REVITALISE RESPITE HOLIDAYS

England & Wales · Charity number 295072

Details

Other names	VITALISE, WINGED FELLOWSHIP TRUST, VITALISE HOLIDAYS, WFT
Status	Registered
Legal form	Charitable company
Company number	02044219
Registered	1986-11-20
Register	View on the Charity Commission register

Contact

Address	Stroke Association House 240 City Rd London
Phone	03033030145
Email	info@revitalise.org.uk
Website	www.revitalise.org.uk

Activities

Objects: (I) TO PROMOTE THE WELFARE AND REHABILITATION OF PHYSICALLY DISABLED PERSONS AND TO (II) PROMOTE ANY OTHER CHARITABLE PURPOSES.

Activities: ESSENTIAL SERVICES FOR DISABLED PEOPLE AND THEIR CARERS

Classification

- **How:** Provides Services
- **What:** Disability
- **Who:** People With Disabilities

Geography

- Throughout England And Wales

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Finances

Period end	Income	Expenditure	Assets	Employees
2025-01-31	£8,284,000	£11,976,000	£2,696,000	193
2024-01-31	£8,542,768	£9,258,425	£6,388,172	166
2023-01-31	£6,897,665	£7,921,625	£6,044,701	207
2022-01-31	£6,943,857	£7,576,179	£7,065,177	207
2021-01-31	£10,599,000	£9,714,000	£7,696,000	173

Trustees

Name	Role	Appointed
Cedric Leslie Moore		2022-07-14
Deborah Clare Wheeler		2020-09-29
George Blunden		2020-02-05
KEVIN FRANCIS MCGUIRK		2019-03-25
Neil Crouch		2026-01-23
Richard Blake Senior		2023-02-08

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REVITALISE RESPITE HOLIDAYS

England & Wales - Charity number 295072

Accounts



YEAR 2025

Revitalise

ANNUAL REPORT

2025

ANNUAL REPORT AND CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31ST JANUARY 2025

Registered charity number: 295072 | Company number: 2044219



OUR VALUES

Our Vision

A society in which every disabled person and every carer is able to take the break or holiday they want.

Our Purpose

To enable disabled people and their families to access and enjoy amazing holidays, breaks and experiences tailored to them, to escape, relax and have fun.

Our Values

We are inclusive. We welcome everyone.

We are change-makers. We make things happen for our guests and for disabled people.

We are caring. We care about our guests and about each other. We are guest obsessed.

We are joyful. Fun, warmth and laughter are at the heart of everything we do.

We are hardworking. We strive for excellence, and we do not give up.

THE TEAM

TRUSTEES

At the date of signing of these accounts the Trustees of Revitalise are:

George Blunden
Chair of the Board of Trustees

George joined the Revitalise Board of Trustees as Chair on 5th February 2020, taking over from Mindy Sawhney. He began working life as an adventure playground worker before establishing his career in the banking, investments and insurance sectors where he has held a number of senior executive and non-executive positions including with Warburg Securities, Union PLC and AllianceBernstein. George has a long association with the housing and care sectors in particular, having held a number of non-executive positions whilst working in the City, including as Chair of an alms-houses group in the 1980s, followed by the Chairmanship of Southern Housing Group; a position he held from 1992 - 2006. For the last nine years, he has been the Senior Independent Director of the insurance company Beazley plc, the Chair of Charity Bank, the specialist retail bank which lends to charities and social enterprises, and the Chair of Stonewater Housing Association. He continues as a non-executive director of the Lloyd's subsidiary of Beazley and has recently become Chair of The Housing Finance Corporation, which funds social housing. George has a flat in Venice and likes to escape there whenever he can, to enjoy the most extraordinary city in the world.

Kevin McGuirk
Chair of the Finance, Audit & Risk Committee

Kevin re-joined the Board in 2019, having previously been a Trustee until 2011/12, and is Chair of the Finance, Audit & Risk Committee. A qualified Chartered Accountant and Board Director, he spent much of his early career with KPMG, working with clients on large business transformation projects in Europe, New Zealand and Asia, and ran their Telecom Consulting practice in Hong Kong. Since leaving KPMG, Kevin has held Regional Director Finance & Resources roles for Verizon Business in both Asia Pacific and EMEA, worked as COO for a fast-growing consulting business, as Commercial Director for a highly leveraged private equity owned SME, as well as European CFO for a medium sized multi-layer marketing organisation based in the Netherlands, and CFO of The Kennel Club in London. Kevin is a keen hiker and tennis player.

Deborah Wheeler

Deborah, who joined the Board in September 2020, trained as a nurse at St Bartholomew's Hospital in London, spending her clinical career in orthopaedic nursing before moving into nursing management. She has been director of nursing at several NHS trusts in London and became Deputy Regional Chief Nurse for NHS England South Region. More recently she moved back to a Director of Nursing post at the North Middlesex Hospital in North London, before retiring from full time work at the end of 2019. She is a Florence Nightingale Foundation Leadership Scholar and received the Chief Nursing Officer's Gold Award for lifetime achievement in 2019. Deborah has two adult sons and lives on the London/Essex border. She is a Non-Executive Director of East London NHS Foundation Trust (a mental health and community trust), and is a Trustee of the charity Epilepsy Society, in addition to Revitalise. Deborah is churchwarden for her local church, where she is also a service leader. In her spare time, she is an avid crafter, making handmade cards which she sells to raise funds for the church.

TRUSTEES

Christopher Blue

Christopher joined the Board in February 2023 and is a member of the Quality & People Committee and the Finance, Audit and Risk Committee. Christopher's career spans various sectors including information technology, financial services and the automotive industry. He has worked for several multi-national companies, including International Computers, Lloyds Bank and the Volkswagen Group. For the past ten years, Christopher has been running his business consultancy specialising in strategic planning, leadership development and corporate compliance. Christopher has an adult daughter with severe learning difficulties and intractable epilepsy. He was on the Board of Trustees at the Epilepsy Society for a six-year term and sits on various NHS Foundation Trust committees representing the patient experience.



Cedric Moore

Cedric joined the Board in July 2022 and is a member of the Quality & People Committee. Cedric studied politics at Warwick University before embarking on a career in Human Resources. With over 30 years' experience of working in the private, public (NHS) and voluntary sectors, Cedric has held senior HR roles in a variety of complex not for profit sector organisations: Mencap (learning disability), St. Botolph's Project and St. Mungo's (homelessness), the National Council for Voluntary Organisations and Quakers in Britain. He has a particular interest in employment law and employee relations, having taken a master's degree in this field. In his spare time, he is an avid gardener, reads social history and is a supporter of the Clean Up Britain campaigning organisation.

Richard Senior

Richard joined the Board in February 2023 as the Chair of Brand & Commercial Development Committee. Richard brings over 25 years of London and international luxury hotel management experience to Revitalise. His expertise is in developing and driving a focussed team to deliver strong business revenues and exceptional guest services. Richard's career began with London's famous Dukes hotel, and he has held senior positions at Grosvenor House, The Westbury, Royal Garden and IHG. Richard has managed businesses with turnovers between £5-£38 million and teams between 20-300 employees. Over the last decade, he has worked on luxury projects, developing, leasing and managing a portfolio of ultra-high end serviced apartments within central London and overseeing the management of a family office. Richard's ideal holiday involves sun and sea — being in a cottage on the coast by Bordeaux in early September, swimming and sunbathing during the day and barbequing and drinking some fabulous local wines in the evening.

SENIOR MANAGEMENT TEAM

None of the following are directors within the meaning of the Companies Act.

At the date of signing of these accounts the senior team at Revitalise are:

Janine Tregelles CBE

Chief Executive Officer

The reduction in the senior team at the time of signing the accounts reflects the changes that have happened in the charity's operations and the intentions to transition the charity to a smaller grant-giving organisation.

PATRON

Samantha Cameron

VICE PRESIDENTS

Dame Judi Dench CH DBE

Dame Esther Rantzen DBE

Hugh Kemsley OBE

Denis Green

Tim Prideaux JP DL

John Spence CBE DL

The Rt. Hon. The Lord Crawshaw

Arthur Smith

Sir Andrew Buchanan Bt

HONORARY AMBASSADORS

Dan Bentley

Nick Skelton CBE

David Smith MBE



ADVISORS

SOLICITORS

Trowers & Hamlins
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London
EC1V 8YZ

Anthony Collins
134 Edmund Street
Birmingham
B3 2ES

BANKERS

Barclays Bank
1 Churchill Place
London
E14 5HP

STATUTORY AUDITORS

HaysMac LLP
10 Queen Street Place
London
EC4R 1AG

ADMINISTRATION AND REGISTERED OFFICE

REVITALISE RESPITE HOLIDAYS

Stroke Association House
240 City Road
London EC1V 2PR

THANK YOU TO ALL OUR SUPPORTERS

Revitalise is grateful for the support it receives from individuals, trusts and companies and we would like to place on record our thanks to everyone who has kindly supported our work over the past year. This includes anyone who has included Revitalise in their will and everyone who has arranged or participated in fundraising events on our behalf.

We would like to extend a special thank you to the Friends of Jubilee Lodge and the Friends of Sandpipers for their dedication and commitment to our work in their communities as well as the following trusts, foundations, grant making bodies and companies for their support during 2024/25:

ABF The Soldiers Charity

Anthony Hart Charitable Trust

Baron Davenport's Charity

C A Redfern Charitable Foundation

Davis Rubens Charitable Trust

Doris Field Charitable Trust

Eleanor Hamilton Educational Trust

Fort Vale Foundation

Fowler, Smith and Jones Trust

Gale Family Charity Trust

Harris Charitable Trust

Hazel and Leslie Peskin Charitable Trust

Helen Roll Charity

J Reginald Corah Foundation Fund

James T Howat Charitable Trust

Penderels Trust

Shanly Foundation

Sir Donald and Lady Edna Wilson Charitable Trust

The Alchemy Foundation

The Ammco Trust

The Andor Charitable Trust

The Anson Charitable Trust

The Boshier Hinton Foundation

The Bothwell Charitable Trust

The Broyst Foundation

The Camelia Trust

The Charles & Elsie Sykes Trust

The CJC Whitehouse Charitable Trust

The CMF Charitable Trust

The Edith Mary Clark Foundation

The Erica Leonard Trust

The Florence Turner Trust

The Gerald Bentall Charitable Trust

The Gilander Foundation

The Greenwood Charitable Foundation

The Hugh Fraser Foundation

The Ian Askew Charitable Trust

The Lambert Charitable Trust

The Louise Baylis Charitable Trust

The Lord Cozens-Hardy Trust

The Lord Faringdon Charitable Trust

The Magnus Trust

The Paget Charitable Trust

The Paragon Trust

The Rockley Charitable Trust

The Roselands Trust

The Scarfe Charitable Trust

The Stanton Ballard Trust

The Walker Trust

The Loppylugs and Barbara Morrison Charitable Trust

The Wixamatree Trust

The Wyseliot Rose Charitable Trust

Thomas Lilley Memorial Trust

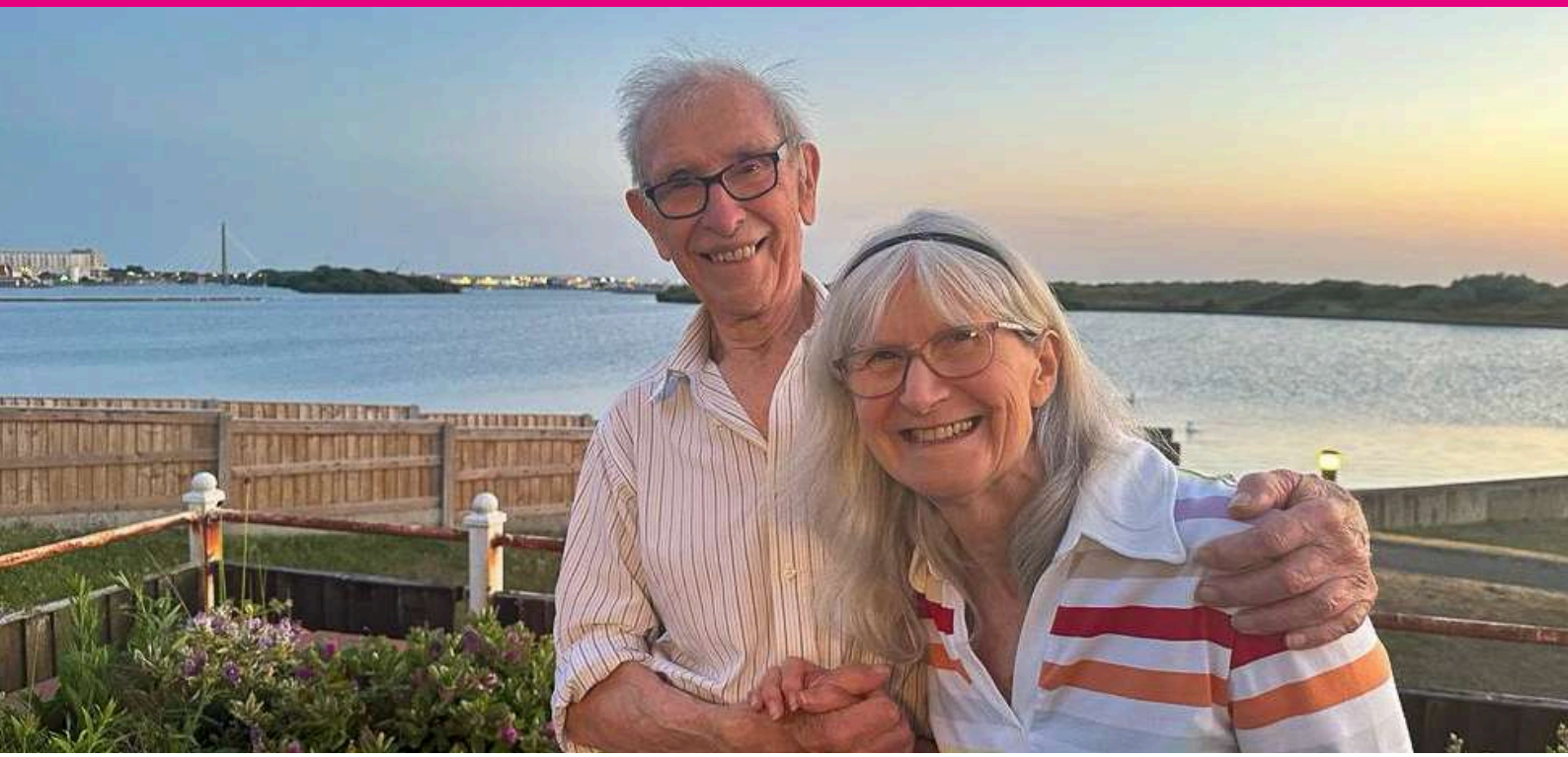
Wallasey Disabled Swimming

York Common Good Trust

York Dispensary Sick Fund

We also thank the many volunteers who gave their time and energy, fun and compassion, through their work at the Revitalise shops and centres this year.

To make a donation, please visit www.revitalise.org.uk



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CHAIR AND CHIEF EXECUTIVE'S REVIEW

2024-25 was an immensely challenging year for Revitalise as it was the year in which the Board reached the difficult conclusion that it was no longer possible for Revitalise to deliver our specialist respite holidays, a heartbreaking development for those who have relied on us for so long.

The decision was not taken lightly, nor without every effort to prevent such an eventuality. Work to secure the organisation's long term financial sustainability has been ongoing since 2020, when COVID-19 prevented the charity from offering respite holidays for two years, heaping pressure onto an operating model which was already under threat as a result of decades of underinvestment in social care.

Ceasing as a respite provider would have been an easier decision to have made if this were a simple case of lack of demand, but it is not. In fact, the need for respite and for Revitalise is overwhelming. It has grown in direct correlation with the real time reduction in social care support. This has increased the number of carers at breaking point caring for disabled people, whose own opportunities for social interaction, connection and participation have become ever more limited.

The challenge is all in the funding of respite, which has never been endowed as an essential service, even though the UK's £5.8 million unpaid carers now save the UK economy £162 billion, more than the cost of a second NHS. Funding decisions for respite have always relied on a combination of individual Local Authority approach, how strongly individuals and social workers advocate for themselves, and risk level – the potential that a carer will reach breaking point and become unable to care for a loved one, leaving the responsibility n the hands of the state. As budgets have become more stretched, respite has become increasingly out of reach for those not considered immediately 'at risk'.Even when funding is awarded, the sum is almost never sufficient to cover the costs of supporting the individual.

Revitalise has always met this challenge by raising funds from a variety of sources but in recent years this has become increasingly difficult. The cost-of-living crisis has affected what individuals are able to donate whilst Trusts and Foundations have been overwhelmed by applications from charities whose own resources are stretched trying to meet increased demand. It has also strained Local Authorities further, with one in four councils in England say they are likely to have to apply for emergency government bailout agreements to stave off bankruptcy in the next two financial years (2025/26 and 2026/27).

As it became clear that the funding gap for respite could no longer be met with fundraised income, the Board explored several options to secure the charity's future, including income growth and diversification, seeking a merger or acquisition partner and cutting already stretched budgets. However, further Local Authority budget cuts in 2024 and the rise of the National Minimum Wage worsened our financial position and in August 2024 the Board concluded that with further inflation to Revitalise's costs due in 2025 and without any realistic prospect of increases in Local

Authority funding, it was no longer possible to continue as a respite holiday provider.

Service closure plans were initiated in early October 2024 and completed by 25th November. In early December, we entered into an agreement with Sue Ryder for the acquisition of the majority of Revitalise's charity shops, which has safeguarded many jobs and ensures that generous donations of stock will continue to benefit vulnerable people in need of support – in this case, people at the end of their lives and their families, for whom Sue Ryder are there when it matters.

The response from our guests and supporters has of course been strong, with huge dismay and grief at the loss of such a vital service and many campaigning to save the charity. For the Board and for all our colleagues, this has been the most difficult aspect of our decision – the impact on our guests and their families. It has therefore been our priority to complete the closure as sensitively and efficiently as possible, safeguarding resources to ensure there are funds remaining for the ongoing benefit of disabled people and their families.



Janine Tregelles CBE
Chief Executive Officer
30 July 2025



George Blunden BEM
Chair of the Board of Trustees
30 July 2025

It was also a very difficult process for our colleagues, but the Board are hugely thankful for their incredible professionalism and focus on our guests throughout the closure process. From the moment the announcement was made, they were determined to ensure that the last holidays Revitalise offered were as memorable and special as possible, organising parties and celebrations to create wonderful memories that will live on beyond the closures.

At the time of writing, we are pleased to report that having completed the wind up of the rest of our operations, there are sufficient funds remaining to enable the charity to transition into a charitable grant maker. It is our intention to launch our new strategy and plans in late 2025 and from that point onwards to enable applications for hardship grants from disabled people and their families. We know that it does not compensate for the loss of our vital services, but we are determined to continue supporting our guests and their families, who we know need us more than ever.

We would like to extend our heartfelt thanks to all of those who have supported those in our 62 years of operation – our fundraisers, donors, ambassadors, friends, volunteers, colleagues and guests. You have all been at the very heart of the Revitalise magic.



PUBLIC BENEFIT

£53,500

Over £53,500 of this funding was specifically to support 88 people in hardship, many of whom were at breaking point. The balance was used to offer reductions to attract those less able to pay.

£524,517

This year we have provided financial assistance totalling over £524,517 to subsidise the cost of breaks for our guests. Access to funding for a break is a critical issue for disabled people after many years of cuts to social care funding. We are determined to make a break as financially accessible as we can, for as many people as we can.

692

In total 692 breaks were provided with some form of financial subsidy applied.

STRATEGIC REPORT

Review of Activities in the Year

Achievements in 2024/25

Although we took the difficult decision to close our services this year, we are extremely proud of the incredible work our teams delivered to support disabled people and their families

- We welcomed 1669 guests to our centres prior to closure – 1390 disabled people, 224 carers and 55 spinal unit patients - 876 at Sandpipers and 793 at Jubilee Lodge. Guests enjoyed wonderful, varied stays with us, jam packed with activities, entertainment and excursions, and supported by personalised care plans to enable them to just escape, relax and have fun.

- We were able to reach some of our most isolated guests through our transport service, which was launched in 2022/23. This enabled 79 guests facing severe logistical and financial challenges with travelling to come and enjoy a break with us; a break they would otherwise not have had.

- Both of our centres retained their Good CQC ratings and their Visit England 4-star ratings.

- We launched year 2 of our Give me a Break advocacy campaign with enormous success. The aim of the campaign was to raise awareness of the urgent need for respite and the barriers people face in accessing it. Achievements included coverage across Sky News, GB News, BBC Northwest, and a piece by Rory Kinnear on respite, placed in the Guardian.

- We continued to deliver our Spinal Unit contract at our Sandpipers Centre, providing rehabilitative step down for 55 patients in the period between leaving hospital and returning home.

- We welcomed 150 children a week from our local community for swimming lessons in the Sandpipers pool. Reverse inclusion is an important part of the Revitalise ethos; providing opportunities for non-disabled people to share spaces intended for disabled people helps to break down the stereotypes and misconceptions that exist about disabled people and promotes a more inclusive society.

- Through active promotion of the exceptionally rewarding volunteering opportunities available to residential and other volunteers in our holiday centres, we enjoyed the support of 702 volunteers at our centres this year. During 2024-25, volunteers gave us a total of 1105 weeks of their time, socialising with our guests and offering them support to enjoy all the excursions and activities on offer.

WORDS FROM OUR GUESTS AND THEIR FAMILIES

Since announcing the closure of our centres, we have been humbled and heartened by some of the wonderful messages we have received from our guests, describing the impact Revitalise has had on them and how much our vital respite holidays will be missed

Angela and Colin

To all at Revitalise:

I realise I'm probably too late to write this but I want to anyway. It's such a tragedy you're having to close. So many people relied on the wonderful holidays you provided.

I am so very very sad for you all.

My own husband Colin Jones, enjoyed several holidays at Jubilee Lodge and was always met with care, attentiveness, kindness as well as having fun and good conversations and stimulation, over a number of years. I'm so very grateful for those Respite weeks for him and for myself.

He sadly passed away on 20th of October but he was with you 28th June to 5th July.

My heartfelt thanks to everybody who looked after him then and in previous years.
May you go well and may there be something like it again for all those many many people who need it a Respite so badly.

With deep sadness, but also gratefulness,

Angela

Mary

I have had many wonderful holidays with Revitalise, thank you all so much.
I was always so happy in Southport, especially swimming! It has always been my favourite holiday centre. I go back to Crabhill House days when I was 16 years old and (the charity) was known as Winged Fellowship Trust! In my time, I have stayed at all the centres.
Lots of love always to all it involves, and who remember me.

Joan and Malcolm

My mum and on occasion my uncle (now sadly deceased) have stayed with Revitalise and have always enjoyed the stay and the excellent attention. We are at a bit of a loss to know where to turn now. I am sure you are aware of the importance of respite to carers, especially elderly ones.
Thank you for all your kindness and dedication over the years. We sincerely wish you good fortune for the future and hope that your closing will not go unnoticed by those who make the decisions for the respite sector.

Sue and Lynda

It is extremely sad news about our favourite holiday destination. We'll enjoy looking back on lots of fond memories and precious times had which will last a lifetime. Thank you for all your support over the last 16 years.

Leslie

This was the only opportunity for my husband and I to have a holiday and a break. You provided such an important contribution to the wellbeing of all disabled people.
Here's hoping such a resource will be made available in the future.

Mahmud

Elizabeth so enjoyed her annual break and to have enjoyed your hospitality for 3 weeks this summer was a godsend. Please thank the staff for looking after her.
You set a high bar and it will be tough for me to discover an equivalent. All the very best to all the staff and yourself.





FUTURE PLANS

As described in the Chair and Chief Executive's joint report, it is the Board's intention that the remaining funds of the charity should continue to benefit disabled people and their carers through the evolution of the charity into grant making as its principal activity.

The charity's objects will remain the same, as will the charity number, so that Revitalise can continue to receive gifts from legators who name the charity in their Wills. Research is being carried out, working with Revitalise's beneficiaries, to understand how the charity can continue to have meaningful impact, and the Board intend to formally approve the new strategy and operating model in the autumn of 2025, before opening to applications from late 2025.

TRUSTEES' REPORT

The Trustees, who are also Directors of the charity for the purposes of Company Law, present their Annual Report and Financial Statements for the year ending 31st January 2025. The Annual Report serves the purposes of both a Trustee Report and a Director's Report under Company Law.

Objects and Public Benefit

Our objects are to promote the welfare and rehabilitation of physically disabled persons and promote other charitable purposes.

Our vision is a society in which every disabled person and every carer is able to take the break or holiday they want.

Our purpose is to enable disabled people and their families to access and enjoy amazing holidays, breaks and experiences tailored to them, to escape, relax and have fun.

