



Being supported by  
United Response has  
been amazing because  
I can live a better life.

Sophie, person we support

# Introduction from Malcolm McCaig



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

**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

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.





# Our year in numbers

53%

of people supported through our employment programmes moved onto work



3,000

people supported



129

partnerships with local authorities



£319,000

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

126,000

visits to our website



654

pieces of press coverage secured

4,030,709

hours of care and support delivered by our dedicated team

1,009,051

views of our social media posts

121

students at ROC College across the academic year 2024/25



# 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

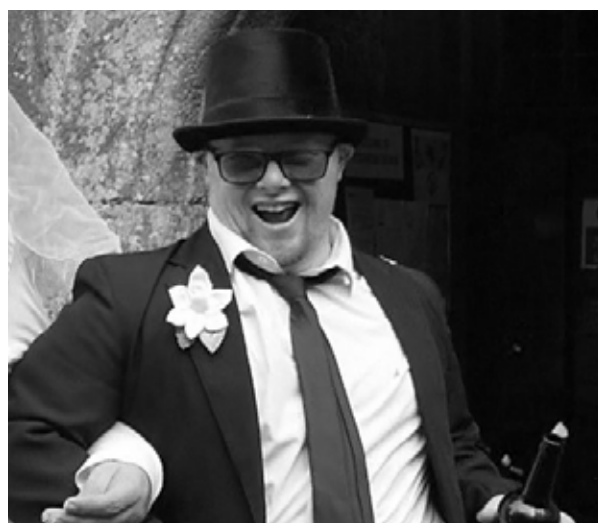
United Response  
is like friendship,  
like family.

Calvin, Devo

# esponse



# 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 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.**

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".





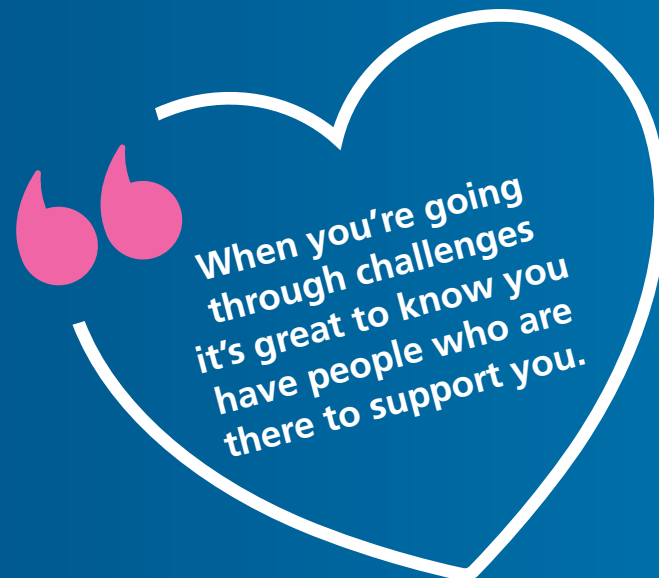
## Rhys's story

# I make healthy choices



**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.



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

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.







# 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%.







“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.



I've got the best job  
in the world. I'm free  
to try new ideas.

Lauren,  
Staff

## 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.







## 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.

“United Response  
makes me happy.”

Cheryl,  
person we support





Looking at photos of me when I was really big reminds me of times when I was sad. I love my life now and want people to know that.

David, person we support

## 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.	<p>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:</p> <ul style="list-style-type: none"><li>■ I am connected</li><li>■ I have relationships</li><li>■ I have choice</li><li>■ I have strengths</li><li>■ I am respected</li></ul>





Staff treat us with respect,  
speaking to us as people.  
The support our daughter  
receives is 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
<p><b>Communities we work in and potential people we support</b></p>	<p>We work with 129 local authorities providing support for people who have learning disabilities, are autistic or who need mental or physical support needs.</p> <p>We reach the communities we work by:</p> <ul style="list-style-type: none"> <li>■ Engaging with local partners including, the NHS, other support providers, local groups</li> <li>■ Social media and digital marketing</li> <li>■ Through our campaigning and media work to improve the social care sector, reduce stigma and challenge negative stereotypes</li> <li>■ We share our practice resources with others in the UK</li> <li>■ Producing accessible and Easy Read information and guidance</li> </ul> <p>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.</p>	<p>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.</p> <p>We work with our partners and funders so people can gain access to high quality services and support.</p> <p>We are recognised as experts in producing accessible information and are often commissioned to produce Easy Read translations.</p>





“The most rewarding part of my job is seeing the people I support reach their potential.”

