. Planning for the future
4. Speaking out

Set within each of these priorities were clear goals to work towards and target outcomes to achieve, ranging from continued strength in CQC reports of our services to securing a set level of income, operating contribution and surplus.

Some of these initial goals and target outcomes for 2020/21 included:

- **Deliver good quality outcomes for people we support**
    - Achieve a Good or Outstanding CQC rating in 95% of our services
    - Complete effective internal audits of our services
    - Ensure our housing is safe and comfortable for residents
    - Ensure we are compliant with employment regulations
    - Co-produce with people we support and their families to develop our offer
- **Remain a financially sustainable organisation**
    - Achieve a target income of £94m and a total gross margin of 14.8%
    - Produce an improved budget surplus
    - Embed a business performance culture with revised KPIs and a new leadership programme
- **Remain a good employer**
    - Record a voluntary staff turnover rate of <17% and an absence rate of 3%
    - Support and induct new staff effectively, recording a turnover of <7% in staff with 1 years' service
- **Achieve growth and diversification**
    - Deliver £0.60m of planned new business and secure £0.75m of new business
    - Implement a new fundraising strategy and deliver local pilots of projects for young people, education and employment
    - Work with partners to launch a new social impact housing fund
- **Organise ourselves effectively and efficiently**
    - Relocate to a new central head office and create a single revenues team
    - Develop a new technology strategy; implement a new website and intranet
- **Enable the voice of people we support to be heard**
    - Build on public-facing work to raise awareness of and tackle hate crime and isolation
    - Continue influencing work to highlight the need for sustainable funding, including for overnight care

Impact of Covid-19

The outbreak of Covid-19 and its extraordinary impact meant that much of this wider plan and the priorities within it were significantly disrupted.

To manage an ever-changing landscape, one which regularly shifted between full national lockdowns to easements and varying restrictions, the organisation twice revisited its plans and priorities during 2020/21. At all times a clear focus was placed on managing competing pressures by prioritising, rationalising and simplifying core work on behalf of corporate and operationalcolleagues.

How Covid-19 changed the way we work

A key feature of recent United Response Annual Reports has been a transparency in demonstrating our successes against the targets we set for each period.

As the 2020/21 strategy could not be fully delivered or focused on in the way it was intended, we will this year be unable to accurately benchmark any achievements against set targets and priorities for theperiod.

Instead, we will this year use this space to detail the positive learning from working through the pandemic for a full reporting year. We and other providers are better equipped than ever to plan for future outbreaks, understand the role of technology in our work and plan the changes to how we deliver support.

Seeking to create our own set of 'certainties' in a world of uncertainty, input from staff, trustees and executives at United Response led to the design of a fresh approach of how we would work going forward and what our priorities should be – using the countless experiences and challenges of the pandemic as a reference:

Some of the key strands from this approach are detailed as follows:

1. **Looking after each other – keeping safe and well:**

The pandemic showed us more than ever the importance of being able to work safely and minimise infection. Many specific elements to this renewed focus and adapted way of working quickly became embedded in our daily practice.

The everyday use of PPE, for instance, will remain with us for the foreseeable future and we have developed cost-effective and lasting ways of buying and distributing equipment for the organisation.

Covid has also reinforced the need to have the skills and confidence to manage the health needs of people we support, likewise access to the right expertise when and where it's needed.

2. **Meetings and collaborations with colleagues:**

The use of Zoom and other online videoconferencing increased exponentially during 2020/21, significantly reducing the time and cost of travel for colleagues. It has also increased access and visibility of staff across the organisation, making us – in many ways – more connected than ever.

The rise in use of MS Teams has also helped staff share and collaborate more effectively, something we plan to roll out to our frontline services.

In guarding against overuse of videoconferencing, we have developed guidelines to help colleagues make the most effective use of this new way of communicating and being available to others.

3. Improved access to technology:

Newfound and widespread flexible working arrangements, such as working from home, required all staff to have easy and reliable access to both the internet and technology as soon as possible from March 2020.

Giving this access to all services, particularly those in remote areas, was an early challenge but one which has been tackled with investment in new systems, hardware and practices during the year.

A particular focus has been placed on reducing paper-based recordkeeping. A new website and intranet is being supported by future alternative investment in technology, including identifying fundraising opportunities and income streams.

4. How we make decisions:

The increased use of technology has meant that senior-level decisions can be made quicker and more effectively through the use of Zoom and other software. Senior staff are more available for meetings due to not travelling between locations, placing greater focus on shared and concurrent decision making.

More widely, other colleagues are acting decisively and with increased confidence owing to the 'blank canvas' and unique circumstance we find ourselves in.

Keen to support and channel these new ways of working, we have reviewed how we could sustain this approach going forward.

5. Working different with people we support:

We were incredibly proud of the fantastic and creative work delivered by colleagues during the pandemic and we will strive to have this continue. Staff are finding new ways to support and engage people within their own homes. We have also seen how powerful virtual sessions can be, connecting people and increasing access to enjoyable and purposeful shared activity.

6. Flexible working between office and home:

For colleagues normally office-based, either for some or all of a working week, the past year saw a dramatic shift to working from home. We are providing advice, guidance and support on how to best manage the pros and cons of home working. We recognise that a good work-life balance is important and we are supporting colleagues in achieving this. When it is safe to do so, we will reintroduce access to offices – though it is likely that the balance between home and office working has shifted permanently.

This new way of working provides us with an opportunity to explore more flexible working to support colleagues manage home and work tasks with mutual flexibility. In addition there may be ways for us to deliver extended hours of availability for business support staff to support frontlinecolleagues.

7. Recruiting and inducting new colleagues virtually:

One of the lesser-recognised shifts during the pandemic has been the need to conduct interviews and induction training online, in particular making good use of video conferencing. Feedback from recruiting managers and colleagues joining us in this way has been favourable. It has sped up the process and allowed people to be trained up sooner.

This online recruitment and induction has now become a permanent part of how we work, even as we reintroduce some face-to-face interviewing and training where it's necessary.

8. Communication:

Rapid changes all around us, such as new Government policy and guidance, have seen us develop different ways of communicating with colleagues and indeed others outside of the organisation. This involves regular briefings from a single point of contact, the ability for any colleague to raise questions, seven days a week, and get a direct response.

We have also made increased use of video and text communications and are able to celebrate and share people's achievements more widely. There are lessons in all of this for how we communicate generally and how requests for action and briefings colleagues are communicated through a single channel.

9. Celebrating diversity:

Our new online discussion groups seeking staff views on equality and diversity at United Response are generating very powerful and positive ideas for the future. We have brought together many of these ideas to form an action plan to help us ensure that everyone has equal opportunities regardless of personal characteristics – and that as an organisation we celebrate diversity of all forms.

10. Confidence in our ability to adapt and change:

The pandemic has changed the way in which we work and live our lives. The pace of change over the past year has probably been greater than at any time in our recent history. In the main these changes have been successful and will give us all confidence that we can embrace new ways of working, capitalise on the benefits that technology can bring and adapt in the face of unprecedented challenges. We have become a stronger and more adaptable organisation prepared for the challenges ahead.

Plans for Future Periods

Ahead of the 2020/21 financial year and before Covid became such a significant feature of all our lives, we spent a great deal of time working with stakeholders inside and outside of United Response to develop a new strategy for the future. Our aim then was for our work to remain relevant and responsive in the years to come. We talked with people support, families, colleagues and we commissioned external perspective on our sector and our work.

Much of this approach remained relevant as we moved into 2021/22 but the impact of Covid and our learnings from the pandemic will be a huge part of the organisation's work for the foreseeable future.

In the main, we have agreed that we will:

- Focus on supporting people with learning disabilities/mental health conditions to live as active members of their local communities.
- We will strengthen our 'community presence' offering support to others in the local area.
- Diversify our range of services on a planned and phased basis, taking account of geographical opportunities and both supply & demand.
- We will work in a systematic way to diversify where we believe we can make a difference, being mindful not to overstretch our finite resources.
- Retain our charitable status while operating more as a social business, adopting a more commercial and entrepreneurial approach.
- Broaden our funding base. Social care funding will remain core, we will increase revenues from other sources of public funds and grow fundraised/trading income as a proportion of overall revenues.

At the time of writing this report, most of the UK was close to easing its way out of respective restrictive measures and returning to a world which more closely resembled 'normality'. In spite of this, there remained real uncertainties about how long the impact of the pandemic will be felt going forward – both in our sector and beyond.

Trustees have agreed the above as our overall approach for the future but we will continue to review any strategic plans in more detail as the longer term implications of Covid-19 continue to be better understood.

Financial Review

The development and performance of the charity's business during the financial year and future outlook

This year has been an unprecedented year for United Response, the sector, the country and the world as we have had to come to terms and live with the impact of the global pandemic whilst continuing to provide care and operate efficiently and safely.

The pandemic has had a significant impact on the performance in 2020/21. United Response secured additional income from local authorities to deal with the impact of the pandemic on the business of £3.1m. This funding, and some cost savings in terms of office running costs, travel and subsistence and delayed face-to-face training offset significantly increased costs for PPE and other pandemic related costs incurred.