Our services - until November 2024, our services were the provision of short breaks for people with disabilities and carers at our accessible centres. It is now the charity's intention to evolve into a grantmaking organisation to support disabled people and their carers.

Our public benefit can be measured first by the number of people with disabilities to whom Revitalise provides essential services, together with their carers; second, the inspirational opportunities we offer to volunteers; and third, the financial assistance we provide to help those in financial need.

The Charity Commission's general guidance on public benefit is referred to by the Trustees when reviewing the Charity's aims and objectives and in planning its future activities. In particular, the Trustees consider that the new planned activities will contribute to the aims and objectives that have been set.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Charity is governed by its Memorandum and Articles of Association, which were last amended in 2020.

Board of Trustees

The Board of Trustees ("the Board") is responsible for the overall governance of the Charity. Trustees are appointed by the Board and although the number of Trustees is currently limited to 20, it is within the power of the Board to amend this figure if appropriate. Trustees serve for an initial term of three years, after which they can be elected by the Board to serve for a further two terms of three years each. In exceptional circumstances, they may serve for another period beyond the nine-year term, with the length to be agreed by the Board and to be no more than 3 years.

Board meetings take place 4 times a year. The Board normally meets with the Charity's Senior Management Team, but it can also have closed sessions. It is the responsibility of the Board to develop organisational strategies in partnership with the Senior Management Team and to review operational performance, to set budgets and approve operating plans. New Trustees who join the Board receive an induction to help them understand the work of the Charity and the environment in which it operates. This aids effective and informed decision-making.

The Board delegates the exercise of certain powers in connection with the management and administration of the Charity. This is controlled through regular reporting back to the Board so that the Trustees can oversee all decisions made under delegated powers. The Committees and individuals to which the delegation takes place are shown below.

The Board delegates powers to the following Committees and individuals.



STRUCTURE, GOVERNANCE AND MANAGEMENT

- ### Finance, Audit & Risk Committee

The Finance, Audit and Risk Committee comprises at least two Trustees and is attended by the Chief Executive and the Chief Financial Officer along with other staff members as necessary. Its role is to provide the Board with impartial advice on the effectiveness of the Charity's financial performance, risk and control arrangements. It provides scrutiny of the Charity's systems and processes, ensuring that these are robust and fit for purpose and ensures that risks are catalogued, along with their control systems, investigating on behalf of the Board anything that threatens or adversely affects the accomplishment of the Charity's aims and objectives.

- ### Senior Management Team

The Senior Management Team assists the Chief Executive and carries out the day-to-day management of the Charity's affairs and implements policies agreed by the Board. The Chief Executive is currently the only member of the Senior Management Team remaining in post.

- ### Chief Executive

The Chief Executive is responsible for the day-to-day management of the Charity's affairs and for implementing policies agreed by the Board. The Chief Executive is assisted by other staff.





FINANCIAL REVIEW

Financial Performance

The financial statements for the year show a deficit of £3.7m compared with a surplus of £344k a year earlier. However it should be noted that last year the underlying operating deficit was £717k, the difference being largely due to legacy income and a gain on disposal of Netley Waterside House in 2023/24.

Income for the year was £8,284k down from £9,655k in 2023/24. Provision of holidays ended at the end of November so there were two fewer months of trading than in the previous year. Also, uncertainty around the future of the charity shops led to some underperformance there.

Offsetting growth in income, expenditure in the year was £11,976k, up from £9,259k in 2023/24. This included accounting losses on disposal of assets as well as the cost of running both our holiday centres and our shops.

SOURCES OF REVENUES AND USE OF EXPENDITURE

Our sources of revenues and use of expenditure are as follows:



Reserves policy

The Charity needs reserves so that it can continue its operations in the event of an unforeseen shortfall in income or increase in costs. This is important in order that we can continue to support our guests and their carers. The Charity also requires reserves to cover potential timing differences between the receipt of its revenues and its expenditure, which is largely fixed in nature. The Charity considers that a policy of maintaining unrestricted reserves equivalent to its expenditure on unrestricted charitable activities for a period of at least 3 months is appropriate; for this year this equates to a minimum reserve target of £2.3m. Unrestricted working capital funds at 31st January 2025 were £2.6m, which equates to approximately 5.3 months of expenditure cover. As the organisation evolves, the policy will be reviewed and updated.

Reserves at 31 January were:		**2,025**	**2,024**
		£'000	£'000
Restricted funds	Other restricted funds	44	308
		44	308
Unrestricted funds	Fixed assets	9	3,360
	Working capital	2,645	2,720
		2,654	6,080
Total reserves		2,698	6,388

Investment Policy

The Charity has placed no cash into investments since 2010 and all funds are held as cash in current or deposit accounts.

Fundraising policy

Revitalise is registered with the Fundraising Regulator and follows its Code of Fundraising Practice.

Revitalise carries out fundraising activities itself and does not utilise the services of any professional fundraising organisations. Revitalise fundraising comes from:

- Applications to trusts and foundations;
- Legacies;
- The fundraising activities of each centre's supporters' friends' group;
- Corporate donations;
- Sponsorship monies from participants in events; and
- Individual donations

The Revitalise approach to fundraising is to build long-term relationships with supporters that sees them as partners in delivering our mission. All appeals and approaches for support are designed to reflect donors' known communication preferences and we are mindful of the wide range of personal circumstances our supporters may find themselves in. In keeping with its core work and insight into the lives of disabled people and carers Revitalise takes great care to ensure that it does not seek donations from people known to be in vulnerable circumstances.

This approach is supported by the Revitalise Fundraising Promise:

- We will always tell you how your money is being spent, to show how you are helping provide an essential service to disabled people.
- We do not phone people to solicit money; we will never cold call you or anyone else to ask for donations.
- We will never sell your data.
- If you say that you want to hear from us less, or not at all, we will make sure your wishes are honoured.

It is very rare for Revitalise to receive a complaint about its fundraising activities. In fact, we received no complaints in 2024/25. Should a complaint be received, it would follow our Complaints Policy, which in summary is:

- Initial response within 10 working days
- Full response within 20 working days
- If not satisfied, escalate to the Chief Executive
- If still not satisfied, escalate to the Fundraising Regulator





RISK MANAGEMENT AND INTERNAL CONTROL

Revitalise maintains a comprehensive Risk Register. This register is the principal tool for the management of risk and the Finance, Audit and Risk Committee monitors the key risks identified. As the charity transitions, key risks will be continuously reviewed and updated.

The principal risks currently facing the Charity are:

- **Governance and Strategy**

Revitalise has always drawn a large proportion of its income from members of the public through donations and the use of its charitable services which leaves the charity vulnerable to reputational risk. Because of this it ensures that the organisation is well-governed, with appropriately qualified and experienced Trustees and with a clear strategy whose progress is regularly monitored and evaluated. Revitalise also communicates carefully with its stakeholders and seeks to portray a positive image in the media.

- **People**

The Charity is heavily reliant on its people in order to fulfil its charitable purpose. In becoming a grant maker as its principal activity, the charity will rely on a very small number of employees which introduces a risk of impact to operations in the case of resignation or absence. The Trustees will continue to monitor this risk carefully.

- **Business and Financial**

·While the Charity operates with a robust set of financial controls, it continues to operate in a challenging economic and fundraising environment. It is planned that the funds of the Charity will be invested in the stock markets and this carries some risk. The charity also fundraises to generate income. The Charity remains committed to ensuring a long term sustainable financial model, holding sufficient reserves to manage through periods of uncertainty. Appropriate advice is taken from qualified advisors where necessary; i.e. portfolio and wealth managers. Regular reviews of in-year and longer-term financial plans and budgets take place to ensure that financial risks are minimised. The Charity uses a 5-year plan, an annual detailed budget, monthly accounts and reforecasts, cash flow forecasts and other regular reports, to help mitigate these financial risks.

- **External (including Regulatory and Technology)**

As in 2023/24, new threats have emerged this year, including the continued cost of living crisis, the impact of US economic policy on the stock markets following the election and continued unrest in Ukraine. The Charity continues to manage the challenges that it is faced with from the external world. As with all organisations, we face external threats associated with our use of technology and we continue to work to improve our information security.

As part of this risk management process, the Trustees acknowledge their responsibility for the Charity's system of internal controls and for reviewing its effectiveness. Their response to these risks is stated in the Reserves Policy above.



STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Revitalise Respite Holidays 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 the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company, and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees of the Charity guarantee to contribute an amount not exceeding £1 to the assets of the Charity in the event of winding up. The total number of such guarantees at 31st January 2025 was 6. The Trustees are Members of the Charity, but this entitles them only to voting rights. The Trustees have no beneficial interest in the group or the Charity.

The Trustees' Report and the Strategic Report are hereby approved.

By order of the Board of Trustees

janine tregelles

Janine Tregelles
Company Secretary
AA DA
30 July 2025



INDEPENDENT AUDITORS' REPORT

to the Members of Revitalise Respite Holidays

Opinion

We have audited the financial statements of Revitalise Respite Holidays for the year ended 31 January 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for Opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which includes the strategic report and the directors' 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 the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

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

- adequate accounting records have not been kept by the charitable company; or
- the charitable 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 for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 27, 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of

detecting irregularities, including fraud is detailed below:

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the use of restricted funds, care quality compliance and compliance with employment law, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and Charities SORP.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to depreciation charges. Audit procedures performed by the engagement team included:

- Inspecting minutes of Trustees' meetings;
- Reviewing calculations for depreciation including reviewing estimated useful economic lives;
- Reviewing allocations and disclosures relating to restricted funds;
- Reviewing the latest CQC reports;
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals throughout the year; and
- Challenging assumptions and judgements made by management in their critical accounting estimates. These related to depreciation and the pension deficit funding liability.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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.

Lee Stokes (Senior Statutory Auditor)



For and on behalf of HaysMac LLP,
10 Queen St Place, London EC4R 1AG

Date: 30 July 2025

STATEMENT OF FINANCIAL ACTIVITIES (SOFA)
FOR THE YEAR ENDED 31 JANUARY 2025

	Notes	**Un-restricted funds**	**Restricted funds**	**Total 2025**	Un-restricted funds	Restricted funds	Total 2024
		£'000	**£'000**	**£'000**	£'000	£'000	£'000
Income and endowments from:							
Donations & legacies	2	**1,450**	**121**	**1,571**	1,009	245	1,254
Charitable activities	1e	**5,080**	**-**	**5,080**	5,555	-	5,555
Other trading activities		**1,553**	**-**	**1,553**	1,663	-	1,663
Investment income		**80**	**-**	**80**	70	-	70
Other income		**-**	**-**	**-**	1,113	-	1,113
Total income		**8,163**	**121**	**8,284**	9,410	245	9,655
Expenditure on:							
Raising funds		**486**	**-**	**486**	476	-	476
Charitable activities		**9,352**	**386**	**9,738**	6,908	444	7,352
Other trading activties		**1,752**	**-**	**1,752**	1,431	-	1,431
Total expenditure	3, 5	**11,590**	**386**	**11,976**	8,815	444	9,259
Net income/(expenditure)		**(3,427)**	**(265)**	**(3,692)**	595	(199)	396
Net losses on investments	10	**-**	**-**	**-**	(52)	-	(52)
Net movement in funds		**(3,427)**	**(265)**	**(3,692)**	543	(199)	344
Reconciliation of funds:							
Total funds brought forward		**6,080**	**308**	**6,388**	5,537	507	6,044
Total funds carried forward	15, 16	**2,653**	**43**	**2,696**	6,080	308	6,388

REVITALISE RESPITE HOLIDAYS
BALANCE SHEET AS AT 31 JANUARY 2025
Company Number: 2044219

	Notes	**2025**	2024
		£'000	£'000
Fixed assets			
Tangible assets	9	**9**	3,360
		9	3,360
Current assets			
Stocks	11	-	2
Property held for resale	23	**1,595**	-
Debtors	12	**1,225**	1,091
Bank deposits and cash	13	**1,018**	2,966
		3,838	4,059
Current Liabilities			
Creditors - amounts falling due within one year	14	**(611)**	(1,031)
Net current assets		**3,227**	3,028
Total assets less current liabilities		**3,236**	6,388
Provision for liabilities and charges		**(540)**	-
Total net assets		**2,696**	6,388
The funds of the charity:			
Restricted funds			
Fixed assets	15	-	-
Other restricted funds	15	**43**	308
		43	308
Unrestricted funds			
Fixed assets	16	**9**	3,360
Working capital	16	**2,644**	2,720
		2,653	6,080
Total charity funds		**2,696**	6,388