Janette, staff



Stakeholder	How we engage	Our aims
Our funders	<p>We reach our funders in a variety of ways:</p> <ul style="list-style-type: none"> <li>■ We hold long-standing, positive relationships with our funders meaning we work closely together on any relevant issues</li> <li>■ We provide opportunities for our funders to visit our services and events</li> <li>■ We seek feedback from our funders through surveys and use feedback and insights on our performance to help develop our offer.</li> <li>■ We provide reports and updates about the projects that our funders support.</li> </ul>	<p>United Response gains funding from a variety of sources to deliver our services and activities, including from:</p> <ul style="list-style-type: none"> <li>• Local authorities</li> <li>• NHS trusts</li> <li>• Trusts and Foundations</li> <li>• Individual Giving</li> </ul>
Our regulators	<p>We ensure that we comply and engage with our regulators by:</p> <ul style="list-style-type: none"> <li>■ Compiling and submitting timely reports and returns</li> <li>■ Self-reporting when necessary</li> <li>■ Being prompt with any requests for information</li> <li>■ Meeting with our regulators and updating them on our performance</li> </ul>	<p>We maintain strong governance and compliance with our regulators, which includes:</p> <ul style="list-style-type: none"> <li>• CQC</li> <li>• CIW</li> <li>• Ofsted</li> <li>• The Charity Commission</li> <li>• Companies House</li> </ul>
Our staff	<p>We engage, reward and recognise our staff in a number of ways:</p> <ul style="list-style-type: none"> <li>■ Providing learning and development opportunities</li> <li>■ Focusing on improving our culture and equality, diversity and inclusion</li> <li>■ Recognising staff through our UR Stars awards scheme</li> <li>■ Listening to staff through our staff forum, United Voice, and improving two-way internal communication.</li> </ul>	<p>We aim to recruit and retain a skilled workforce who are signed up to our vision, mission and our values.</p>



## Risks and how we manage them

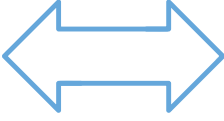
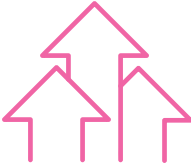
We apply a structured and proactive approach to risk management, ensuring that key risks are identified, assessed and addressed at the appropriate level of the organisation.

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

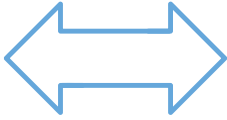
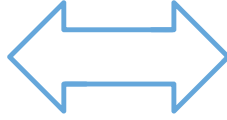
decision-making by clarifying the level of risk we are prepared to accept in pursuit of our objectives, helping to balance innovation with control.

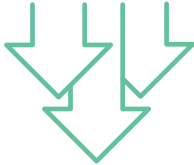
To assure that risks are being effectively managed, we deliver a comprehensive annual plan of assurance activity, including a targeted programme of internal audits aligned to our strategic priorities and risk profile. This is complemented by regular reviews of risk registers, deep dives into priority 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
<p><b>Safeguarding</b></p> <p>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.</p> <p>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.</p>	 <p>Stable</p>	<ul style="list-style-type: none"><li>■ 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.</li><li>■ We have commissioned an independent safeguarding review</li><li>■ We have escalated the safeguarding risk in our risk register to retain continuous oversight</li><li>■ We have reviewed and improved a number of our safeguarding related processes including complaints, incidents and digital reporting.</li></ul>
<p><b>Financial sustainability</b></p> <p>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).</p> <p>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.</p>	 <p>Worsened</p>	<ul style="list-style-type: none"><li>■ 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</li><li>■ We continue to hold ongoing negotiations with local authorities for new and renewed contracts. The viability of our contracts is reviewed consistently</li><li>■ We run a proactive programme of financial performance monitoring</li><li>■ We have enhanced our focus on financial controls and processes</li><li>■ We have undertaken some organisational reshaping in appropriate areas.</li></ul>