The future impact of the pandemic and how society will resume remains uncertain. The UK economy has suffered significantly and levels of debt, unemployment, social care needs are rising rapidly. Specifically Local Authorities are struggling with mounting levels of debts facilitated by cuts from central government funding, lost business rates, council tax holidays, emergency payments for families whose income have disappeared as well as loss of income from services such as tourism and council owned leisure centres leading to Local Authorities having to cut back. One area which they are having to scrutinise is funding rate increases for social care. As a result of this, more than ever, United Response looks to broaden our funding base although recognizing that social care funding will remains core to ongoingoperations.

Results – business

Despite the pandemic, we have been successful in gaining new work with a value of £1.9m (2019/20 - £2.0m). Termination of contracts with a value of £0.2m was lower than expected (2019/20 - £1.4m) due to lockdowns.

The "Sleep In" ruling by the Supreme Court in March 2021 has provided clarity and makes a difference to the amount of free reserves we have available to support our diversification initiatives and technology projects in pursuit of our long term plan. Government funding for the Covid 19 pandemic resulted in the receipt of £2.8m in cash of which £2.7m has been recognised as revenues. Of this income, 50% related to contractual funding uplifts and premiums and 50% was given in the form of a grant, primarily the Infection Control Grant. United Response is in the process of confirming the status of remaining amounts to ensure it has only retained funds it is fully entitled to due to costs incurred from the pandemic. An additional £0.3m of grants related to furlough were received.

The Covid 19 pandemic first impacted the UK with the lockdown in March 2020 with a further two lockdowns that followed in the financial year. Through rapidly shifting our focus to manage our cost base through difficult and unpredictable times, we were able to ensure that we continued to safely provide person centred support to the people we support.

The financial position of the company at the end of the year

The charity recorded an increase in reserves of £1.7m (2019/20 – an increase of £1.4m). Whilst this is a modest increase, in a year of such uncertainty, government support and cost savings have contributed to the outcome.

The total unrestricted operations, through both general and designated funds, but before the effect of gains on investments and sales of fixed assets, recorded a surplus of £1.3m (2019/20 – a surplus of £1.3m). The total restricted operations recorded a surplus of £0.4m (2019/20 – a surplus of£0.1m).

Overall, income grew by £2.5m to £96.9m in 2020/21 (2019/20 - £94.4m). The principal sources of funding continue to be through contracting with local authorities in England and Wales for the provision of statutory services for clients with learning disabilities in a supported living or residential care environment. In 2020/21

these incoming resources of £94.6m, together with Covid 19 government grants of £1.4m, contributed 99.1% of the total income. This was a consistent value to the prior year (2019/20 – £92.8m or 99.4%).

Government funding for the pandemic contributed to £3.1m via premiums on existing contracts, grants and furlough programs. This was offset by a decline in legacies of £0.3m and income from investments of £0.1m.

The rises in rates paid by funders partly mitigated the cost increases incurred for the rise in the national living wage of 6.2% to £8.72 (2019/20 - £8.21). Throughout the year staff were redeployed from day services closed for pandemic lockdowns to both residential and supported living services. This resulted in staffing efficiencies such as a reduced reliance on agency to 8% of total staff costs (2019/20 - 10%).

Total expenditure increased by £2.2m to £95.2m (2019/20 - £92.9m) over the same period primarily due the costs of direct charitable expenditure which increased by £3.1m to £82.5m (2019/20 - £79.4m). This reflects the impact of the increase of the National Minimum Wage increase, as well as increased PPE costs over the period. Overall support costs offset this increase with a decrease of £0.8m to £12.4m (2019/20 - £13.2m) primarily from savings in travel, training and other office costs as a result of the requirement to work remotely.

Total net assets increased by £1.7m to £28.7m (2019/20 - £27.0m). The net movement in working capital saw increases in liquid cash holdings (cash at bank and in hand plus short-term fixed deposits) of £5.8m offset against timing for debtors decreasing by £2.2m and an increase in creditors of£2.8m.

United Response Services Limited (URS) had gross income of £52.2m (2019/20 - £33.1m) and recorded a trading surplus of £1.0m (2019/20 - £0.6m) which has been gift aided to United Response Limited. URS hold contracts with local authorities for welfare services which are sub-contracted to United Response which ensures that the taxation position of the group is effectively managed.

United Response in Business Limited's objective was to provide employment opportunities for people with learning disabilities or mental health needs by running social enterprises, these activities, where still carried on, are now part of United Response's activities. This entity's operations are in the process of being transferred over to United Response, hence its operations are down 53% to £0.2m (2019/20 - £0.5m).

Investment Policy and Performance

The trustees have broad investment powers, set out in the Memorandum and Articles. The Board establishes the charity's investment policy and reviews the target return annually.

Due to the past risk of the sleep in back pay liability, investments had been held in cash deposits since February 2018. Total cash held as current or investments is £26.2m (2019/20 - £20.4m), the portion that is cash investments in fixed term deposits is invested in line with the organisation's Treasury policy, however this currently results in a minimal returns of interest. In light of the Supreme Court ruling in March 2021 on Sleep Ins, this will be reviewed with consideration to our future investment policy.

Changes in Fixed Assets

There were no significant acquisitions or disposals during 2021. Changes in the charity's fixed assets are shown in notes 10 and 11 to the accounts.

Reserves

The total reserves held by United Response at 31 March 2021 was £28.7m (2019/20 - £27.0m) of which £1.7m was held in restricted funds (2019/20 - £1.3m), please refer to the details of restricted funds included in note 17 to the accounts.

The trustees have designated some reserves for specific purposes, at 31 March 2021 the total designated reserves were £6.7m (2019/20 - £6.6m). Due to the nature of the funds, the total of these has not changed significantly over the last two years, see details in note 19 to the accounts.

United Response's free reserves represent unrestricted general funds which have not been designated for a specific purpose and are therefore available for use within the charity's objects. United Response needs these reserves to protect it against risks and to ensure financial sustainability, including an adequate level of working capital to provide a financial buffer, particularly in such times of uncertainty. Reserves also enable us to take advantage of opportunities to develop our activities, and to enhance support to people, over and above that which we can provide from income received under contract.

Given the uncertainty around the size of any potential sleep in back pay liability was only dispelled in March 2021, and uncertainties throughout the pandemic, the trustees are satisfied that excess reserves were not being held throughout the year ended 31 March 2021.

At 31 March 2021 the balance of free reserves of £20.3m (2019/20 - £19.1m) well exceeded the minimum reserve target of £7.5m set by the Finance and Resources Committee in June 2021. This minimum limit has been based on a risk based approach with excess amounts to be considered further for designation or investment by the Board.

Going Concern

United Response considers its position to be strong to continue its focus on the services it provides. Our good relationships with key funders, a proven ability to retain and secure new services, combined with strong liquidity and sufficient reserves underline this. United Response's liquidity is evident with free reserves which stand at £20.3m (2019/20 - £19.1m), of which 100% (2019/20 - 100%) are held as cash. United Responses free reserves continue to be considered sufficient to provide cover for any short unexpected changes in income and expenditure. Performance to date has been robust in terms of income generation and also cost control.

The trustees therefore have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future being at least twelve months from the date of approval of these financial statements and are not aware of any other material uncertainties which may adversely affect the organisation.

As a result, the financial statements have been prepared on the going concern basis because there is a reasonable expectation that United Response has adequate resources to continue in operational existence for the foreseeable future and the trustees believe that there are no material uncertainties that call into doubt the charity's ability to continue.

Key Risks & How We Manage These

United Response works to ensure that we effectively identify and manage risks to the organisation, to the people we support and to our colleagues. The risks and mitigations are recorded in the corporate risk register, which is produced and managed by the Directors' Team and regularly reviewed by the Audit and Risk Committee and Board of Trustees. The Directors' Team has responsibility for assessing the probability and impact of risks, for ensuring that appropriate mitigations are in place and for reporting on this to Board and Committee. As a devolved and growing organisation working within the regulated and high risk supported living sector, the organisation has developed a risk assurance framework to ensure that the wide range of risks to which the organisation is subject to is being monitored appropriately and that sufficiently robust mitigations are agreed and implemented. With the emergence of COVID 19 the organisation was required to quickly adjust its approach to managing the risks arising from this new situation in a different, but complementary manner, to the established method of managing risk.

A summary of the principal risks facing the organisation and how United Response mitigates each of these risks has been summarised below, in no particular order:

Principal risks	Description of risk	How we mitigate the risk
Maintaining financial sustainability	The organisation may be unable to meet its obligations as and when they fall due and become financially unsustainable if increased costs are not matched by increases in income and/or income/costs are not managed to budget. We may be unable to deliver strategic priorities, core activities to care for the people we support.	We undertake a systematic review of contract rates and requested funding levels from local authorities that ensures the financial sustainability of all contracts. This is complimented by an effective budgeting and forecasting process and we have substantial reserves in place.
Strategy, governance, and fraud	If the organisation does not have the right governance structures in place, we may be unable to effectively implement change programmes in a manner that prioritises those that will drive and the most benefit in terms of operational and strategic requirements to improve the lives of the People We Support. Furthermore, various controls are in place across the organisation to both prevent and detect fraud.	As part of the refresh of our five year strategy, we are reviewing our governance and organisational structures. This will ensure that we protect the charity and our beneficiaries, whilst ensuring that we meet charity commission guidelines. Delegation of authority is in place and there is regular review of the organisations' risk environment and risk appetite. A project management office help support implementation of projects that underpin the strategic objectives.