REVITALISE RESPITE HOLIDAYS
BALANCE SHEET AS AT 31 JANUARY 2025
Company Number: 2044219

The financial statements on pages 32 to 56 were approved by the Board of Trustees and authorised for issued and are signed on their behalf by:

George Blunden

George Blunden, Chair
REVITALISE RESPITE HOLIDAYS

Date: 30 July 2025

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 JANUARY 2025

	2025 £'000	2024 £'000
Cash flows from operating activities:		
Net Cash Provided	**(1,777)**	(1,398)
Cash flows from investing activities:		
Dividends, interest and rent from investments	**80**	70
Purchase of plant, plant and equipment	**(251)**	(737)
Disposal of fixed asset	**-**	2,451
Net cash used in investing activities	**(171)**	1,784
Change in cash and cash equivalents in the reporting period	**(1,948)**	386
Cash and cash equivalents at the beginning of the reporting period	**2,966**	2,580
Cash and cash equivalents at the end of the reporting period	**1,018**	2,966

	2025 £'000	2024 £'000
Reconciliation of net (expenditure)/ income to net cash flow from operating activities:		
Net (expenditure)/income for the reporting period as per the statement of financial activities	**(3,692)**	344
Adjusted for:		
Depreciation charge	**2,007**	230
Dividends, interest and rent from investments	**(80)**	(70)
Profit on the disposal of fixed assets	-	(1,409)
Decrease in Investments	-	52
Decrease in stock	**2**	9
Increase in debtors	**(134)**	(307)
Decrease in creditors	**(420)**	(235)
Increase in provision for liabilities and charges	**540**	-
Decrease in defined benefit pension scheme liability	**-**	(12)
Net cash provided / (utilised) by operating activities	**(1,777)**	(1,398)

REVITALISE RESPITE HOLIDAYS
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 JANUARY 2025

1. ACCOUNTING POLICIES

A General information

Revitalise Respite Holidays is a private charitable company limited by guarantee incorporated in England (company number 2044219, charity number 295072). The registered office and principal place of business is at 240 City Road London EC1V 2PR.

The charitable company's principal activity is creating revitalising holidays for disabled people and carers.

B Basis of accounting

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", the requirements of the Companies Act 2006 and under the historical cost convention, except as modified for the annual revaluation of fixed asset investments. Within the definitions of FRS 102, the charitable company is a public benefit entity. The financial statements have been prepared in accordance with the accounting policies set out in more detail below, to comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association of the charitable company, and Accounting and Reporting by Charities: the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019). Figures are presented in sterling and rounded to the nearest pound.

C Going concern

The Charity's activities, current financial position, and factors likely to affect its future are set out in the Trustees' report. The Trustees have reviewed forecasts and cash reserves and concluded that the Charity has sufficient cash reserves to continue in operation for at least 12 months after the signing of the accounts. Although it is not certain that these efforts will be successful, the Trustees have taken action to mitigate the known uncertainties and are not aware of any material uncertainties regarding the Charity's ability to continue as a going concern and deliver its charitable objectives for at least the next 12 months. Therefore, the accounts have been drawn up on a going concern basis.

D Donations

Donations and gifts are included in full in the statement of financial activities when received.

E Grants

Revenue grants are credited to the statement of financial activities when received or receivable whichever is earlier.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions, the income is deferred.

REVITALISE RESPITE HOLIDAYS

NOTES TO THE ACCOUNTS CONTINUED
FOR THE YEAR ENDED 31 JANUARY 2025

F Legacies

Income from legacies is accounted for on a receivable basis and is recognised in full in the financial statements in the period in which probate is granted, and where there is certainty of entitlement and the sum to be received.

G Income from charitable activities

Fees from breaks, holidays, continuing care and day services are recognised in the financial statements in the year in which the break or holiday occurs or the service is provided.

H Other Trading Activities

Income from the sales of goods and services is derived from ordinary activities and is stated net of VAT.

I Gifts in kind

Gifts in kind represent assets donated for distribution or use by the charity. Assets given for use by the charity are recognised when receivable. Gifts in kind are valued at the amount the charity would otherwise have paid for the assets. Donated goods for resale through charity shops are not recognised in the financial statements as gifts in kind.

J Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis and, because the charity is unable to recover any UK Value Added Tax paid, inclusive of that irrecoverable VAT. Expenditure is allocated to the particular activity where the cost relates directly to that activity. Overhead and other costs not directly attributable to particular functional activity categories are apportioned over the relevant categories on the basis of the activities given below.

Cost type	Basis of allocation
Office and HQ costs	Space and facilities used
Operational management	Activity numbers in Centres e.g. guest weeks
Information technology	Resources supported per department
Volunteer recruitment	Volunteer numbers supplied
Booking services	Numbers of guests booked
Marketing	Proportion of resources used

The costs shown under charitable activities by objective are the gross costs of running services.
Staff are not allowed to carry forward holidays and therefore no provision is required.
Staff termination costs are accounted for in the year in which they fall due.

K Fundraising costs

Fundraising costs consist of the payroll costs of fundraisers together with their office costs and specific fundraising expenditure. Also included are associated IT and premises costs as well as an element of common central costs as above.

L Governance costs

These are the costs associated with the governance arrangements of the charity which relate to the general running of the charity as opposed to costs associated with fundraising or charitable activities. The costs will normally include external audit, legal advice for trustees and costs associated with constitutional and statutory requirements such as the cost of trustee meetings.

M Operating leases

Rentals payable under operating leases are charged to the Statement of Financial Activities over the period of the lease on a straight-line basis.

N Pension costs

The charitable company operates two defined contribution pension schemes with Nest and the Pensions Trust. The assets of the schemes are held separately from those of the charitable company in independently administered funds. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. There were no outstanding or prepaid contributions at the balance sheet date.

O Capitalisation policy and depreciation

Fixed assets, being assets with a useful life greater than one year, are stated at cost. Items purchased with a value greater than £500 are capitalised.

Depreciation is provided on fixed assets capitalised in the financial statements in order to write off the cost of each asset over its expected useful life on a straight-line basis, as follows:

Cars	3-5 years
Buses	3-5 years
Building equipment	5 years
Office equipment	5 years
IT systems	3 years
Operating equipment	5 years
Freehold and leasehold buildings:	
Freehold buildings	50 years
Freehold improvements	10 years
Leasehold buildings	length of lease
Leasehold improvements	length of lease - 10 years

Leasehold properties are amortised on a straight-line basis over the period of the leases.
Work in progress is not depreciated as the asset has not been brought into full economic use.

P Value of land and buildings

The charitable company's interests in freehold and leasehold property are stated in the balance sheet at their current market valuations.

Q Stocks

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation.Provision is made where necessary for obsolete, slow-moving and defective stocks. No value has been placed on donated goods held for resale.

R Deferred income

Income relating to future financial periods has been deferred and is shown in note 14 below. Income is deferred if the activity that it relates to takes place in a future period.

S Restricted funds

Such funds are subject to specific restrictions imposed by donors. The purposes and uses of such funds are set out in note 15 to the accounts.

T Unrestricted funds

Unrestricted funds are general funds or have been set aside at the discretion of the trustees for specific purposes as set out in note 16 to the accounts. The Fixed Asset Fund represents the net book value of tangible fixed assets after the deduction of depreciation and considering any additions and disposals in the year.

U Foreign currencies

Transactions in foreign currencies are recorded at the rate prevailing at the date of the transaction. Monetary assets and liabilities are re-translated at the rate of exchange ruling at the balance sheet date. All differences are taken to the Statement of Financial Activities.

V Transfers between funds

Transfers are made from or between restricted funds when this is allowed by the terms of the donation or where permission has been obtained from the donor. Transfers are made from or between unrestricted funds following approval by the trustees.

W Debtors / Creditors Policy

Short term debtors are measured at transaction price, less any impairment. Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

X **Significant Judgements Policy Statement**

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Company's accounting policies. In the opinion of the trustees, the only estimate considered to be critical is estimating the useful economic life of tangible fixed assets.

Y **Financial Instruments**

The Company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade debtors and other accounts receivable and payable, and loans from banks and other third parties.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Income statement.

REVITALISE RESPITE HOLIDAYS

NOTES TO THE ACCOUNTS CONTINUED
FOR THE YEAR ENDED 31 JANUARY 2025

2 Donations and legacies

	Unrestricted	Restricted	**2025**
	£'000	£'000	**£'000**
Donations, Grants and Gifts	244	121	**365**
Legacies	1,206	-	**1,206**
Total	1,450	121	**1,571**

	Unrestricted	Restricted	**2024**
	£'000	£'000	**£'000**
Donations, Grants and Gifts	206	245	**451**
Legacies	803	-	**803**
Total	1,009	245	**1,254**

	2025	2024
	£'000	£'000
Donations received from the Trustees during the year	**3**	5

3 Total Expenditure

This is stated after charging:

		2025	2024
		£'000	£'000
Audit fees		**34**	31
Depreciation		**2,007**	231
Operating rentals	- equipment	**21**	(21)
	- London Office rental	**64**	58
	- other assets	**334**	296

During the year 1 trustee (2024: 1) received reimbursement of travel costs including those paid direct by the charity totalling £130 (2024: £47) but no emoluments.

During the year, trustees' indemnity insurance was provided at a cost of £2,940 (2024: £2,800).

4 Support costs directly attributed to services and fundraising activities

	Central Admin	**Reservations**	**Volunteer department**	**IT**	**Marketing**	**2025 Total**
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Fundraising costs	**121**	**12**	**-**	**14**	**38**	**185**
Breaks for disabled people and carers	**1,391**	**139**	**-**	**155**	**435**	**2,120**
Total	**1,512**	**151**	**-**	**169**	**473**	**2,305**

For details on apportionment basis see note 1h above.

	Central Admin	Reservations	Volunteer department	IT	Marketing	2024 Total
	£'000	£'000	£'000	£'000	£'000	£'000
Fundraising costs	11	-	-	23	9	43
Breaks for disabled people and carers	1,029	162	-	93	498	1,782
Total	1,040	162	-	116	507	1,825

REVITALISE RESPITE HOLIDAYS

NOTES TO THE ACCOUNTS CONTINUED
FOR THE YEAR ENDED 31 JANUARY 2025

5 Analysis of total expenditure

	Direct staff costs	Overheads & support costs	Other	Direct deprecation	Discounts/ Subsidies	2025 Total
	£'000	£'000	£'000	£'000	£'000	£'000
Raising funds						
Investment for future fundraising	-	-	89	-	-	89
Management	-	184	-	-	-	184
Legacies	-	-	13	-	-	13
Trusts	-	-	133	-	-	133
Corporate and Events	-	-	67	-	-	67
	-	184	302	-	-	486
Charitable activities in furtherance of the charity's						
Breaks for disabled people and carers	2,587	2,121	2,601	1,869	519	9,697
Governance costs	-	-	41	-	-	41
	2,587	2,121	2,642	1,869	519	9,738
Other trading activities						
Costs of charity shops	874	-	769	104	-	1,747
Costs of other activities	-	-	5	-	-	5
	874	-	774	104	-	1752
Business development Business development costs	-	-	-	-	-	-
	-	-	-	-	-	-
Discontinued Activities: Continuing and longer-term care	-	-	-	-	-	-
	-	-	-	-	-	-
Total expenditure	3,461	2,305	3,718	1,973	519	11,976

REVITALISE RESPITE HOLIDAYS

NOTES TO THE ACCOUNTS CONTINUED
FOR THE YEAR ENDED 31 JANUARY 2025

5 Analysis of total expenditure continued

	Direct staff costs	Overheads & support costs	Other	Direct depreciation	Discounts/ Subsidies	2024 Total
	£'000	£'000	£'000	£'000	£'000	£'000
Raising funds						
Investment for future fundraising	-	-	80	-	-	80
Management	-	43	-	-	-	43
Legacies	-	-	31	-	-	31
Trusts	-	-	89	-	-	89
Corporate and Events	-	-	233	-	-	233
	-	43	433	-	-	476
Charitable activities in furtherance of the charity's objectives:						
Breaks for disabled people and carers	3,439	1,782	1,463	197	440	7,321
Governance costs	-	-	31	-	-	31
	3,439	1,782	1,494	197	440	7,352
Other trading activities						
Costs of charity shops	776	-	614	33	-	1,423
Costs of other activities	-	-	8	-	-	8
	776	-	622	33	-	1,431
Total expenditure	4,215	1,825	2,549	230	440	9,259

The 'Overheads and support costs' shown above include the full costs of providing accommodation and management support for the fundraising department, along with the costs of providing marketing, public relations and communications for the department.