Description of risk	Annual trend	How we've mitigated the risk
<p><b>Maintaining the quality of our services</b></p> <p>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.</p>	 <p>Stable</p>	<ul style="list-style-type: none"> <li>■ We have reshaped our organisational Quality function</li> <li>■ We are in the process of developing and embedding a robust quality management framework</li> <li>■ We are continually looking to improve our use of digital care planning</li> <li>■ We have increased use of Internal Audit to provide assurance that our services are operating safely and to a high standard.</li> </ul>
<p><b>Data management</b></p> <p>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.</p> <p>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.</p>	 <p>Stable</p>	<ul style="list-style-type: none"> <li>■ The implementation of our digital care management system is significantly improving data management relating to people we support and our operations</li> <li>■ Ongoing digital improvements and upgrades</li> <li>■ We are working on improved data structures and have recruited specialist staff to manage and oversee key data and processes.</li> </ul>

Description of risk	Annual trend	How we've mitigated the risk
<p><b>Disruption and distraction during transformation</b></p> <p>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.</p>	 <p>Reduced</p>	<ul style="list-style-type: none"> <li>■ We have been strengthening our change management processes to minimise disruption.</li> <li>■ Consistent use of Internal Communications has provided clarity on strategic direction.</li> <li>■ We have been reviewing and adjusting structures to better align with evolving priorities.</li> <li>■ We have been supporting teams through periods of change with targeted leadership engagement.</li> </ul>





# 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.

“  
It's nice having  
people to  
rely on.

Cerys,  
person 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 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 Ratio 2024 1 (full time staff): 0.26 Ton per staff member
- Intensity Ratio 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).



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 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

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

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

## Auditors

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

## Registered address and office

Unit CO.3B Corinthian House  
17 Lansdowne Rd  
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.

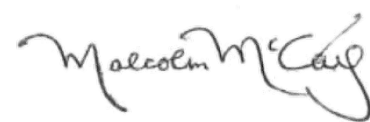
In so far as each of the Trustees of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each trustee has taken all of 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](http://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*

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
<b>Income from:</b>					
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
<b>Total income</b>		<b>106,490</b>	<b>201</b>	<b>106,691</b>	<b>106,508</b>
<b>Expenditure on:</b>					
Raising funds	6	304	-	304	288
Charitable activities	6	106,862	99	106,961	107,333
Other activities	6	762	-	762	1,743
<b>Total expenditure</b>		<b>107,928</b>	<b>99</b>	<b>108,027</b>	<b>109,364</b>
<b>Net deficit on operations</b>		<b>(1,438)</b>	<b>102</b>	<b>(1,336)</b>	<b>(2,856)</b>
Net gain/(loss) on investments	21	23	-	23	166
<b>Net (expenditure)/income before transfers between funds</b>		<b>(1,415)</b>	<b>102</b>	<b>(1,313)</b>	<b>(2,690)</b>
Transfers between funds	21	370	(370)	-	-
<b>Net movement in funds</b>		<b>(1,045)</b>	<b>(268)</b>	<b>(1,313)</b>	<b>(2,690)</b>
<b>Reconciliation of funds:</b>					
Total funds at 1 April 2024		15,861	2,163	18,024	20,714
<b>Total funds at 31 March 2025</b>	<b>18</b>	<b>14,816</b>	<b>1,895</b>	<b>16,711</b>	<b>18,024</b>

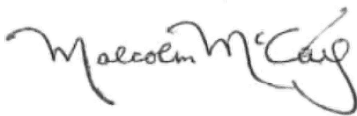
The notes on pages 70 to 89 form part of these accounts. All the above results are derived from continuing activities. All gains and losses recognised in the year are included above. If income and expenditure from Other Activities are ignored, the net deficit would be - £574,000 (2023/24 deficit of -£1,114,000).



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

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

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
<b>Cash flows from operating activities:</b>		
<b>Net cash used in operating activities</b>	A	<b>(677)</b>
<b>Cash flows from investing activities</b>		
Dividends and interest from investments		64
Purchase of Investment Portfolio		(124)
(Decrease) / increase in cash held for reinvestment		218
Purchase of property, plant and equipment		(157)
<b>Net cash generated / (used) in investing activities</b>		<b>1</b>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>(676)</b>
Cash & cash equivalents at the beginning of the reporting period		12,728
<b>Cash and cash equivalents at the end of the reporting period</b>	B	<b>12,052</b>
<b>A. Reconciliation of net income to net cash flows from operating activities</b>		
<b>Net income for the reporting period (as per the Statement of Financial Activities)</b>		<b>(1,313)</b>
<b>Adjustments for:</b>		
Depreciation and amortisation charges		217
Returns on investments		(23)
Dividends and interest from investments		(64)
(Gain) / loss on sale of fixed assets		82
Decrease / (increase) in stocks		40
Decrease / (increase) in debtors		960
(Decrease) / Increase in creditors		(911)
Increase / (decrease) in provisions		335
<b>Net cash provided by operating activities</b>		<b>(677)</b>
<b>B. Analysis of cash and cash equivalents</b>		
Cash in hand		103
Cash at bank		11,949
<b>Total cash and cash equivalents</b>		<b>12,052</b>