Principal risks	Description of risk	How we mitigate the risk
Staff recruitment, retention and engagement	The organisation may be unable to recruit and retain staff of the right calibre in an increasingly competitive labour market. This may impair the organisations' ability to provide care to the People We Support at the desired level, meet its contractual obligations; and comply with regulatory requirements.	We benchmark our pay and benefits across the sector and have a reward and recognition strategy. We regularly review recruitment and on-boarding processes and make improvements where possible. We have implemented a Management and Leadership development programme and wellbeing platforms and employee assistance facilities are available to all staff.
Business continuity, data protection and cyber security	Inadequate cybersecurity measures may lead to vulnerability of IT systems to internal or external threats which may lead to frauds being perpetrated against the organisation or the People We Support. The failure, compromise, prolonged non-availability of systems, or loss of data could disrupt business continuity, causing sub-optimal decision making, negatively impact the ability to support front line operations and cause reputational damage to the organisation.	We have a programme of work underway to further upgrade our systems and enhance our cyber defences by obtaining our UK Cyber Essentials accreditation. Business continuity plans are in place and we continue to strengthen our controls by delivering compulsory training on cyber security, data privacy and fraud risks to all staff.
Safeguarding	Failure of the organisation to effectively manage safeguarding in respect of the People We Support. This could be through provision of poor services, inadequate quality of services provided by operational staff, or failure to learn from safeguarding incidents that do occur, so that they are suitably addressed and risk of recurrence is minimized.	Operational practices incorporate safeguarding throughout and these are regularly reviewed to ensure they meet safeguarding requirements and best practice. Mandatory safeguarding training is delivered to all staff. We have strategies and reporting mechanisms in place to react to serious incidents and we review and resolve all safeguarding incidents to help prevent recurrences.

Principal risks	Description of risk	How we mitigate the risk
Legal & Regulatory	The organisation operates within a highly regulated sector and may be non-compliant with one or more of the wide-ranging requirements mandated by several national regulators. Non-compliance with statute, regulation or other external requirement may result in personal or corporate penalties, litigation, reputational damage, invalidation of insurance or restrictions on United Response's ability to conduct business.	We have developed a corporate risk assurance framework that is managed by the Directors' Team and identifies the key risks faced by the organisation. Audits against various regulations are conducted by internal and external teams throughout the year and findings are reported to Management to action. A follow-up tracker is currently being developed for all outstanding actions. We maintain open and regular communication with our various regulators including the Care Quality Commission and the Charity Commission.
COVID-19	Inability to follow guidance and procedures designed to keep People We Support and staff safe during COVID-19 pandemic resulting in: the risk to life and limb regulatory breaches financial impact breach of human rights	We ensure appropriate emergency governance and decision-making structures are put in place to allow for close management of the ever-changing situation and regularly communicate with staff, People We Support and their families. We deliver targeted training to staff on operational and safeguarding policies and procedures. We remind staff of the clear process for fast reporting of serious incidents. We strengthened our forecasting process with an increased focus on cash management. We take advantage of various government grants and we maintain focussed on 'making life happen' for the People We Support during this challenging time.

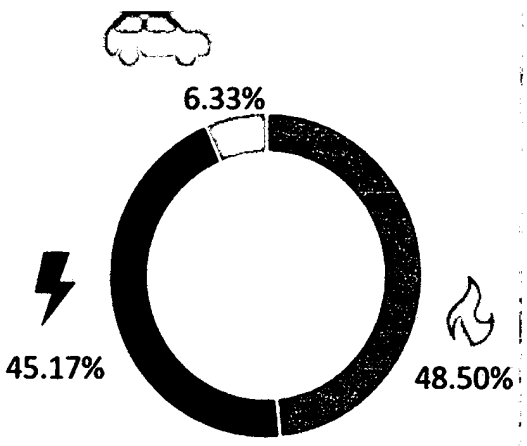
Streamlined Energy and Carbon Reporting

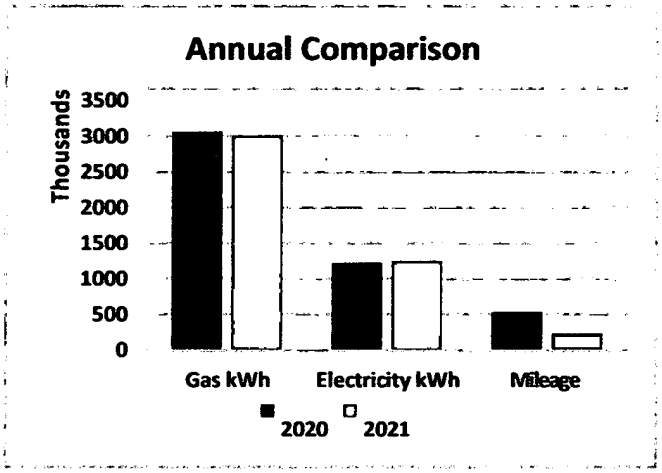
Energy and Carbon Consumption

In accordance with Streamlined Energy & Carbon Reporting (SECR) legislative reporting requirements the below details related to the activities for United Response for the year ended 31 March 2021.

Total	Gas	Electricity	Transport	Total
kWh	3,005,385.0	1,250,040.9	NA	4,255,425.9
Mileage	NA	NA	232,335.0	232,335.0
$kgCO_2e$	552,981.8	515,079.4	72,220.9	1,140,282.1
tCO_2e	553.0	515.1	72.2	1,140.3
%	48.50%	45.17%	6.33%	100.00%

United Response's total CO_2e emission breakdown is highlighted below. The primary Scope 1 and 2 emitters of carbon are Gas and Electricity consumption, needed for operational buildings and residences used for supporting people with disabilities. This combined consumption equates to 93.7% of total CO_2e emissions with the remaining 6.3% emitted via the transportation of staff members alongside that associated with supported learning and living facilities.



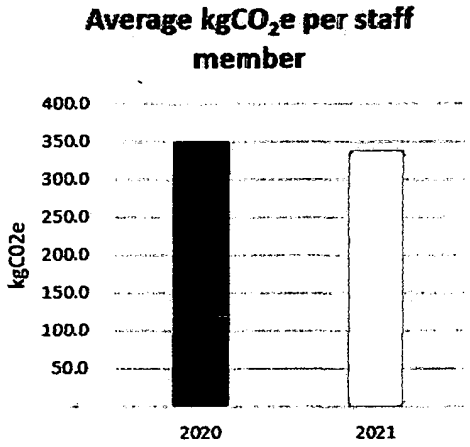


When comparing the previous year's consumption, we can see that there has been little change in the operational energy use despite there being slightly fewer sites. This is most likely due to the circumstances surrounding lockdown and the requirement for residents for spend longer inside. Mileage has dropped comparatively due to travel restrictions.

Intensity metric

An intensity metric gives United Response an indicator of carbon performance based on an operational figure. We have used the number of staff members to indicate this performance with 3,380 members emitting on average 337.4 kg CO2e each. This will be measured annually and compared against previous years.

Intensity metric	2020	2021
Number of staff	3,481.0	3,380.0
$kgCO_2e$	1,215,468.7	1,140.282.1
Average $kgCO_2e$	349.2	337.4



United Response initiatives

This section highlights energy and carbon improvement projects undertaken during the year or those that are currently underway.

Head office downsizing

In response to the changes that COVID has brought to how we operate as a company we have found that working from home is now a feasible and encouraged practice in some cases. We have therefore downsized offices and upgraded the lighting in the new space to dramatically reduce energydemand.

Data gathering improvements

In order to manage our energy and carbon footprint more efficiently we have began systemizing the collection and review of energy data. This will ensure we are both proactive in the event consumption spikes and accurate in our analysis.

Methodology

Energy sources

Energy data was collected and collated by our energy brokers. In some cases, electricity and gas consumption has had to be estimated by using an energy average calculation which estimates usage based on previous meter readings. Travel mileage is collected internally.

Calculations

United Response are measuring scope 1, 2 and partially scope 3 emissions. All energy data was collated by our energy suppliers with transport data and staff numbers collated internally. Scope 1: Fleet vehicles. Scope 2: Electricity and Gas supply. Scope 3: Grey fleet.

Intensity calcs	Litre	kWh	CO_2e
Gas	NA	1	0.183997
Electricity	NA	1	0.41205
Petrol	1	9.1	2.31
Diesel	1	10	2.68

List of Supporters for 2020/21

Trusts & Foundations
Active Londoners Fund – Mayor of London
B&Q Foundation
Card Factory Foundation
The Clothworkers' Foundation
The Feoffees of St Michael's Spurriergate
The George A Moore Foundation
Gloucestershire County Council Emotional Health and Wellbeing Grant
Grace Trust
Trafford VCSE Digital Grant
The Morrisons Foundation
MJB Foundation
Persimmon Community Champions
The Purey Cust Trust
Rothley Trust
Tesco Bags of Help
Trafford Housing Trust
Wiltshire Digital Drive
Yorkshire Building Society Charitable Foundation

Legacies
From the late Roy Ernest Bousell

Corporate supporters
Avon
Boots
Cornish Mutual
Greggs
Haribo
Konditor
Montezuma's
Nivea
Stanley Picker Gallery
Taylors of Harrogate
Truro College
Whirlpool
Zamu

Events
A number of regular events were cancelled because of Covid-19. These include the London Marathon, ROC5k run and Ride London.

Participants of these events, when they are rescheduled and completed, will be included in next year's annual report – providing they take place during 2021/22 as planned.