The total direct staff costs and the direct depreciation costs shown above include only those costs which can be directly attributed to an activity. The total staffing costs for the organisation are shown in note 6 below which incorporates the costs of both direct and indirect staffing. Governance costs comprise audit costs as per note 3.

6 Staff Costs

Staff costs and numbers are as follows:

	2025	2024
	£'000	£'000
Salaries	**4,643**	4,482
Social security costs	**476**	401
Other pension costs	**278**	118
Redundancy / Termination Costs	**494**	21
	5,891	5,022
Total emoluments paid to staff (excluding social security costs)	**5,415**	**4,621**

During the year the charity also spent £215,245 (2024: £582,874) on agency staffing.

The number of employees whose emoluments amounted to more than £60,000 in the year was as follows:

	2025	2024
	No.	No.
£230k - £240k	1	-
£150k - £160k	-	1
£130k - £140k	1	-
£110k - £120k	1	-
£100k - £110k	-	1
£90k - £100k	-	1
£80k - £90k	-	3
£70k - £80k	4	-
£60k - £70k	2	2

This pay includes redundancy costs as well as retention payments to key management personnel to ensure stability as the charity moves into its new chapter having withdrawn from frontline services.

6 Staff Costs continued

Total pension contributions for these employees were £51,288 (2024: £22,395).

Total remuneration paid to key management in the year was as follows:

	2025	2024
	£'000	£'000
Remuneration paid to key management	**533**	634

Key management personnel in the year were Janine Tregelles, Rebecca Young, Kate McLeod and Julie Currin.

	2025	2024
The average number of employees in the year was as follows:	**193**	165
Full time equivalents:		
Breaks for disabled people and carers	**70**	79
Fundraising	**7**	5
Support services	**8**	21
Charity Shops	**43**	29
	128	134

REVITALISE RESPITE HOLIDAYS

NOTES TO THE ACCOUNTS CONTINUED
FOR THE YEAR ENDED 31 JANUARY 2025

7 Major component parts of expenditure

	2025	2024
	£'000	£'000
Cost of sales	5	2
Staffing, agency, training and uniform costs	6,288	5,787
Rents	956	389
Property maintenance and cleaning	273	288
Telephones and postage	65	71
Water and energy costs	418	591
Event costs	79	89
Food costs	161	226
Medical sundries	74	75
Volunteer expenses	1	-
Insurance	198	212
Vehicle running costs	154	125
Stationery and printing	109	37
Professional & consultancy fees	429	414
Depreciation	2,002	230
Marketing	111	215
Guest Subsidies / Discounts	-	440
Other	134	68
	11,457	**9,259**

8 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

REVITALISE RESPITE HOLIDAYS

NOTES TO THE ACCOUNTS CONTINUED
FOR THE YEAR ENDED 31 JANUARY 2025

9 Tangible fixed assets

	Freehold land and buildings	Work in progress	Leasehold land and buildings	Furniture and equipment	Motor vehicles	**Total**
	£'000	£'000	£'000	£'000	£'000	**£'000**
Cost or book value						
At 31st January 2024	4,713	501	2,325	488	319	**8,346**
Additions	2	227	(36)	58	-	**251**
Disposals	(4,715)	(728)	(2,289)	(546)	(114)	**(8,392)**
Asset transfer	-	-	-	-	-	**-**
At 31st January 2025	**-**	**-**	**-**	**-**	**205**	**205**
Depreciation						
At 31st January 2024	2,239	-	2,094	345	308	**4,986**
Charge for the year	1,678	-	129	199	1	**2,007**
Disposals	(3,917)	-	(2,223)	(544)	(113)	**(6,797)**
At 31st January 2025	**-**	**-**	**-**	**-**	**196**	**196**
Net book value						
At 31st January 2024	2,474	501	231	143	11	**3,360**
At 31st January 2025	**-**	**-**	**-**	**-**	**9**	**9**

There were significant disposals of fixed assets in the financial year ending 31 January 2025. This is to reflect that Sandpipers was being held for sale (see note 23) and neither Sandpipers nor Jubilee Lodge were open for business after the end of November 2024 and so no future cashflows are expected from the centres. The portfolio of charity shop leases were also in the process of being exited with only some vehicles held on the Balance Sheet until they can be sold following the exit of the final shop lease which is expected in Summer 2025.

REVITALISE RESPITE HOLIDAYS

NOTES TO THE ACCOUNTS CONTINUED
FOR THE YEAR ENDED 31 JANUARY 2025

10 Investments

	2025	2024
Investment movements during the year are as follows:	£'000	£'000
Market Value as at 1 February	-	52
Revaluations/ Disposal	-	(52)
	-	-

11 Stocks

	2025	2024
	£'000	£'000
Goods for resale	-	1
Food Stocks	-	1
	-	2

12 Debtors

	2025	2024
	£'000	£'000
Trade debtors	99	316
Other debtors	40	113
Prepayments	86	104
Accrued income	1,000	558
	1,225	1,091

13 Bank Deposits and Cash

	2025	2024
	£'000	£'000
Deposits held by the charity	-	2,504
Current accounts	1,018	460
Cash holdings	-	2
	1,018	2,966

REVITALISE RESPITE HOLIDAYS

NOTES TO THE ACCOUNTS CONTINUED
FOR THE YEAR ENDED 31 JANUARY 2025

14 Creditors

	Consolidated 2025	2024
	£'000	£'000
Amounts falling due within one year		
Trade creditors	**50**	206
Other creditors	**73**	72
Accruals	**81**	198
Taxation and social security	**-**	109
Deferred income	**281**	433
Defined benefit pension scheme liability	**126**	13
	611	1,031

The movement in deferred income is analysed as follows:

	£'000	£'000
As at 1st February 2024	**433**	473
Reversal of prior year accrual	**(433)**	(473)
Update to reflect amounts due to return on wind up	**281**	433
As at 31st January 2025	**281**	433

15 Restricted Funds

The following funds are derived from donations given for particular purposes:

	As at 31/01/2024	Income and profit on sale of investment	Expenditure	As at 31/01/2025
	£'000	£'000	£'000	£'000
Other restricted funds				
Joan Brander	-	-	-	-
Longleigh foundation	6	-	(6)	-
ABF The Soldier's Charity	19	-	(19)	-
Royal Air Force Benevolent Fund	-	-	-	-
Capital Campaign	219	5	(224)	-
Interest	-	-	-	-
Other	64	116	(137)	43
Total restricted fund	308	121	(386)	43

REVITALISE RESPITE HOLIDAYS

NOTES TO THE ACCOUNTS CONTINUED
FOR THE YEAR ENDED 31 JANUARY 2025

15 Restricted Funds continued

	As at 31/01/2023	Income and profit on sale of investment	Expenditure	As at 31/01/2024
	£'000	£'000	£'000	£'000
Other restricted funds				
Joan Brander	23	3	(26)	-
Longleigh foundation	6	-	-	6
ABF The Soldier's Charity	-	35	(16)	19
Royal Air Force Benevolent Fund	2	-	(2)	-
Capital Campaign	350	5	(136)	219
Interest	23	-	(23)	-
Other	103	182	(221)	64
Total restricted fund	507	225	(424)	308

The categories of funds above and defined as follows:

ABF The Soldiers Charity — These funds represent a block grant to support up to 63 disabled Army Veterans and their carers to have a break at a Revitalise centre. The funds are applied to the costs of guest bookings when relevant Army Veterans have a break within one of our centres.

Other Revenue funds — These funds are held for supporting guests with financial needs or for those from specific geographical areas in taking a break at a Revitalise Centre. The largest such fund is the Joan Brander Memorial Fund, which recognised income from the Eleanor Hamilton Foundation in year. Other revenue funds held are generated from restricted donations to support the work of Revitalise in other ways and include a receipt from the Calleva Foundation in year.

Capital Campaign — These funds have been received in response to the Charity's capital campaign for the refurbishment and extension of our existing centres. A programme of works to complete the refurbishment of rooms at Jubilee Lodge is underway.

REVITALISE RESPITE HOLIDAYS

NOTES TO THE ACCOUNTS CONTINUED
FOR THE YEAR ENDED 31 JANUARY 2025

16 Unrestricted funds

	As at 31/01/2024	Income	Expenditure	Net income / (expenditure)	Transfers	As at 31/01/2025
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Tangible Fixed Asset Fund	**3,360**	**251**	**(2,007)**	**(1,756)**	**(1,595)**	**9**
Working Capital Fund	**2,720**	**(251)**	**2,007**	**1,756**	**(1,832)**	**2,644**
Net Movement in Funds	**-**	**8,163**	**(11,590)**	**(3,427)**	**3,427**	**-**
	6,080	**8,163**	**(11,590)**	**(3,427)**	**-**	**2,653**
		8,162	**11,590**			

	As at 01/02/2023	Income	Expenditure	Net income / (expenditure)	Transfers	As at 31/01/2024
	£'000	£'000	£'000	£'000	£'000	£'000
Tangible Fixed Asset Fund	3,947	737	(230)	507	(1,094)	3,360
Working Capital Fund	1,590	(737)	230	(507)	1,637	2,720
Net Movement in Funds	-	9,358	(8,815)	543	(543)	-
	5,537	9,358	(8,815)	543	-	6,080

Tangible Fixed Asset Fund

The Tangible Fixed Asset Fund incorporates the value of fixed assets held by the charity and used in the provision and administration of services. Any assets purchased by the charity are paid for by the Working Capital Fund and the value of these is then transferred to the Fixed Asset Fund. Conversely the value of depreciation charged on fixed assets for the year and impairment are passed back from the Fixed Asset Fund to the Working Capital Fund.

During the year the sum of £252k was invested in capital expenditure.

Working Capital Fund

See reserves policy on page 23 of the Trustees' report.

REVITALISE RESPITE HOLIDAYS

NOTES TO THE ACCOUNTS CONTINUED
FOR THE YEAR ENDED 31 JANUARY 2025

17 Share Capital

The charity is a company limited by guarantee and has no share capital.

18 Assets and liabilities representing funds

	Fixed Asset fund	**Working Capital Fund**	**Restricted funds**	**2025 Total**
	£'000	**£'000**	**£'000**	**£'000**
Represented by				
Fixed assets	**9**	**-**	**-**	**9**
Net current assets	**-**	**3,184**	**43**	**3,227**
Provisions for liabilities and charges	-	**(540)**	-	**(540)**
	9	**2,644**	**43**	**2,696**

	Fixed Asset fund	Working Capital Fund	Restricted funds	2024 Total
	£'000	£'000	£'000	£'000
Represented by				
Fixed assets	3,360	-	-	3,360
Net current assets	-	2,720	308	3,028
Creditors - due after 1 year	-	-	-	-
	3,360	2,720	308	6,388

19 Lease Commitments

The future minimum operating lease payments for the group and the charity are as follows;

	2025	2024
	£'000	£'000
within one year	114	374
between two and five years	-	527
	114	901

20 Capital Commitments

The charity has no capital commitments planned for future years (2024: £200k).

21 Related Party Transactions

There were no related party transactions during the year (2024: none).

22 Pension Schemes

The charity's current employees are members of two defined contribution schemes, with Nest and Series 4 of the Pensions Trust multi-employer scheme. In previous years the charity had employees in Series 1, 2 and 3 of the Pensions Trust multi-employer scheme. These series of the scheme are defined benefit schemes in the UK.

It is not possible for the company to separately identify its assets and liabilities to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme under FRS 102.

The company is required to pay additional recovery plan contributions in line with the estimated share of the Series 1 and Series 2 scheme liabilities. During the year the contributions totalled £33,427 (2018 £32,453).

The recovery plan will be reviewed at each triennial valuation. The last such valuation was carried out at 30 September 2017. The next two being in 2020 and 2023, which could result in a change in the contribution value.