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
<b>Donations from trusts</b>		
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
<b>Total donations from trusts</b>	<b>169</b>	<b>332</b>
<b>Legacies</b>		
Mary Parkin	38	-
Harry Myers	25	-
Other	1	-
<b>Total donations from legacies</b>	<b>64</b>	<b>-</b>
<b>Total other voluntary income</b>	<b>86</b>	<b>238</b>
<b>Total donations and legacies</b>	<b>319</b>	<b>570</b>

## 3. Analysis of Income from Investments and Other Activities

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

## 4. Income from other activities

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

## 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	-	-	<b>9,933</b>	12,471
Learning disability supported living services	83,661	-	-	<b>83,661</b>	76,719
Other learning disability services	7,660	25	-	<b>7,685</b>	6,080
Mental health services	1,555	-	-	<b>1,555</b>	1,425
Employment Opportunities - people we support	2,561	-	264	<b>2,825</b>	2,236
Government funding	-	-	-	-	497
Capital Grants	198	-	-	<b>198</b>	421
<b>Total income from charitable activities</b>	<b>105,568</b>	<b>25</b>	<b>264</b>	<b>105,857</b>	<b>99,849</b>

	2025 £'000	2024 £'000
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### 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
<b>Total contractual income</b>	<b>105,568</b>	<b>98,771</b>

	2025 £'000	2024 £'000
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### 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	-
<b>Total grant income</b>	<b>25</b>	<b>990</b>



## 6. Analysis of Total Expenditure

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

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

<b>Other</b>	-	762	<b>762</b>	1,743
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<b>Total expenditure</b>	<b>92,164</b>	<b>15,859</b>	<b>108,023</b>	<b>109,364</b>
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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	<b>4,990</b>	5,807
Service development and quality	<b>2,012</b>	1,114
Communication and policy	<b>596</b>	512
Financial, HR and legal	<b>4,197</b>	3,817
Information Technology	<b>2,254</b>	1,882
General management	<b>1,050</b>	1,186
<b>Total support costs</b>	<b>15,099</b>	<b>14,318</b>

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
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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
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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
<b>Total</b>	<b>87,491</b>	<b>82,789</b>

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
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Average number of staff employed

Direct charitable activities	3,053	3,134
Support and governance	303	308
Generating voluntary income	2	4
<b>Total</b>	<b>3,358</b>	<b>3,446</b>

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	-
<b>Total</b>	<b>29</b>	<b>35</b>

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
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Executive Team Remuneration

Total pay and benefits of the Senior Executive Team	440	1,034
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## 11. Intangible Fixed Assets

	Total £'000
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Cost

1 April 2024	419
Additions	-
Disposals	(419)
<b>31 March 2025</b>	<b>-</b>

Amortisation

1 April 2024	418
Additions	-
Disposals	(418)
<b>31 March 2025</b>	<b>-</b>

Net Book Values (Group & Charity)

<b>31 March 2025</b>	<b>-</b>
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
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Cost

1 April 2024	6,550	1,337	2,219	60	10,166
Additions	107	27	23	-	157
Disposals	-	(8)	(425)	-	(433)
<b>31 March 2025</b>	<b>6,657</b>	<b>1,356</b>	<b>1,817</b>	<b>60</b>	<b>9,890</b>

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)
<b>31 March 2025</b>	<b>1,852</b>	<b>1,193</b>	<b>1,647</b>	<b>59</b>	<b>4,751</b>

Net Book Value (Group)

<b>2025</b>	<b>4,804</b>	<b>163</b>	<b>170</b>	<b>1</b>	<b>5,139</b>
2024	4,849	228	341	4	5,422

Net Book Value (Charity)

<b>2025</b>	<b>4,804</b>	<b>163</b>	<b>170</b>	<b>1</b>	<b>5,139</b>
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)
<b>Market value at end of year</b>	<b>2,743</b>	<b>2,814</b>