Structure, Governance and Management

During 2019/20 United Response commenced the novation of its Local Authority contracts to its wholly owned subsidiary company, United Response Services Limited. The contracts were then subcontracted to the charity to deliver the services in the usual way. This structure has been put in place to ensure that United Response is set up in the most effective way in respect of taxation. United Response Services Limited is a company limited by shares with United Response being the only shareholder. The directors of this subsidiary are the Chief Executive, the Director of Finance and two trustees of United Response.

The charity is incorporated as a company limited by guarantee and is governed in accordance with its Memorandum and Articles of Association. United Response in Business Limited is a wholly owned subsidiary of United Response.

The organisation is governed by a board of trustees, led by the Chair.

The trustees, who have the powers and obligations of Directors under the Companies Acts 2006, have ultimate responsibility for United Response's leadership and strategic direction, for its stewardship, overall financial and organisational control, monitoring progress and ensuring compliance. The Board also has responsibility for protecting the reputation and values of the organisation, sets the long term vision, and holds the Chief Executive and Directors' Team to account whilst maximising their performance for delivering United Response's policies, strategies and objectives.

United Response appointed two new Trustees during 2020/21, each bringing skills and experience in digital technology and business systems in support of organisation's strategic intent.

Our Education and Skills Scrutiny Group which oversees our adult education, skills and employment activities was strengthened in the year with the appointment of two external members to join the two trustees already on this group. The Scrutiny Group is expected to make a strong contribution to the governance and scrutiny of our developing education, skills and employment programmes.

Recruitment for the independent Chair of the Safeguarding Forum was delayed because of the pandemic but the role will be filled in the early part of 2021/22.

The board of trustees meet at least four times per annum and are supported by four committees.

The Finance and Resources Committee has oversight of the key financial aspects of our work which stem from the financial, HR, investment and other resource related strategies.

The Operations Committee focuses on quality and safety of services to the people we support, using and interrogating a wide variety of data sources to triangulate and provide assurance. Its purpose is to scrutinise information that assures trustees that we are providing safe, high quality, effective services consistently and routinely, that we meet regulatory requirements and that we are providing best practice models wherever possible that reflect and involve the views of the people we support, their families and carers.

The Audit and Risk Committee has oversight of external audit and of internal controls across United Response including quality assurance systems and health and safety arrangements.

The Nominations Committee acts on behalf of the Board to ensure that appropriate governance arrangements are in place, including the recruitment of new trustees.

Each committee is able to appoint up to two co-optees/specialist advisors to enhance their work, should the committee chair and committee members feel this would add value to the work of the committee. This also provides us with greater flexibility enabling us to draw on a broader range of skills and involve advisors without them having to assume wider governance responsibilities.

Remuneration of the Directors' Team

The Finance and Resources Committee has responsibility for overseeing the pay and reward of the Chief Executive and Executive Directors. The Committee undertakes benchmarking with multiple sources, using external advice, to ensure that pay and reward of senior staff is appropriately reviewed against comparable organisations in the charitable sector and is proportionate to the pay and reward of staff overall in the charity. The Committee reports its findings to the board of trustees.

Equality

United Response is proud of the support it provides through a diverse workforce matched to the communities in which we support. Through clear engagement, training and leadership our workforce is adept at being inclusive and recognising that diversity brings strength and opportunity for people to achieve their best. United Response works tirelessly to evolve our inclusive culture further through adopting the Disability Confident framework, Mindful Employer charter and actively works to encourage people we support to gain meaningful employment. United Response embeds the principles of the Equality Act throughout the organisation.

In response to the Black Lives Matter movement established in 2020 and in response to the death of American citizen George Floyd, we worked to tackle inequalities of all kinds faced by colleagues and people we support at United Response. We have established new regular diversity forums to engage with colleagues on quality and diversity issues. We are also seeking to channel and transfer our ingrained 'person centred' method into all of our work, using its tried and tested means of tackling inequality and approachingdiversity.

We also made a commitment to further strengthen the diversity of the Board of Trustees, seeking to attract people from black and ethnic minority communities or with lived experience of a disability – or even both. To this end, we were delighted to finalise the appointments of Paul Marriner and Satya Samal as two new Trustees during the year. Paul and Satya would formally begin as Trustees in the summer of 2021, each bringing their own personal experience in these target areas.

Employee Engagement

United Response acknowledged the resilience and response of the workforce in the face of the unexpected pandemic, and issued an additional but small recognition payment to all staff during the financial year.

Staff engagement and wellbeing have continued to be supported through a range of initiatives during 2020/21. This includes using specialist Wellbeing and Resilience training providers, developing our Mental Health Awareness training and the continued recognition of staff – by way of small hamper packs, weekly shout outs and also engagement competitions through the year.

Engagement to inform and support key strategic considerations such as IT, Diversity and Wellbeing have been supported through our Digital Forum, Diversity Forum and Wellbeing Forum and our regular consultative forum of United Voice. The latter meets on a quarterly basis to discuss staff concerns with senior management. Those in this group are consulted on all policy changes affecting staff so views can be taken into account ahead of decisions which may affect the interests of the charity's widerworkforce.

Engagement pulse surveys have been deployed and reflect continued high levels of engagement despite the pandemic. An insightful home-working survey conducted after the first lockdown affirmed the staff preference, for those who can, to continue a flexible or hybrid style of working beyond the pandemic.

Staff continue to be regularly and systematically given information relating to matters of concern to them as employees. The Chief Executive cascades a regular monthly briefing of the key developments and issues facing the organisation, including financial and economic factors affecting its performance.

Stakeholders and relationships

The relationships forged and held by United Response are the backbone of the organisation's history and future, and are deep-rooted in all of our work on both a regional and national level. Among these are business relationships with local authorities, commissioners, funders and partnering health organisations. No less significant are the ties held with the charity's core stakeholders – the people we support, their families and the wider community.

Maintaining and fostering each of these relationships is a key priority for the charity, its Directors' Team and board. Principal decisions taken by the company during the financial year carefully take into account the importance of these relationships.

Board of Trustees

The trustees who served during the year were as follows:

Chair – Malcolm McCaig
Vice-Chair – David Willis (Chair of Finance and Resources Committee)
Vice-Chair – Helen England (Chair of Operations Committee)
David Aitman (Chair of Audit and Risk Committee) – stepped down in July 2020
Honorary Treasurer - Charles Garthwaite
Bronagh Scott
Alastair Ballantyne
Bill Hodson
Katherine Rake
Mark McLaughlin (Chair of Audit and Risk Committee from July 2020)
Alison Handley
Deborah Tavana
Guy Van Dichele

Directors' Team

United Response is managed by the Directors' Team consisting of the senior paid employees of the organisation.

The Directors' Team is led by the Chief Executive, who reports to the Chair of the Trustees. The Directors' Team through the Chief Executive is responsible for the day to day management and implementation of the strategy approved by the Board and leadership of the organisation, for drawing up and implementing the corporate plan and budget and for proposing any strategic changes not encompassed within the corporate plan. Members of the Directors' Team attend board and sub-committee meetings, to brief the trustees on organisational matters.

The Directors' Team of United Response at 31 March 2021 was:

Chief Executive – Tim Cooper
Director of Quality and Practice Development – Sarah Battershall
Director of Corporate Services – Mark Ospedale
Director of Finance and Company Secretary – Andy Ward
Director of Operations North – Julia Casserly
Director of Operations South – Mike Crowhurst

Reference and Administrative Details

United Response is a Charity registered with the Charity Commission and a company limited by guarantee.

Registered Address & Principal Office	7th Floor, Knollys House 17 Addiscombe Road Croydon London CR0 6SR
Telephone	0208 016 5678
Website	www.unitedresponse.org.uk
Email	info@unitedresponse.org.uk
Twitter	@unitedresponse
Facebook	facebook.com/UnitedResponse
Charity Registration Number	265249
Company and VAT Number	01133776 / GB317764974

Bankers	Lloyds Bank 3rd Floor 25 Gresham Street London EC2V 7HN	HSBC 1 Centenary Square Birmingham B1 1HQ
	Barclays Bank 1 Churchill Place London E14 5HP	
Auditors	Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW	
Solicitors	Capsticks 1 St George's Road London SW19 4DR	Trowers and Hamlins LLP 3 Bunhill Row London EC1Y 8YZ
	Bates Wells 10 Queen Street Place London EC4R 1BE	Brabners LLP Horton House Exchange Flags Liverpool L2 3YL
Insurance Brokers	Marsh UK Ltd 39 Kings Hill Avenue West Malling, ME19 4ER	

Trustees' Responsibility Statement

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

Company law requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

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

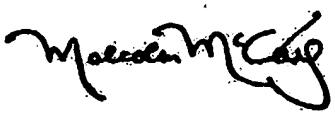
The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as each of the trustees of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each trustee has taken all of the steps that he/she should have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Auditors

A resolution to re-appoint Crowe U.K. LLP as auditors will be proposed at the annual general meeting.