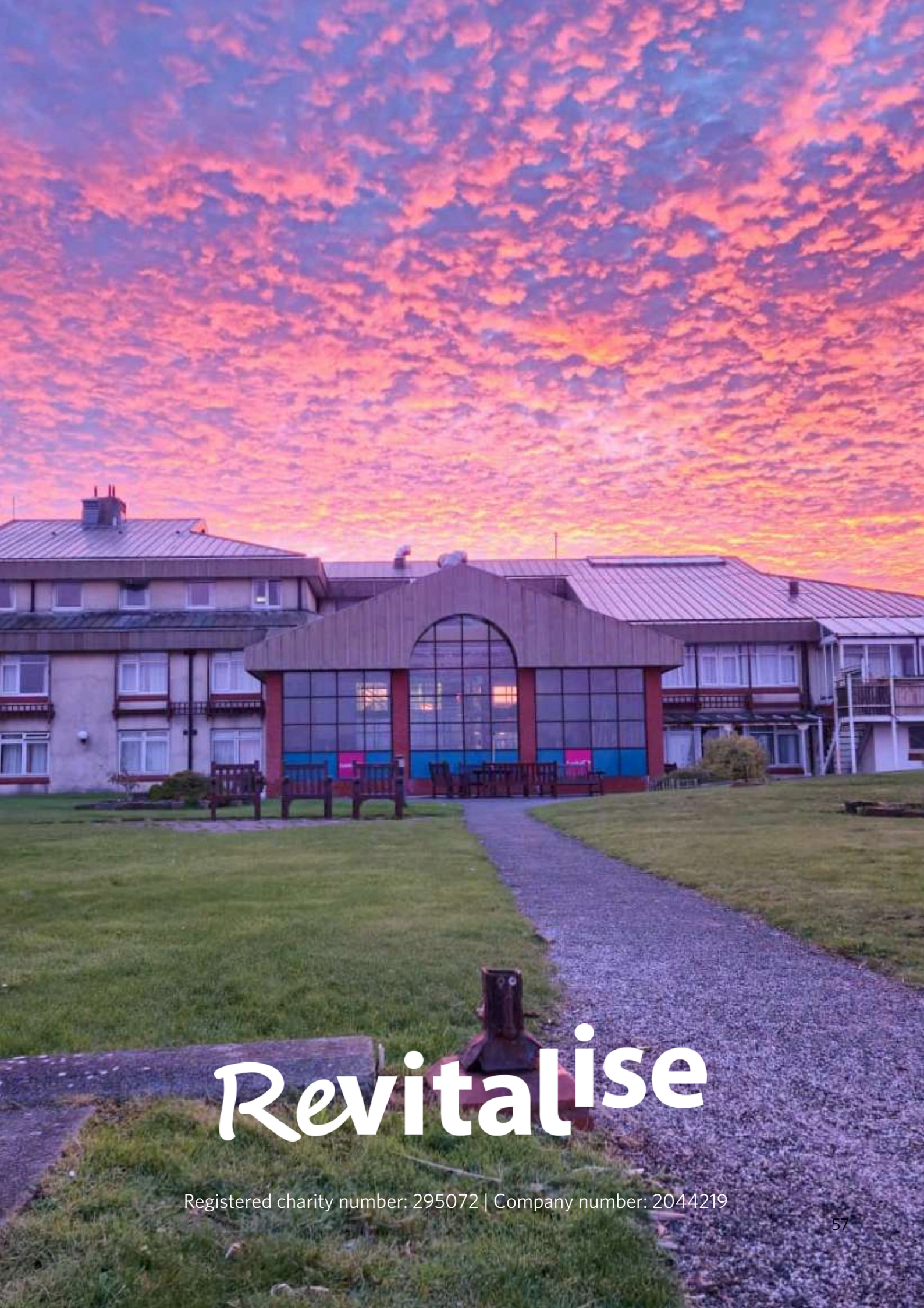
A full actuarial valuation for the scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m.

There is a requirement to provide in the accounts for the deficit contributions to be made under the recovery plan. This liability is stated in note 14 and the reconciliation of opening and closing provisions is as follows:

	2025	2024
	£'000	£'000
Provision at start of period	**13**	25
Unwinding of the discount factor (interest expense)	**-**	1
Deficit contribution paid	**-**	(13)
Remeasurements - impact of any change in assumptions	**113**	-
Remeasurements - amendments to the contribution schedule	**-**	-
Provision at end of period	**126**	13

23 Property held for sale

At the year end, Sandpipers holiday centre was reclassified from a fixed asset to a non-current asset held for sale at £1,595k being the value of the sale price less professional fees. The sale of Sandpipers completed within the first weeks of the financial year ending January 2026.



Registered charity number: 295072 | Company number: 2044219

REVITALISE RESPITE HOLIDAYS

England & Wales - Charity number 295072

Accounts



Revitalise

Annual Report

& Consolidated Accounts

for the year ended 31st January 2024

Registered charity number: 295072 | Company number: 2044219

Our **Vision**

A society in which every disabled person and every carer is able to take the break or holiday they want.

Our **Purpose**

To enable disabled people and their families to access and enjoy amazing holidays, breaks and experiences tailored to them, to escape, relax and have fun.

Our **Values**

We are **inclusive**.
We welcome everyone.

We are **change-makers**.
We make things happen for our guests and for disabled people.

We are **caring**.
We care about our guests and about each other. We are guest obsessed.

We are **joyful**.
Fun, warmth and laughter are at the heart of everything we do.

We are **hardworking**.
We strive for excellence, and we do not give up.

The Team

Trustees

At the date of signing of these accounts the Trustees of Revitalise are:

George Blunden
Chair of the Board of Trustees

George joined the Revitalise Board of Trustees as Chair on 5th February 2020, taking over from Mindy Sawhney. He began working life as an adventure playground worker before establishing his career in the banking, investments and insurance sectors where he has held a number of senior executive and non-executive positions including with Warburg Securities, Union PLC and AllianceBernstein. George has a long association with the housing and care sectors in particular, having held a number of non-executive positions whilst working in the City, including as Chair of an alms-houses group in the 1980s, followed by the Chairmanship of Southern Housing Group; a position he held from 1992 - 2006. For the last nine years, he has been the Senior Independent Director of the insurance company Beazley plc, the Chair of Charity Bank, the specialist retail bank which lends to charities and social enterprises, and the Chair of Stonewater Housing Association. He continues as a non-executive director of the Lloyd's subsidiary of Beazley and has recently become Chair of The Housing Finance Corporation, which funds social housing. George has a flat in Venice and likes to escape there whenever he can, to enjoy the most extraordinary city in the world.

Kevin McGuirk
Chair of the Finance, Audit & Risk Committee

Kevin re-joined the Board in 2019, having previously been a Trustee until 2011/12, and is Chair of the Finance, Audit & Risk Committee. A qualified Chartered Accountant and Board Director, he spent much of his early career with KPMG, working with clients on large business transformation projects in Europe, New Zealand and Asia, and ran their Telecom Consulting practice in Hong Kong. Since leaving KPMG, Kevin has held Regional Director Finance & Resources roles for Verizon Business in both Asia Pacific and EMEA, worked as COO for a fast-growing consulting business, as Commercial Director for a highly leveraged private equity owned SME, as well as European CFO for a medium sized multi-layer marketing organisation based in the Netherlands, and CFO of The Kennel Club in London. Kevin is a keen hiker and tennis player.

Deborah Wheeler
Chair of the Quality & People Committee

Deborah, who joined the Board in September 2020, trained as a nurse at St Bartholomew's Hospital in London, spending her clinical career in orthopaedic nursing before moving into nursing management. She has been Director of Nursing at several NHS trusts in London and became Deputy Regional Chief Nurse for NHS England South Region. More recently she moved back to a Director of Nursing post at the North Middlesex Hospital in North London, before retiring from full time work at the end of 2019. She is a Florence Nightingale Foundation Leadership Scholar and received the Chief Nursing Officer's Gold Award for lifetime achievement in 2019. Deborah has two adult sons and lives on the London/Essex border. She is a Non-Executive Director of East London NHS Foundation Trust (a mental health and community trust), and is a Trustee of the charity Epilepsy Society, in addition to Revitalise. Deborah is churchwarden for her local church, where she is also a service leader. In her spare time, she is an avid crafter, making handmade cards which she sells to raise funds for the church.

Cedric Moore

Cedric joined the Board in July 2022 and is a member of the Quality & People Committee. Cedric studied politics at Warwick University before embarking on a career in Human Resources. With over 30 years' experience of working in the private, public (NHS) and voluntary sectors, Cedric has held senior HR roles in a variety of complex not for profit sector organisations: Mencap (learning disability), St. Botolph's Project and St. Mungo's (homelessness), the National Council for Voluntary Organisations and Quakers in Britain. He has a particular interest in employment law and employee relations, having taken a master's degree in this field. In his spare time, he is an avid gardener, reads social history and is a supporter of the Clean Up Britain campaigning organisation.

Christopher Blue

Christopher joined the Board in February 2023 and is a member of the Quality & People Committee and the Finance, Audit and Risk Committee. Christopher's career spans various sectors including information technology, financial services and the automotive industry. He has worked for several multi-national companies, including International Computers, Lloyds Bank and the Volkswagen Group. For the past ten years, Christopher has been running his business consultancy specialising in strategic planning, leadership development and corporate compliance. Christopher has an adult daughter with severe learning difficulties and intractable epilepsy. He was on the Board of Trustees at the Epilepsy Society for a six-year term and sits on various NHS Foundation Trust committees representing the patient experience.

Richard Senior

Richard joined the Board in February 2023. Richard brings over 25 years of London and international luxury hotel management experience to Revitalise. His expertise is in developing and driving a focussed team to deliver strong business revenues and exceptional guest services. Richard's career began with London's famous Dukes hotel, and he has held senior positions at Grosvenor House, The Westbury, Royal Garden and IHG. Richard has managed businesses with turnovers between £5-£38 million and teams between 20-300 employees. Over the last decade, he has worked on luxury projects, developing, leasing and managing a portfolio of ultra-high end serviced apartments within central London and overseeing the management of a family office. Richard's ideal holiday involves sun and sea — being in a cottage on the coast by Bordeaux in early September, swimming and sunbathing during the day and barbequing and drinking some fabulous local wines in the evening.

Trustees who also served during the year were

Adam Wiltshire	Resigned March 2023
William Maughan	Resigned February 2023

Senior Management Team

None of the following are directors within the meaning of the Companies Act.

At the date of signing of these accounts the senior team at Revitalise are:

Janine Tregelles CBE
Chief Executive Officer

Helen Giles MBE
Director of People and Culture

Kate McLeod
Chief Financial Officer (to July 2024)

Eileen Downey
Social Care Consultant

Julie Currin
Interim Chief Financial Officer (from April 2024)

Rebecca Young
Director of Income Generation and Corporate Engagement

The Senior Management Team are also referred to as the 'Executive Leadership Team' and 'Key Management'.

Patron

Samantha Cameron

Vice Presidents

Dame Judi Dench CH DBE
Dame Esther Rantzen DBE
Hugh Kemsley OBE
Denis Green
Tim Prideaux JP DL
John Spence CBE DL
The Rt. Hon. The Lord Crawshaw
Arthur Smith
Sir Andrew Buchanan Bt

Honorary Ambassadors

Dan Bentley

Dan has been involved with the sport of Boccia for over 12 years, being a member of the Paralympics GB team in London in 2012 and winning a gold medal at the Paralympics in Beijing in 2008.

Nick Skelton CBE

Nick's incredible show jumping achievements include a team show jumping gold medal at the London 2012 Olympics, surpassed by an individual gold in Rio in 2016 – making him the oldest British Olympic gold medallist since 1908. Nick received an OBE for services to equestrian sport in 2012, later elevated to a CBE.

David Smith MBE

David is the joint most successful British Boccia player in history. He was a member of the British Boccia team that won a gold medal at the 2008 Summer Paralympics in Beijing. David competed in the 2012 Summer Paralympics in London, winning a team bronze medal and an individual silver medal. At the 2016 Rio Summer Paralympics, David won an individual gold medal.



Advisers

Solicitors

Anthony Collins
134 Edmund Street
Birmingham
B3 2ES

Trowers & Hamlins
3 Bunhill Row
London
EC1V 8YZ

Bankers

Barclays Bank
1 Churchill Place
London
E14 5HP

Statutory Auditor

Haysmacintyre LLP
10 Queen Street Place
London
EC4R 1AG

Centres

Revitalise Jubilee Lodge

Grange Farm
High Road
Chigwell
Essex
IG7 6DP

Revitalise Sandpipers

Fairway
Southport
Merseyside
PR9 0LA

Administrative and Registered Office

Revitalise Respite Holidays

Stroke Association House
240 City Road
London EC1V 2PR

Thank you to all our supporters

Revitalise is grateful for the support it receives from individuals, trusts, local councils and companies and we would like to place on record our thanks to everyone who has kindly supported our work over the past year. This includes anyone who has included Revitalise in their will and everyone who has arranged or participated in fundraising events on our behalf.