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
<b>Total investments</b>	<b>2,597</b>	<b>2,040</b>	<b>2,743</b>	<b>2,814</b>

### 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
<b>Total</b>	<b>10,473</b>	<b>11,433</b>	<b>6,493</b>	<b>7,902</b>

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
<b>Total</b>	<b>11,388</b>	<b>12,299</b>	<b>7,407</b>	<b>8,764</b>

### 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
<b>Closing balance</b>	<b>1,809</b>	<b>1,043</b>	<b>839</b>	<b>635</b>

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
<b>Closing balance</b>	<b>2,000</b>	<b>308</b>	<b>2,308</b>	<b>2,115</b>

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 suitability. 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)
<b>Total net assets 31 March 2025</b>	<b>9,172</b>	<b>5,644</b>	<b>14,816</b>	<b>1,895</b>	<b>16,711</b>

### 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)
<b>Total net assets 31 March 2024</b>	<b>9,858</b>	<b>6,003</b>	<b>15,861</b>	<b>2,163</b>	<b>18,024</b>

## 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
<b>Subtotal</b>	<b>1,149</b>	<b>(188)</b>	<b>201</b>	<b>(73)</b>	<b>1,089</b>
Represented by tangible fixed assets:					
- North Division	2	-	-	(2)	-
- South Division	182	(182)	-	-	-
- Other restricted funds	-	-	-	-	-
<b>Total excluding restricted property fund</b>	<b>1,333</b>	<b>(370)</b>	<b>201</b>	<b>(75)</b>	<b>1,089</b>
Restricted property fund (see note 18)	830	-	-	(24)	806
<b>Total</b>	<b>2,163</b>	<b>(370)</b>	<b>201</b>	<b>(99)</b>	<b>1,895</b>

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
<b>2024 Comparative Disclosures</b>					
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
<b>Subtotal</b>	<b>1,082</b>	<b>-</b>	<b>150</b>	<b>(83)</b>	<b>1,149</b>
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	-	-	-	-	-
<b>Total excluding restricted property fund</b>	<b>1,423</b>	<b>-</b>	<b>302</b>	<b>(392)</b>	<b>1,333</b>
Restricted property fund (see note 18)	605	-	250	(25)	830
<b>Total</b>	<b>2,028</b>	<b>-</b>	<b>552</b>	<b>(417)</b>	<b>2,163</b>

## 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	-	-	-	-	<b>1,061</b>
Pension fund	100	(100)	-	-	-	-
Maintenance fund	250	-	-	-	-	<b>250</b>
Intangible Fixed Assets	-	-	-	-	-	-
Tangible fixed assets	4,592	(259)	-	-	-	<b>4,333</b>
<b>Total designated funds</b>	<b>6,003</b>	<b>(359)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,644</b>
Unrestricted general funds	9,858	729	106,490	(107,928)	23	<b>9,172</b>
<b>Total unrestricted funds</b>	<b>15,861</b>	<b>370</b>	<b>106,490</b>	<b>(107,928)</b>	<b>23</b>	<b>14,816</b>

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
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### 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
<b>Total designated funds</b>	<b>6,022</b>	<b>(19)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,003</b>
Unrestricted general funds	12,664	19	105,956	(108,947)	166	9,858
<b>Total unrestricted funds</b>	<b>18,686</b>	<b>-</b>	<b>105,956</b>	<b>(108,947)</b>	<b>166</b>	<b>15,861</b>

## 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	-	-	-	-
<b>Total</b>	<b>939</b>	<b>430</b>	<b>246</b>	<b>316</b>

## 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.

	<b>2025 URS £'000</b>
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### Financial activities of Subsidiaries in 2025

Sales revenue	59,013
Other income	-
<b>Total turnover</b>	<b>59,013</b>
Salaries and wages	-
Other costs	57,842
<b>Total operating costs</b>	<b>57,842</b>
<b>Trading profit</b>	<b>1,171</b>
Gift aid due to parent	(1,171)
<b>Retained profit</b>	<b>-</b>
Retained loss brought forward	-
<b>Retained profit carried forward</b>	<b>-</b>
Gross Assets	5,338
Gross Liabilities	(5,338)
<b>Total Net Assets</b>	<b>-</b>



## 24. Subsidiary Undertakings (continued)

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

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

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