Approved by the Board of Trustees of United Response on 13th October 2021 including, in their capacity as company directors, the strategic report contained therein, and signed on its behalf by:



Malcolm McCaig
Chair

Independent Auditor's Report to the Members of United Response

Opinion

We have audited the financial statements of United Response ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2021 which comprise the Group Statement of Financial Activities, the Group and Company Balance Sheets, the Group Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2021 and of the group's income and expenditure, for the year thenended;
- 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 Act2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 29, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit

procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

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

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

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Tim Redwood
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor

London

20 October 2021

United Response
Consolidated Statement of Financial Activities
For the year ended 31 March 2021

(incorporating a consolidated income and expenditure account)

	Notes	Unrestricted Funds 2021 £'000	Restricted Funds 2021 £'000	Total Funds 2021 £'000	Unrestricted Funds 2020 £'000	Restricted Funds 2020 £'000	Total Funds 2020 £'000
Income from:							
Donations and legacies	2	106	161	**267**	381	147	528
Charitable activities	4	95,286	1,311	**96,597**	93,392	-	93,392
Investments	3	37	-	**37**	139	-	139
Other	3	-	-	-	297	-	297
Total income		**95,429**	**1,472**	**96,901**	**94,209**	**147**	**94,356**
Expenditure on:							
Raising funds	5	216	-	**216**	244	-	244
Charitable activities	5	93,871	1,088	**94,959**	92,641	46	92,687
Total expenditure		**94,087**	**1,088**	**95,175**	**92,885**	**46**	**92,931**
Net surplus on operations	7	**1,342**	**384**	**1,726**	**1,324**	**101**	**1,425**
Transfers between funds	19	-	-	-	-	-	-
Net movement in funds		**1,342**	**384**	**1,726**	**1,324**	**101**	**1,425**
Reconciliation of funds:							
Total funds at 1 April 2020		25,628	1,334	**26,962**	24,304	1,233	25,537
Total funds at 31 March 2021	16	**26,970**	**1,718**	**28,688**	**25,628**	**1,334**	**26,962**

The notes on pages 36 to 54 form part of these accounts.

All the above results are derived from continuing activities. All gains and losses recognised in the year are included above.

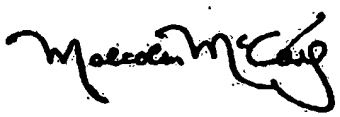
United Response
Consolidated and Charity Balance Sheets
As at 31 March 2021

	Notes	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Fixed Assets					
Intangible assets	10	-	3	-	3
Tangible assets	11	**5,623**	5,478	**5,621**	5,475
Investments	12	**18,267**	11,244	**18,267**	11,244
Total fixed assets		**23,890**	**16,725**	**23,888**	**16,722**
Current Assets					
Stocks		**52**	6	**51**	5
Debtors	13	**10,114**	12,349	**6,276**	9,431
Cash at bank and in hand		**7,909**	9,121	**7,887**	9,084
Total current assets		**18,075**	**21,476**	**14,214**	**18,520**
Creditors - amounts falling due within one year	14	**(12,864)**	(10,734)	**(9,005)**	(7,778)
Net current assets		**5,211**	**10,742**	**5,209**	**10,742**
Total assets less current liabilities		**29,101**	**27,467**	**29,097**	**27,464**
Provisions for liabilities	15	**(413)**	(505)	**(413)**	(505)
TOTAL NET ASSETS	16	**28,688**	**26,962**	**28,684**	**26,959**
FUNDS OF THE CHARITY:					
Restricted Funds					
Restricted funds	17	**1,526**	1,138	**1,526**	1,138
Restricted property fund	18	**192**	196	**192**	196
Total restricted funds		**1,718**	**1,334**	**1,718**	**1,334**
Unrestricted Funds					
General Funds	19	**20,275**	19,075	**20,271**	19,072
Designated funds	19	**6,695**	6,553	**6,695**	6,553
Total unrestricted funds	19	**26,970**	**25,628**	**26,966**	**25,625**
TOTAL CHARITY FUNDS	16	**28,688**	**26,962**	**28,684**	**26,959**

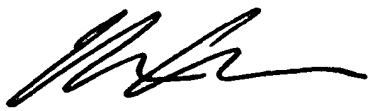
The notes on pages 37 to 55 form part of these accounts.

The surplus for the financial year, dealt within the financial statements of the parent charity, with company number 1133776, was £1,726,000 (2020 - £1,425,000) after gift aid from subsidiaries.

These financial statements were approved by the board and authorised for issue on 13 October 2021.



Malcolm McCaig - Chair



Charles Garthwaite - Treasurer

United Response
Consolidated Statement of Cashflows
For the year ended 31 March 2021

	Notes	2021 £'000	2020 £'000
Cash flows from operating activities:			
Net cash generated in operating activities	A	**6,220**	**1,850**
Cash flows from investing activities			
Dividends and interest from investments		**37**	139
Proceeds from the sale of property, plant and equipment		**-**	-
(Decrease) / increase in property, plant and equipment		**(446)**	(194)
(Decrease) / increase in cash held for reinvestment		**(7,023)**	3,913
Net cash generated / (used) in investing activities		**(7,432)**	**4,482**
Change in cash and cash equivalents in the reporting period		**(1,212)**	6,332
Cash & cash equivalents at the beginning of the reporting period		**9,121**	2,789
Cash and cash equivalents at the end of the reporting period	B	**7,909**	**9,121**

A. Reconciliation of net income to net cash flows from operating activities

Net income for the reporting period (as per the Statement of Financial Activities)	**1,726**	1,425
Adjustments for:		
Depreciation and amortisation charges	**272**	448
Returns on investments	**-**	-
Dividends and interest from investments	**(37)**	(139)
(Gain) / loss on sale of fixed assets	**32**	(297)
Decrease / (increase) in stocks	**(46)**	1
Decrease / (increase) in debtors	**2,235**	(2,300)
Increase / (decrease) in creditors	**2,130**	2,674
Increase / (decrease) in provisions	**(92)**	38
Net cash provided by operating activities	**6,220**	**1,850**

B. Analysis of cash and cash equivalents

Cash in hand	**74**	65
Cash at bank	**7,835**	9,056
Total cash and cash equivalents	**7,909**	**9,121**

The notes on pages 37 to 55 form part of these accounts.

Net cash generated in operating activities includes Government funding for the pandemic.

United Response
Notes to the Accounts for the year ended 31 March 2021

Charity Information

United Response is a public benefit entity registered as charity in England and Wales and a company limited by guarantee.
It was incorporated on 11 September 1973 (company number: 1133776) and registered as a charity on 2 October 1973 (charity number: 265249) and in Isle of Man 10 August 2010 (charity number: 1062).
The address of the registered office is 7th Floor - Knollys House, 17 Addiscombe Road, Croydon, London, England, CR0 6SR.

1. Accounting Policies

a) Basis of preparation

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.
The financial statements have been prepared in accordance with the second edition of the Charities Statement of Recommended Practice issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.
The charity has taken advantage of the exemptions in FRS 102 from the requirements to present a charity only Cash Flow Statement and certain disclosures about the charity's financial instruments.
The charity constitutes a public benefit entity as defined by FRS 102.

b) Group financial statements

These financial statements consolidate the results of the charity and its wholly owned subsidiaries: United Response Services Limited, United Response in Business Limited and Robert Owen Communities (dormant) and are referred to as "the Group".
A separate statement of financial activities and income and expenditure account are not presented for the charity itself following the exemptions afforded by section 408 of the Companies Act 2006.

c) Preparation of the accounts on a going concern basis

We have set out in this report a review of United Response's financial performance, the reserves position and principal risks and uncertainties.
Based on the assessment of these, United Response considers its position to be strong to continue its focus on the services it provides. Our good relationships with key funders, a proven ability to retain and secure new services, combined with strong liquidity and sufficient reserves underline this.
United Response's liquidity is evident in review of the consolidated reserves which stand at £27.0m (2019/2020 - £25.6m) and £20.1m as free reserves (2019/20 - £19.1m), of which almost all is held as cash. Cash holdings were maintained in respect to the uncertainty of the sleep-ins case. The ruling on this in March 2021 has effectively freed up reserves that may have been needed in the case of an adverse ruling. Trustees will review the investment policy going forward.
United Response's free reserves continue to be considered sufficient to provide cover for any short term unexpected changes in income and expenditure. Covid 19 has been an example of how the organisation has been able to endure, whilst still providing required levels of service.

1. Accounting Policies (continued)

c) Preparation of the accounts on a going concern basis (continued)

Notwithstanding the pandemic, performance to date has been robust in terms of income generation and also cost control.
The trustees therefore have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future being at least twelve months from the date of approval of these financial statements and are not aware of any other material uncertainties which may adversely affect the organisation. Accordingly, the financial statements continue to be prepared on the going concern basis.

d) Critical accounting judgements and key sources of uncertainty

In the application of the charity's accounting policies, trustees are required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors considered to be relevant. Actual results may differ from these estimates.
The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects the current and future periods.

The following matters contain assumptions concerning the future, or estimation affecting assets and liabilities at the balance sheet date, that may result in a material adjustment to their carrying amounts in the next financial year:

Note 3 & 14 Income and other creditors - Government funding - Covid 19
Note 13 Debtors - Accrued income and Doubtful Debt provision
Note 15 Provisions - Dilapidations

In the view of the trustees, other than those matters disclosed above, there are no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date likely to result in a material adjustment to their carrying amounts in the next financial year.

e) Income

Any funds received are accounted for as income when United Response can meet the following recognition criteria: it has entitlement, there is probability (more likely than not) that it will be received, and the monetary value can be measured with sufficient reliability.
Sources of funds include Charitable contractual income, Grants, Legacies, Gifts in kind/Donation and investment income. Any funds received in advance are deferred until the contracted service has been provided at which point United Response is entitled to record it.
Where there are terms or conditions attached to incoming funds, particularly grants, then these terms or conditions must be met before the income is recognised. Where terms or conditions have not been met or uncertainty exists as to whether they can be met then the relevant income is not recognised in the year but deferred and shown on the balance sheet as deferred income.
Grants are recognised on the performance model, when the charity has complied with any conditions attaching to the grant and the grant will be received. The grant in connection to the job retention scheme has been recognised in the period to which the underlying furloughed staff costs relate to. See Note 4 for revenues recorded related to additional Government grants and funding for the pandemic.