We would like to extend a special thank you to the Friends of Jubilee Lodge and the Friends of Sandpipers for their ongoing dedication and commitment to our work in their community as well as the following trusts, foundations, grant making bodies and companies for their support during 2023/24:

29th May 1961 Charitable Trust
ABF The soldiers Charity
Adint Charitable Trust
Annie Tranmer Charitable Trust
Anson Charitable Trust
Bothwell Charitable Trust
Broome Family Charitable Trust
Bruce Wake Charitable Trust
C A Redfern Charitable Foundation
Charles and Elsie Sykes Charitable Trust
CMF Charitable Trust
Derby & Derbyshire Disabled Soldiers Settlement
Dixie Rose Findlay Charitable Trust
Duke of Devonshire's Charitable Trust
Eleanor Hamilton Educational Trust
Erica Leonard Trust
Florence Cohen Charitable Trust
Fort Vale Foundation
Greenwood Christian Trust
H D & B Crompton Charitable Trust
Helen Roll Charity
Hospital Saturday Fund
John James Bristol Foundation
Lambert Charitable Trust
Lord Faringdon Charitable Trust
Loughton Parochial Charities
Maud Elkington Trust
Mickleham Trust
Millichope Foundation
Morris Charitable Trust
Oakdale Trust
Paragon Trust
PF Charitable Trust
Prince Philip Trust Fund
Richard Lawes Foundation
Roselands Trust
Rothley Trust
Royal Naval Benevolent Trust
Scarfe Charitable Trust
Scouloudi Foundation
Screwfix Foundation
Simon Gibson Charitable Trust
Sir Donald & Lady Edna Wilson Charitable Trust
Stanton Ballard Charitable Trust
Susanna Peake Charitable Trust
The Calleva Foundation
The Florence Turner Trust
The Provincial/Walsh Trust for Bolton
Thomas Sivewright Catto Charitable Settlement
Walker Trust
Walter Guinness Charitable Trust
Wyseliot Rose Charitable Trust
York Common Good Trust

We also thank the many volunteers who gave their time and energy, fun and compassion, through their work at the Revitalise shops and centres this year. You are all, unquestionably, at the heart of the Revitalise magic. Every donation helps more disabled people and carers to get the break they deserve and need.

To make a donation or find out more about the volunteering opportunities we offer, please visit www.revitalise.org.uk.


Here to help
Revitalise
PRIYANKA
Carola White
Room 3



Revitalise

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Chair and Chief Executive's Review

As we look back over six decades of providing the most wonderful respite breaks and holidays for disabled people and carers, we are proud that the spirit of our founder, Joan Brander, remains embodied in our vision, our values and in the passionate and dedicated support that our teams give to our guests day in, day out.

We were pleased to be able to celebrate via parties with our guests in both centres and with evening receptions at both the Houses of Parliament - hosted by Southport MP Damian Moore - at the beautiful Meols Hall in Southport and at a special fundraising concert held by our neighbours and partners, Chigwell School. We also used our anniversary year to launch our *Give me a break* advocacy campaign, a three-year programme of raising awareness of the vital nature of respite and the barriers faced by disabled people and carers in accessing adequate, or indeed any, support.

In the current climate, this has never been more important as the external environment is immensely challenging. 1 in 8 Local Authorities are now saying they are on the verge of bankruptcy and across the sector, social care providers are responding with increasing frustration to the dire lack of funding within the system. As with many other areas of Social Care, respite is chronically under-funded, even though more and more people are being cared for in their own homes by a family member or friend. In an election year, there is a significant degree of uncertainty over what the future might bring with a change of leadership looming. However, it is unlikely that any post-election government will want to swiftly tackle the thorny issue of Social Care.

The impact of this on disabled people and carers cannot be overstated. Only 1 in 129 carers are now receiving respite, which is a staggering 37% fall since 2015. Revitalise's recent annual guest survey has further revealed that over 60% of our audience have not had a break in the last year and over 25% of respondents have never had a break. And this when over three quarters of the carers surveyed are caring for over 50 hours per week. In addition, of those surveyed only 17% are receiving social care funding for respite.

These astonishing statistics mean that for Revitalise, raising hardship funding via fundraising has never been more important. This has been challenging as the world has emerged from COVID and as the cost-of-living crisis has gripped the UK. During the pandemic, many Trusts and Foundations were immensely generous in granting funding, awarding grants in excess of what they might normally offer. This resulted in some pulling back as the pandemic waned. Then, during the cost-of-living crisis, many grant givers pivoted to address the severe hardship caused by the soaring food and fuel costs. This meant that since 2020/21 it has been challenging to raise income from Trusts and Foundations and this is certainly the case for this year. However, we have been immensely buoyed by a most generous legacy gift and by the growth we have seen across our Individual Giving, Community and Events income lines, all of which exceeded our expectations in 2023/24.

This means that Revitalise needs to continue to be innovative in our fundraising efforts, ensuring that our messaging truly resonates with our audiences and that we are expanding our reach amongst the very many people in the UK whose lives have been in some way touched by disability. Accordingly, we began a significant review of our income streams and key messaging in late 2023, efforts which we expect to start to bear fruit in 2024/25.

From a financial perspective and in the current and extremely challenging operating environment, we are pleased to report a surplus of £344k compared with a deficit of £1,021k a year earlier. However, this was largely thanks to legacy income and the sale of Netley Waterside House, on which we will not be able to rely in future years. Over the coming year, the Board and Executive have set out a clear path to financial sustainability on which we look forward to reporting in our next set of accounts.

2023/24 was a busy year for our centres. We welcomed the highest number of guests since COVID, delivering 1,604 holidays across the year. Over two thirds of our guests (68%) took more than one break, which is a testament to the quality of the experience delivered by our dedicated teams and to the joy, friendship and fun that disabled people and carers say they enjoy on a Revitalise holiday. Many of our summer weeks were full with waiting lists, as was Christmas week. Both centres underwent formal inspections with the Care Quality Commission who upheld our 'Good' ratings. More guests than ever before booked a holiday when bookings opened in September 2023.

The sad sale of Netley Waterside House, which completed in September 2023, meant that some guests in the Southwest found themselves without easy access to respite breaks. For disabled people with complex disabilities, the cost of travel and availability of suitable transport options can be a significant barrier to accessing breaks. We therefore undertook a highly successful one-month trial of a new transport service, with our minibus drivers collecting guests and returning them home after the breaks. The service was free of charge. Of the guests contacted about the offer, 28% made a booking with all stating that without the service they would have been unable to take a respite break. We are really looking forward to expanding the programme in 2024/25.

People are at the very heart of what we do and are what creates the Revitalise magic. It is our people, our colleagues and volunteers, who make our breaks so special for our guests. That is why we are so pleased to see such positive results from year one of our new People Strategy and Plan, making notable reductions in our staff turnover and short-term absence, whilst doubling the number of volunteers who supported guests in our centres.

We would like to extend our heartfelt thanks to everyone who has supported us this year – our donors, supporters, volunteers, guests and colleagues. We look forward to working with you again in 2024/25 and to creating wonderful breaks so that our guests can escape, relax and have fun.



Janine Tregelles CBE
Chief Executive Officer



George Blunden BEM
Chair of the Board of Trustees

Hear from our guests

People like Harj

Fifteen years ago, Harj was married and had just welcomed a baby son into the world. He was working as a fitness and wellbeing instructor at a well-known gym. He had a huge network of friends and was known as someone who *'just wanted to help anyone who needed it.'*

Then he received the devastating diagnosis of MS. The disease progressed quickly, and his life is changed forever.

He lives on his own and relies on professional carers to meet his daily needs. His mum visits him at least three times a week and he sees his son every Saturday. On Fridays, he and his carer go out for a couple of hours. His neighbour calls in on him every evening to make sure that he is OK and is in the right position to sleep comfortably.

Yet, he has lost contact with many of his friends, and he still spends a lot of time alone.

His sister describes why a break away is so important to him, *'It's not just the holiday, it's having something to look forward to.'*

It's important to his mum too. She spends almost all her time thinking about how to make life better for Harj. She does his cleaning, laundry and cooks all his meals. She needed a break too. If she does get away to visit other family, she cooks and freezes meals in advance and makes arrangements with family members to call in on Harj. When Harj goes to our holiday centre, Jubilee Lodge, she knows that he is getting all the care he needs, that his meals are prepared and that he is having a good time.


Harj

Hear from our guests

Andrew Bundy

Andrew has been coming to Revitalise holiday centres for at least 10 years. He's made loads of friends over the years, and they've kept in touch. They try to arrange to take a holiday together, but most of his friends were unable to join him this year because they just couldn't get the funding. Andrew was doing voluntary work for the ambulance service before the pandemic but that came to an end. A group he belonged to also closed during Covid and has not re-opened, meaning that life can be very isolating.

Andrew is 50 and was born with Spina Bifida andhydrocephalus. He had a wound in his left heel which would not heal, and he had to have it amputated. He lives on his own and has carers who



Andrew

come in three times a day. His mother and two sisters help out whenever they can.

"Everybody needs a break. My carers need a break. My family needs a break. I need a break."

"I get a lot out of it, I like coming. I like going out, meeting other people, doing things."

And the Mawdsley Family

Jo, Alex, William and Tom have been supported by Revitalise since July 2017. Brothers William and Tom have a rare, genetic, life-threatening disorder called CDG, which will limit their lifespan but mum and dad Jo and Alex strongly believe that it is quality of life which matters most and are determined that the boys should lead fun-filled lives. Whilst the boys' personal budgets fund some of their respite, Jo and Alex work hard and save money so that the boys can visit Revitalise Sandpipers several times a year.

Tom loves Revitalise. He loves *'the activities, the freedom it gives him to be himself in an environment where he fits in, where he's accepted. Society is not always nice to people who are different. When they come home, they're both buzzing.'*

William has started to deteriorate physically and is in a lot of pain, which affects his behaviour, but Jo notices the difference when he comes back from their Revitalise holiday. The nurses at Revitalise manage his pain so well that he comes back *'a completely different person' – 'it's like getting my son back.'* Both boys have outlived their doctor's expectations.

Jo doesn't think there is enough funding out there for many disabled people to get a break.

'The services that you guys provide for me. It's been kinda life-saving... there is nothing else out there that just gives you the reprieve you need while allowing my boys to be happy and free. It's awe inspiring. The energy and the happiness you feel when you arrive at that damn good door... and the staff, they're outstanding. I can't thank them enough.'



William and Tom

Public benefit

This year we have provided financial assistance totalling over £440,000 to subsidise the cost of breaks for our guests. Access to funding for a break is a critical issue for disabled people after many years of cuts to social care funding. We are determined to make a break as financially accessible as we can, for as many people as we can.

Over £107,000 of this funding was specifically to support 150 people in hardship, many of whom were at breaking point. The balance was used to offer reductions to attract those less able to pay.

In total 868 breaks were provided with some form of financial subsidy applied.



Strategic Report

Review of Activities in the Year

Achievements in 2023/24:

- We celebrated our 60th year! We were both humbled and thrilled to be able to mark the milestone with an evening reception in the Houses of Parliament, hosted by Southport MP Damian Moore, as well as at the beautiful Meols Hall in Merseyside. Both centres hosted 60th birthday celebrations involving our guests and we took the opportunity to engage all our supporters with our proud heritage through our communications channels.
- Both of our Revitalise Centres retained their Good CQC ratings.
- Visit England visited both centres and awarded us with four stars.
- We continued to implement our Quality audit programme which has strengthened our internal monitoring and assurance performance.
- We undertook a review of our health and safety arrangements, resulting in improved tools and resources for our senior colleagues in managing health and safety performance across our locations.
- We completed the third stage of refurbishment works on Jubilee Lodge's bedrooms and bathrooms in the summer of 2023, before pausing on the final eight rooms to enable guests to enjoy the centre in peak season. Works on those bedrooms began in January 2024 and were completed in May 2024. This marks a milestone for the improvement of the centre and will be followed by a second programme of improvement works to other areas of the centre in the years to come.
- We welcomed the largest number of guests we have supported since 2019 at both centres - 1029 at Sandpipers and 886 at Jubilee Lodge. Both centres were full during many of the summer's peak weeks and at Christmas and we were delighted to see so many familiar faces enjoying our trips and excursions after the years of isolation and reduced social contact that characterised 2020-2022. Overall, total income from guest fees and associated nursing costs, net of discounts and subsidies, finished the year £180k greater than budgeted.
- When 2024/25 bookings opened in September 2023, we enjoyed our most successful 'Early Bird' campaign on record, with about a third of guests booking their breaks ahead of time, which is a testament to the wonderful experiences that guests enjoy on their breaks with us and the continuing and increasing need for our services.
- We launched our *Give me a Break* advocacy and fundraising campaign with enormous success. The campaign began in May 2023, with the key objective of raising awareness of the urgent need for respite and the barriers they face. A secondary objective was to raise awareness of the solutions provided by Revitalise as a charity and to encourage the public to contribute to our hardship fund established to provide support for those most in crisis.