1. Accounting Policies (continued)

f) Expenditure

Costs of raising funds are those costs incurred in attracting voluntary income. Charitable activities include expenditure associated with the provision of support to people with learning disabilities or mental health needs and include both the direct and support costs relating to these activities. Governance costs are primarily associated with constitutional and statutory requirements. Where support costs cannot be directly attributed to one of the charity's activities they have been allocated on the basis of estimated time spent.

g) Operating leases

Rental costs under operating leases are charged to the statement of financial activities on a straight line basis over the period.

h) Pension schemes

United Response operates a non-contributory stakeholder pension scheme for eligible staff members. Current employer's contributions amount to 3% of pensionable earnings. The charity also contributes to the NHS pension scheme, the West Yorkshire Pension Fund and the Nottinghamshire County Council Pension Fund in respect of staff members who have transferred from other employers. These are defined benefit schemes which we account for as defined contribution schemes as it is difficult to identify the charity's share of the underlying assets and liabilities; we hold £100,000 in reserve relating to these schemes should we be required to supplement our contributions.

i) Intangible fixed assets

Computer software costs have been capitalised within intangible assets as they can be identified with a specific project anticipated to produce future benefits. Once brought into use, they are amortised on the straight line basis over four years.

j) Tangible fixed assets and depreciation

Tangible fixed assets costing more than £2,000 are capitalised and shown at cost. Depreciation has been charged to write off all fixed assets, except for freehold land, over their estimated useful lives, at the following rates:-

Freehold buildings and improvements	2% to 25% on cost
Leasehold buildings	over period of lease
Furniture and equipment	25% on cost
Motor vehicles	25% on cost

k) Financial instruments

United Response has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise overdrafts and trade and other creditors.

Investments, including bonds held as part of an investment portfolio, are held at fair value at the balance sheet date, with gains and losses being recognised within income and expenditure. These are detailed in note 12 to these accounts. Investments in subsidiary undertakings are held at cost less impairment.

1. Accounting Policies (continued)

l) Investments

All investments held are included in the balance sheet at market value. All investments currently held are in cash deposits with UK clearing banks to ensure adequate security and liquidity is maintained.

m) Stock

All stock is held at the lower of cost and net realisable value.
Since 2016, stock holdings included farm stock from the Robert Own Communities (ROC) acquisition and small supplies for the Café.

As a result of the pandemic, stock now includes holdings of Personal Protective Equipment (PPE) in a privately managed distribution warehouse. Once PPE is distributed to the services, it is recorded as an expense.

n) Provisions

United Response has commitments to make good dilapidations and carry out repairs under various property leases. A provision is made for all leased properties that may be subject to a potential dilapidation charge and is based on the experience of recent actual costs incurred when vacating

o) Funds

Income received subject to specific conditions imposed by the donor is included in restricted funds. Revenue expenditure is allocated against these funds as incurred. Restricted funds which have financed fixed assets are reduced by amounts equivalent to any depreciation charge over the expected useful lives of the assets concerned. The analysis of restricted funds is shown in note 17 to the accounts.

p) Cash at bank and in hand

Liquid resources are defined as cash at bank and in hand immediately available to meet working capital needs. Other cash not required for working capital requirements are classified as investments.

2. Analysis of Donations and Legacies	Total 2021 £'000	Total 2020 £'000
Donations from trusts		
Clothworkers' Foundation	35	35
Trafford Housing Trust	35	-
The Morrison Foundation	18	-
Feoffees St Michael	10	-
The Purey Cust Trust	10	-
MJB Charitable Trust	5	-
Groundwork Trust	2	12
People's Postcode	-	13
Other	9	14
Total donations from trusts	124	74
Legacies		
- Mr R. E. Bousell	37	60
- Mrs J. M. Rowe	-	200
- Other	4	7
Total donations from legacies	41	267
Other donations, legacies and voluntary income	143	454
Total donations and legacies	267	528

3. Analysis of Income from Investments and Other Activities		
Investment income is made up as follows:	2021 £'000	2020 £'000
Bank interest	37	139
Total investment income	37	139

Other income is made up as follows:	2021 £'000	2020 £'000
Gain on sales of fixed assets	-	297
Other income	-	297

4. Analysis of Income from Charitable Activities

	Contractual Income £'000	Grants £'000	Trading Income £'000	Total 2021 £'000	Total 2020 £'000
Learning disability residential services	12,821	19	-	**12,840**	12,298
Learning disability supported living services	70,524	103	181	**70,808**	72,702
Government funding -Covid 19	1,421	1,668	-	**3,089**	-
Other learning disability services	6,400	-	-	**6,400**	4,323
Mental health services	2,414	-	-	**2,414**	2,562
Employment Opportunities - People We Support	989	32	25	**1,046**	1,507
Total income from charitable activities	**94,569**	**1,822**	**206**	**96,597**	**93,392**

Government funding for Covid 19 related to uplifts and premiums on existing contractual service agreements which included £1,311,000 of Grants with restrictions.
Contractual income includes £65,094 (2019/20 - £65,094) in respect of contracts with the Isle of Man Government.

Contractual income is made up as follows:	2021 £'000	2020 £'000
Income from statutory authorities	**89,168**	87,836
Income from people we support and other sources	**5,401**	4,955
Total contractual income	**94,569**	**92,791**

Grant income is made up as follows:	2021 £'000	2020 £'000
Government funding -Covid 19	**1,362**	-
Government funding - Furlough	**306**	-
Skills for care	**121**	56
Grants to support employment (various)	**33**	65
Total grant income	**1,822**	**121**

Government funding for Covid 19 grants consisted of mainly Infection Control Grants. Furlough was also received for employees unable to perform their work. For details on the other grants, see note 17.

5. Analysis of Total Expenditure

	Direct Costs £'000	Support Costs £'000	Total 2021 £'000	Total 2020 £'000
Raising funds	**202**	**14**	**216**	**244**
Charitable activities				
Learning disability residential services	11,012	1,009	**12,021**	11,573
Learning disability supported living services	64,369	9,674	**74,043**	72,617
Other learning disability services	4,161	428	**4,589**	3,908
Mental health services	2,154	707	**2,861**	3,043
Employment Opportunities - People We Support	974	106	**1,080**	1,237
Governance costs	365	-	**365**	309
	83,035	**11,924**	**94,959**	**92,687**
Total resources expended	**83,237**	**11,938**	**95,175**	**92,931**

Included in Charitable activities is £1,041,000 which is identified as spend in relation to Covid 19.
Other learning disability services includes total expenditure of £36,257 (2019/20 - £40,149) in respect of contracts with the Isle of Man Government.

6. Analysis of Support Costs

	2021 £'000	2020 £'000
Regional support and training	**5,249**	6,478
Service development and quality	**882**	834
Communication and policy	**433**	400
Financial, HR and legal	**3,318**	3,491
Information Technology	**1,608**	1,581
General management	**434**	460
Total support costs	**11,924**	**13,244**

Support costs have been allocated to activities on the basis of estimated time spent.

7. Net Surplus on Operations for the Year

This is stated after charging:	2021 £'000	2020 £'000
Depreciation and amortisation	**272**	448
Auditors' remuneration including VAT	**53**	51
Other fees paid to Auditors including VAT	**3**	32
Amounts paid under operating leases		
- Land and buildings	**1,464**	1,440
- Motor vehicles	**219**	211

8. Trustee benefits and expenses

No remuneration was paid to trustees. A total of £298 was paid to two trustees during the year (2019/20 - £3,882 paid to 6 trustees). The expenses reimbursed to trustees cover travel and subsistence costs only. Indemnity insurance is provided for the trustees as part of the overall management liability policy, the total premium paid during the year amounted to £17,259 (2019/20 - £11,157).

9. Staff Costs

Total staff costs for the year were as follows:	**2021 £'000**	**2020 £'000**
Wages and salaries	**68,954**	65,332
Social security costs	**5,508**	5,142
Pension contribution costs	**1,642**	1,951
Total	**76,104**	**72,425**

Wages and salaries includes £94,000 (2019/20 - £337,000) of redundancy and termination payments which were paid out in accordance with our redundancy policy and legal requirements.

Average number of staff employed	**2021 Number**	**2020 Number**
Direct charitable activities	**3,387**	3,367
Support and governance	**241**	254
Generating voluntary income	**4**	3
Total	**3,632**	**3,624**

Number of employees whose remuneration (including taxable benefits) exceeded £60,000 during the year	**2021 Number**	**2020 Number**
£60,000 - £70,000	**14**	6
£70,001 - £80,000	**1**	3
£80,001 - £90,000	**1**	1
£90,001 - £100,000	**2**	2
£100,001 - £110,000	**2**	2
£110,001 - £120,000	**-**	2
£120,001 - £130,000	**-**	1
£140,001 - £150,000	**1**	-
Total	**21**	**17**

Total pension contributions outstanding at the year end were £348,000 (2020 - £308,000).

Executive Team Remuneration	**2021 £'000**	**2020 £'000**
Total pay and benefits of the Senior Executive Team	**765**	807

The Executive Team consists of the Chief Executive, Director of Finance, Director of Operations North, Director of Operations South, Director of Quality and Practice Development, and the Director of Corporate Services.

10. Intangible Fixed Assets

	2021 £'000	2020 £'000
Cost		
1 April 2020	**425**	425
Additions	**-**	-
Disposals	**(16)**	-
31 March 2021	**409**	**425**
Amortisation		
1 April 2020	**422**	363
Charge for the year	**3**	59
Disposals	**(16)**	-
31 March 2021	**409**	**422**
Net Book Values (Charity & Group)		
2021	**-**	**3**

Intangible assets relate to capitalisation of computer software costs.
During the year, disposals of £16,267 related to old assets with a net book value of zero, confirmed as no longer being used by the group.

11. Tangible Fixed Assets

	Freehold property £'000	Leasehold property £'000	Furniture & equipment £'000	Motor vehicles £'000	Total £'000
Cost					
1 April 2020	6,154	1,146	2,288	48	**9,636**
Additions	50	161	227	8	**446**
Disposals	(119)	(38)	(503)	(4)	**(664)**
31 March 2021	**6,085**	**1,269**	**2,012**	**52**	**9,418**
Depreciation					
1 April 2020	1,309	784	2,020	45	**4,158**
Charge for the year	105	79	82	3	**269**
Disposals	(119)	(38)	(471)	(4)	**(632)**
31 March 2021	**1,295**	**825**	**1,631**	**44**	**3,795**
Net Book Value (Group)					
2021	**4,790**	**444**	**381**	**8**	**5,623**
2020	4,845	362	268	3	**5,478**
Net Book Value (Charity)					
2021	**4,790**	**444**	**379**	**8**	**5,621**
2020	4,845	362	265	3	5,475

Freehold property includes a property with a net book value of £192,000 (2019/20 - £196,000) which is subject to the restrictions set out in note 18.
During the year, disposals included items to the value of £507,369 that had a net book value of zero, confirmed as no longer being used by the group.

12. Fixed Asset Investments

	2021 £'000	2020 £'000
Market value at beginning of year	**11,244**	15,157
Purchases at cost	**-**	-
Disposals at book value	**-**	-
Increase / (decrease) in cash held for reinvestment	**7,023**	(3,913)
Market value at end of year	**18,267**	**11,244**

The market value of investments was made up as follows:-

	2021 £'000	2020 £'000
The market value and location of investments is as follows:		
In the UK - Interest bearing deposits	**18,267**	11,244
Total investments	**18,267**	**11,244**

13. Debtors

	Group		Charity	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Trade debtors	8,163	9,627	2,960	4,293
Amounts owed by group & associated undertakings	-	-	2,020	4,063
Prepayments	528	437	528	437
Accrued income	1,045	2,088	391	441
Other debtors	378	197	377	197
Total	**10,114**	**12,349**	**6,276**	**9,431**

Trade debtors are stated net of a general doubtful debt provision based on the age of debts of £924,000 (2019/20 - £829,000).
Accrued income is an estimate of income earned but not yet invoiced.

14. Creditors - Amounts Falling Due Within

	Group		Charity	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Trade creditors	1,178	1,183	1,178	1,180
Accruals	4,311	3,219	4,251	3,209
Deferred income	1,372	1,247	781	766
Taxation and social security	3,038	3,511	346	1,056
Other creditors	2,965	1,574	2,449	1,567
Total	**12,864**	**10,734**	**9,005**	**7,778**

All deferred income as at 31 March 2020 was released during the year.
Other creditors at March 2021 includes Government funding for Covid 19 for which United Response must first ensure it's entitled to before recognising as income.

15. Provision for Liabilities and Charges

	Provision for Dilapidations 2021	Total Provision 2021	Total Provision 2020
	£'000	£'000	£'000
Opening balance	505	505	467
Utilised in year	(92)	(92)	(22)
Released unused during the year	-	-	-
Additional amount provided	-	-	60
Closing balance	**413**	**413**	**505**

The provision for dilapidations provides for the cost of repairs arising as a result of obligations under property leases.

16. Analysis of Net Assets between Funds

	General Funds £'000	Designated Funds £'000	Total Unrestricted Funds £'000	Restricted Funds £'000	2021 Total Funds £'000
Tangible fixed assets	-	5,284	5,284	339	**5,623**
Investments	18,267	-	18,267	-	**18,267**
Current assets	15,285	1,411	16,696	1,379	**18,075**
Current liabilities	(12,864)	-	(12,864)	-	**(12,864)**
Provisions for liabilities & charges	(413)	-	(413)	-	**(413)**
Total net assets 31 March 2021	**20,275**	**6,695**	**26,970**	**1,718**	**28,688**

2020 Comparative Disclosures

	General Funds £'000	Designated Funds £'000	Total Unrestricted Funds £'000	Restricted Funds £'000	2020 Total Funds £'000
Intangible fixed assets	-	3	3	-	3
Tangible fixed assets	-	5,139	5,139	339	5,478
Investments	11,244	-	11,244	-	11,244
Current assets	19,070	1,411	20,481	995	21,476
Current liabilities	(10,734)	-	(10,734)	-	(10,734)
Provisions for liabilities & charges	(505)	-	(505)	-	(505)
Total net assets 31 March 2020	**19,075**	**6,553**	**25,628**	**1,334**	**26,962**

17. Restricted Funds

	Balance 31 March 2020 £'000	Transfers £'000	Income £'000	Expenditure £'000	Balance 31 March 2021 £'000
Time For You	15	-	-	-	**15**
Cornwall Supported Employment	3	-	-	-	**3**
Carers' Project	98	-	-	-	**98**
North East Division	88	-	26	-	**114**
South West Division	28	-	7	(1)	**34**
South East Division	174	-	39	(18)	**195**
North West Division	84	-	51	(2)	**133**
COVID-19 Funding	-	-	1,311	(1,040)	**271**
Devon	184	-	38	(22)	**200**
Other restricted funds	125	-	-	-	**125**
Subtotal	**799**	**-**	**1,472**	**(1,083)**	**1,188**
Represented by tangible fixed assets:					
North East Division	2	-	-	-	**2**
South West Division	140	-	-	-	**140**
South East Division	1	-	-	-	**1**
North West Division	8	-	-	-	**8**
Devon (formerly ROC)	188	-	-	-	**188**
Total excluding restricted property fund	**1,138**	**-**	**1,472**	**(1,083)**	**1,527**
Restricted property fund (see note 18)	196	-	-	(4)	**192**
Total	**1,334**	**-**	**1,472**	**(1,087)**	**1,719**

17. Restricted Funds (continued)

The purposes of the principal funds shown above are as follows:

Time for You - this is a grant from Ipswich Borough Council in relation to the Suffolk Short Break Demonstrator Project, involving the provision of support to family carers of people with learning disabilities. The grant was originally awarded to Ipswich Council for Voluntary Service, but was transferred to United Response during 2012.

Cornwall Supported Employment - this service provides support to enable people with learning disabilities to secure paid employment working with many partners including Working Links, PLUSS, Prospects, Cornwall College and the Employment and Skills Board. Funding sources include the DWP, the Skills Funding Agency, the European Social Fund and various independent capacity-building grants.

Carers' Project - this is a project, funded by a donation from the David Lambert Trust, designed to provide respite for the family carers of young adults with severe mental health problems, working in partnership with the local PCT, prior to disbanding in 2011. We are now exploring alternative ways of taking it forward, working with other statutory agencies.

North West Division - the income and expenditure relate principally to grants provided to support our supported employment work in Greater Manchester. Grants have also been provided by Knowsley MBC and Wigan MBC to enable us to develop employment and social opportunities for people with autism.

COVID-19 Funding - the income and expenditure relate principally to grants provided to support our activities during the Covid 19 pandemic. United Response is in the process of confirming the status of remaining restricted amount to ensure it has only retained funds it is fully entitled to due to costs incurred from the pandemic.

Devon - in 2016 United Response merged with Robert Owen Communities and this fund represent the balance of restricted funds acquired at that time and the net movement in restricted revenue funds since.

Funds represented by tangible fixed assets - these funds relate mainly to improvements to properties, including houses owned by United Response in West Sussex and Devon and leased in Suffolk, Essex and Kent.

17. Restricted Funds (continued)

2020 Comparative Disclosures

	Balance 31 March 2019 £'000	Transfers £'000	Income £'000	Expenditure £'000	Balance 31 March 2020 £'000
Time For You	15	-	-	-	15
Cornwall Supported Employment	3	-	-	-	3
Carers' Project	98	-	-	-	98
North East Division	63	-	26	(1)	88
South West Division	29	-	5	(6)	28
South East Division	129	-	67	(22)	174
North West Division	72	-	15	(3)	84
Devon	157	-	34	(7)	184
Other restricted funds	125	-	-	-	125
Subtotal	**691**	-	**147**	**(39)**	**799**
Represented by tangible fixed assets:					
North East Division	2	-	-	-	2
South West Division	140	-	-	-	140
South East Division	3	-	-	(2)	1
North West Division	8	-	-	-	8
Devon (formerly ROC)	189	-	-	(1)	188
Total excluding restricted property fund	**1,033**	-	**147**	**(42)**	**1,138**
Restricted property fund (see note 18)	200	-	-	(4)	196
Total	**1,233**	-	**147**	**(46)**	**1,334**

18. Restricted Property Fund

The restricted property fund represents the value of a freehold property provided by the South East Kent District Health Authority to house a service in Folkestone. The property, which was acquired at no cost to United Response, is registered in the name of the charity and has been included in fixed assets at the cost of acquisition and refurbishment borne by the Health Authority, less depreciation. In the event of the service terminating, United Response has undertaken to transfer the property back to the Health Authority for £nil consideration.

19. Unrestricted Funds

	Balance 31 March 2020 £'000	Transfers during the year £'000	Generated during the year £'000	Balance 31 March 2021 £'000
Property fund	1,061	-	-	**1,061**
Pension fund	100	-	-	**100**
Maintenance fund	250	-	-	**250**
Intangible Fixed Assets	3	(3)	-	**-**
Tangible fixed assets	5,139	145	-	**5,284**
Total designated funds	**6,553**	**142**	**-**	**6,695**
Unrestricted general funds	19,075	(142)	1,342	**20,275**
Total unrestricted funds	**25,628**	**-**	**1,342**	**26,970**

Funds have been designated for the following purposes:-

Property fund - to help fund the purchase of properties to support the development of the charity's activities. These funds are used, reviewed and maintained ongoing.

Pension fund - to cover the potential liability associated with membership of one multi-employer defined benefit local government pension schemes. It cannot be estimated when this will be usitilised.

Maintenance fund - to provide funding for major repairs of properties which the charity has responsibility for. These funds are used, reviewed and maintained ongoing.

Intangible fixed assets - relates to the portion of reserves invested in intangible fixed assets to be used by United Response in its operations.

Tangible fixed assets - relates to the portion of reserves invested in unrestricted tangible fixed assets to be used by United Response in its operations. This increased during the year by £146,000 due to a transfer from unrestricted general funds.

2020 Comparative Disclosures	Balance 31 March 2019 £'000	Transfers during the year £'000	Utilised during the year £'000	Balance 31 March 2020 £'000
Business development fund - general	28	(28)	-	-
IT strategy fund	79	(79)	-	-
Property fund	1,061	-	-	1,061
Pension fund	100	-	-	100
Maintenance fund	250	-	-	250
Intangible Fixed Assets	62	(59)	-	3
Tangible fixed assets	5,648	(509)	-	5,139
Total designated funds	**7,228**	**(675)**	**-**	**6,553**
Unrestricted general funds	17,076	675	1,324	19,075
Total unrestricted funds	**24,304**	**-**	**1,324**	**25,628**

20. Capital commitments

There were no capital commitments in either 2020 or 2021.

21. Operating Lease commitments

	Land and buildings		Vehicles	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Total of future minimum lease payments under non cancellable operating leases:				
within one year	1,038	921	188	176
within two to five years	1,298	1,207	96	119
after five years	126	134	-	-
Total	**2,462**	**2,262**	**284**	**295**

22. Subsidiary Undertakings

All subsidiaries have their registered address as the same as United Response: 7th Floor Knolly's House, 17 Addiscombe Rd, Croydon, CR0 6SR.

In January 2019, United Response Services Limited (URS) was formed as a wholly owned subsidiary of United Response. URS is registered as company number 11788717 and £100 share capital was invested by United Response. On 1st April 2019, the entity commenced trading. United Response Services Limited carries out trading activities with local authorities on behalf of United Response Limited.

United Response has a wholly owned trading subsidiary, United Response in Business Limited, company number 3787676. It was incorporated in Great Britain and carries on trading activities in accordance within the objects of the charity. The purpose of United Response in Business Limited was to provide employment opportunities for people with learning disabilities or mental health needs, and to carry out other activities in support of the charity's work.
The principal activities in 2020 were the operation of a café in York, fulfilment and disability consultancy services and the provision of motor vehicles to people with learning disabilities supported by the charity. This activity was greatly reduced in 2021 by the pandemic and as activities are transferred into the operations of United Response. The intention of the group is to close this seperate entity, hence its accounts are not prepared on a going concern basis.

In 2016 the charity acquired Robert Owen Communities (ROC), a UK charitable company with registered charity number 517845 and company number 02038915. ROC has been dormant since 2019.

The tables overleaf show the impact of the subsidiaries on the results of the Group.

22. Subsidiary Undertakings (continued)

Financial activities of Subsidiaries in 2021	2021 URS £'000	2021 ROC £'000	2021 URIB £'000	2021 Total £'000
Sales revenue	50,206	-	192	50,398
Other income	1,982	-	39	2,021
Total turnover	**52,188**	**-**	**231**	**52,419**
Salaries and wages	-	-	31	31
Other costs	51,151	-	200	51,351
Total operating costs	**51,151**	**-**	**231**	**51,382**
Trading (loss)/profit	**1,037**	**-**	**-**	**1,037**
Gift aid due to parent	(1,037)	-	-	(1,037)
Retained profit / (loss)	**-**	**-**	**-**	**-**
Retained loss brought forward	-	-	(98)	(98)
Retained profit / (loss) carried forward	**-**	**-**	**(98)**	**(98)**
Gross Assets	5,821	-	72	5,893
Gross Liabilities	(5,821)	-	(70)	(5,891)
Total Net Assets	**-**	**-**	**2**	**2**

2020 Comparative Disclosures Financial activities of subsidiaries in 2020	2020 URS £'000	2020 ROC £'000	2020 URIB £'000	2020 Total £'000
Sales revenue	33,056	-	466	33,522
Other income	-	-	27	27
Total turnover	**33,056**	**-**	**493**	**33,549**
Salaries and wages	-	-	112	112
Other costs	32,463	-	381	32,844
Total operating costs	**32,463**	**-**	**493**	**32,956**
Trading (loss)/profit	**593**	**-**	**-**	**593**
Gift aid due to parent	(593)	-	-	(593)
Retained profit / (loss)	**-**	**-**	**-**	**-**
Retained loss brought forward	-	-	(99)	(99)
Retained profit / (loss) carried forward	**-**	**-**	**(99)**	**(99)**
Gross Assets	6,947	-	77	7,024
Gross Liabilities	(6,947)	-	(75)	(7,022)
Total Net Assets	**-**	**-**	**2**	**2**

23. People We Support bank accounts

The charity administers holding bank accounts on behalf of residents for the receipt and payment of the residents' personal allowances. These bank accounts have not been reflected on these financial statements as an asset or liability. The value held at 31 March 2021 was £342,000 (2019/20 - £333,000). The bank accounts are held separately from those of the charity.

24. Transactions with Related Parties

There have been no related party transactions in the year to 31 March 2021 that require disclosure other than transactions with the subsidiary companies, URIB, ROC, URS and UR's trustees. Transactions with URIB, ROC and URS are set out below and those with the trustees are disclosed under note 8 of the accounts.

In 2020/21, the charity charged URIB with management fees totalling £0 (2019/20 - £22,000). Last year this was calculated as the estimated time devoted to URIB on a percentage basis of salaries including National Insurance and pension contributions.

In 2020/21, the charity paid £50,000 of vehicle costs on behalf of URiB (2019/20 - £0).

In 2020/21, the charity provided grants to URIB totalling £38,610 (2019/20 - £27,253). This is to cover the losses made by URIB and payments by statutory bodies for people we support on placements at the trading café. These payments are made to the charity and paid over to URIB.

In 2020/21, URIB charged the charity £30 (2019/20 - £1,000) in respect of services provided.

As at 31/03/2021, the charity owed URiB £5,873 (2019/20 - URiB owed the charity £49,150).

In 2020/21, the charity charged URS £51,144,000 (2019/20 - £32,458,000) in respect of the delivery of operational services.
In 2020/21, URS paid the charity £54,453,000 (2019/20 - £32,977,000) of monies collected on invoices settled.

In 2020/21, under a deed of covenant, URS will make a gift aid payment to the charity of £1,037,000 (2019/20 - £593,000). Payment will be made to the parent charity during the 9 months following the relevant reporting date.

As at 31/03/2021, URS owed the charity £2,037,000 (2019/20 - £4,014,000).

25. Consolidated Statement of Financial Activities for the year ended 31 March 2020

(incorporating a consolidated income and expenditure account)

	General Funds 2020 £'000	Designated Funds 2020 £'000	Unrestricted Funds 2020 £'000	Restricted Funds 2020 £'000	Total Funds 2020 £'000
Income from:					
Donations and legacies	381	-	381	147	528
Charitable activities	93,392	-	93,392	-	93,392
Investments	139	-	139	-	139
Other	297	-	297	-	297
Total income	**94,209**	**-**	**94,209**	**147**	**94,356**
Expenditure on:					
Raising funds	244	-	244	-	244
Charitable activities	92,641	-	92,641	46	92,687
Total expenditure	**92,885**	**-**	**92,885**	**46**	**92,931**
Net deficits on operations	**1,324**	**-**	**1,324**	**101**	**1,425**
Net losses on investments	-	-	-	-	-
Net income/(expenditure) before transfers	**1,324**	**-**	**1,324**	**101**	**1,425**
Transfers between funds	675	(675)	-	-	-
Net movement in funds	**1,999**	**(675)**	**1,324**	**101**	**1,425**
Reconciliation of funds:					
Total funds at 1 April 2019	17,076	7,228	24,304	1,233	25,537
Total funds at 31 March 2020	**19,075**	**6,553**	**25,628**	**1,334**	**26,962**