  11 families took part in the campaign, the messaging for which was shaped around their stories and feedback. Overall, the campaign delivered an outstanding reach of 70 million people across the UK, five times its target. Our guests told their stories on 6 major TV outlets – BBC Northwest Tonight, ITV Meridian, ITV London & Southeast, ITN, GB News and Channel 4 News. Damian Moore MP hosted a Houses of Parliament drinks reception which increased engagement with loyal supporters and highlighted the vital importance of respite to senior decision makers and influencers such as the Secretary of State for Health and Social Care. £38,000 was raised via a Crowdfund to help top up our Joan Brander hardship fund.

- We continued to deliver our Spinal Unit contract at our Sandpipers Centre, providing rehabilitative step down for patients in the period between leaving hospital and returning home.

- 2023/24 was a good year for Fundraising income thanks to a significant legacy which meant that net income exceeded the budget by £360k. We continued to operate in a challenging Trusts environment; however, our Individual Giving and Events income streams exceeded their budgets and our Community income stream grew year-on-year.

- Our shops had a challenging year with a drop in net contribution of £152k when compared to 2022/23. We opened a new shop in Eastleigh and the shops opened towards the end of 2022 in Lymington and Chichester had a full year of trading. However, utility costs increased by nearly 270% and we had exceptional costs due to closing the Woolston store. These, together with increased staff costs have made it harder to achieve the levels of contribution we have enjoyed over previous years. We are pausing our growth programme to focus on optimising performance in our existing shops.

- At a time of "an ever-intensifying crisis in the adult social care workforce, characterised by high vacancy and turnover rates" (Care England Sector Pulse Check 2023) we are pleased that as a result of our investment in good leadership and management practice and training we reduced our staff turnover rate by 14% over the previous year.

- As a result of implementing our plans to promote employee wellbeing, our average rate of short-term absence reduced by 1.6 days per person.

- Through active promotion of the exceptionally rewarding volunteering opportunities available to residential and other volunteers in our holiday centres, we were able to double the number of volunteers over the previous year. During 2023-24, volunteers gave us a total of 1697 weeks of their time, socialising with our guests and offering them support to enjoy all the excursions and activities on offer. We continued to build on the work done in previous years to make Revitalise the truly diverse and inclusive organisation it is by developing new policies and guidance on attracting and supporting neurodivergent employees, trans inclusion and support for people undergoing fertility treatment.

- We continued to drive our data protection improvement programme forward including training every team members in the core principles of GDPR and the practical application of data protection in their day-to-day work.

- We took the difficult decision to sell our Netley Waterside Centre last year and the sale was completed in September 2023. The sale was to a local care home operator.



Future Plans

Improving our financial sustainability

Like many charities, the COVID-19 pandemic and the cost of living crisis that succeeded it had an enormous impact on our income. As a result, the charity has delivered significant deficits since 2020. The Board of Trustees and Executive Leadership Team recognise how imperative it is to ensure greater financial sustainability and secure the long-term future of the charity and in 2024/25 it is anticipated that we will maintain an operational deficit of £788k. In 2025/26, we plan to deliver a breakeven budget by focusing on the following areas:

- Improving the contribution from our chain of charity shops
- Reviewing the performance of our fundraising function with the aim of better targeting bids and articulating the impact our holidays make to the lives of disabled people.
- Increasing the number of guests that we welcome to Jubilee Lodge, now that all the guest bedrooms have been refurbished
- Reducing spending on agency staff

We are also reviewing every area of non-payroll expenditure with the aim of finding savings whilst not deteriorating our offer to guests.

The 'Give me a Break' appeal

In 2024/25, we will build on the success of this year's campaign. In an election year, elevating national awareness of the critical role fulfilled by unpaid family carers and the vital nature of respite breaks in preserving and supporting the caring relationship, is imperative. We are therefore planning a 3-phase campaign, starting in Carer's Week and continuing throughout the election and into our Christmas appeal. As in the current year, powerful guest stories will be the bedrock of our campaign and we will utilise the media coverage as a springboard from which to amplify our fundraising efforts and engage new donors and funders.

Investing in people

We will implement the second annual plan to further the achievement of the objectives set out in our three-year People Strategy and intentions under five themed priorities:

- Recruiting and retaining great people
- Confidence and consistency in our performance
- Inclusion and engagement
- Colleague wellbeing
- Compliance and accountability

We will continue to seek to achieve these objectives by 'mainstreaming' awareness and capability into the day-to-day practice of all our line managers, at all levels, in the way they work with their teams.

As well as careful monitoring and evaluation of the relevant data, we will measure our progress towards achievement of our people goals by carrying out a comprehensive employee survey during the year.

Improving the quality of our service delivery

Following inspections in May 2023 and July 2023 by the Care Quality Commission, we have successfully maintained our rating of GOOD at both Sandpipers and Jubilee Lodge. We have continued to review and build our internal arrangements to suppprt the quality of service delivery, and are introducing a comprehensive health and safety management system to further drive our health and safety arrangements across the charity.

Trustees' Report

The Trustees, who are also Directors of the charity for the purposes of Company Law, present their Annual Report and Financial Statements for the year ending 31st January 2024. The Annual Report serves the purposes of both a Trustee Report and a Director's Report under Company Law.

Objects and Public Benefit

Our **objects**

are to promote the welfare and rehabilitation of physically disabled persons and promote other charitable purposes.

Our **vision**

is a society in which every disabled person and every carer is able to take the break or holiday they want.

Our **purpose**

is to enable disabled people and their families to access and enjoy amazing holidays, breaks and experiences tailored to them, to escape, relax and have fun.

Our **services**

are the provision of short breaks for people with disabilities and carers at our accessible centres, offering on-call 24-hour care, personal support and a choice of activities and excursions. Short breaks are run from Revitalise Jubilee Lodge in Essex and Revitalise Sandpipers in Southport.

Our **public benefit**

can be measured first by the number of people with disabilities to whom Revitalise provides essential services, together with their carers; second, the inspirational opportunities we offer to volunteers; and third, the financial assistance we provide to help those in financial need.

The Charity Commission's general guidance on public benefit

is referred to by the Trustees when reviewing the Charity's aims and objectives and in planning its future activities. In particular, the Trustees consider that the new planned activities will contribute to the aims and objectives that have been set.



Structure, Governance and Management

The Charity is governed by its Memorandum and Articles of Association, which were last amended in 2020.

Board of Trustees

The Board of Trustees ("the Board") is responsible for the overall governance of the Charity. Trustees are appointed by the Board and although the number of Trustees is currently limited to 20, it is within the power of the Board to amend this figure if appropriate. Trustees serve for an initial term of three years, after which they can be elected by the Board to serve for a further two terms of three years each. In exceptional circumstances, they may serve for another period beyond the nine-year term, with the length to be agreed by the Board and to be no more than 3 years.

Board meetings take place 4 times a year. The Board normally meets with the Charity's Senior Management Team, but it can also have closed sessions. It is the responsibility of the Board to develop organisational strategies in partnership with the Senior Management Team and to review operational performance, to set budgets and approve operating plans. New Trustees who join the Board receive an induction to help them understand the work of the Charity and the environment in which it operates. This aids effective and informed decision-making.

The Board delegates the exercise of certain powers in connection with the management and administration of the Charity. This is controlled through regular reporting back to the Board so that the Trustees can oversee all decisions made under delegated powers.

The Board delegates powers to the following Committees and individuals.

Finance, Audit & Risk Committee

The Finance, Audit and Risk Committee comprises at least two Trustees and is attended by the Chief Executive and the Chief Financial Officer along with other staff members as necessary. Its role is to provide the Board with impartial advice on the effectiveness of the Charity's financial performance, risk and control arrangements. It provides scrutiny of the Charity's systems and processes, ensuring that these are robust and fit for purpose and ensures that risks are catalogued, along with their control systems, investigating on behalf of the Board anything that threatens or adversely affects the accomplishment of the Charity's aims and objectives.

Quality and People Committee

The Quality and People Committee comprises at least two Trustees and is attended by the Chief Executive, Director of People & Culture and Quality Consultant. With respect to quality, its role is to ensure Revitalise puts the guest experience, which is a combination of high quality and safe care and excellent hospitality, at the heart of the service we offer, to assure the Board that the organisation is compliant with all regulatory and legal matters in relation to guest experience, and to ensure that the Charity has all the necessary systems and processes in place to effectively deliver quality throughout the guest experience. In regard to People, it sets and monitors the organisation's people strategy, ensuring that pay policies are fair and competitive so that the Charity attracts and retains colleagues with the right talent and skills, and making certain that the Charity has the right Trustees and senior leaders to govern, lead and deliver objectives.

In setting pay, the Committee considers available market information, the performance of the Charity in achieving its financial objectives, and statutory obligations such as National Living Wage. In addition, the Committee maintains a strategic overview of people issues and organisational development across the Charity.

Portfolios

There are agreed portfolios whereby individual Trustees act as a gateway for Revitalise expertise on key areas. Portfolio holders are able to convene working groups, when needed, in consultation with the Chair. There are currently no portfolios.

Chief Executive

The Chief Executive is responsible for the day-to-day management of the Charity's affairs and for implementing policies agreed by the Board. The Chief Executive is assisted by a Senior Management Team and other staff.

Senior Management Team

The Senior Management Team assists the Chief Executive and carries out the day-to-day management of the Charity's affairs and implements policies agreed by the Board. It is comprised of the Chief Financial Officer, the Director of Income Generation and Corporate Engagement and the Director of People & Culture.

Financial Review

Financial performance

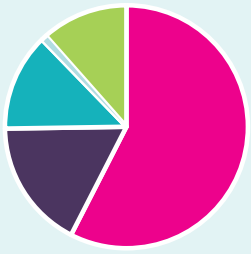
The financial statements for the year show a surplus of £344k compared with a deficit of £1,021k a year earlier. The underlying operating deficit was £717k, compared to a deficit of £1,024k the previous year, the difference being largely due to legacy income. We recognised a gain on disposal of Netley Waterside House of £1,126k in 2023/24.

Income for the year was £9,655k up from £6,898k in 2022/23. This includes the gain on the sale of Netley Waterside. As we returned fully to our holiday offer, income in our Centres increased by about £1m. Trading income from our shops accounted for about £200k of the increase with the remainder coming from legacy income as noted above. Offsetting growth in income, expenditure in the year was £9,259k, up from £7,922k in 2022/23. The cost of running both our holiday centres and our shops more than offset the increased income that they generated as salaries, utilities and other running costs continued to grow.

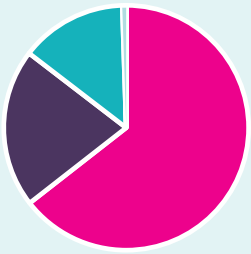
Sources of Revenues and Use of Expenditure

Our sources of revenues and use of expenditure are as follows:

Income	2023-24 £'000	2022-23 £'000
Charitable activities	5,555	4,446
Other trading activities	1,663	1,446
Donations & legacies	1,254	971
Investment income	70	35
Other income	1,113	0
	9,655	**6,898**



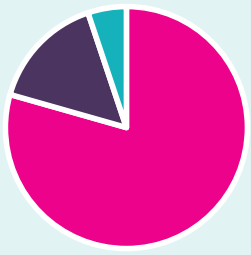
Income 2023-24



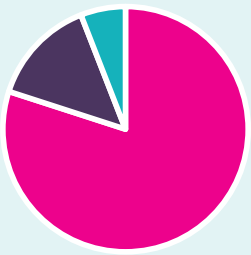
Income 2022-23

Charitable activities · Other trading activities · Donations & legacies · Investment income · Other income

Expenditure	2023-24 £'000	2022-23 £'000
Charitable activities	7,352	6,336
Other trading activities	1,431	1,117
Donations & legacies	476	469
	9,259	**7,922**



Expenditure 2023-24



Expenditure 2022-23

Charitable activities · Other trading activities · Donations & legacies



Reserves Policy

The Charity needs reserves so that it can continue its operations in the event of an unforeseen shortfall in income or increase in costs. This is important in order that we can continue to support our guests and their carers. The Charity also requires reserves to cover potential timing differences between the receipt of its revenues and its expenditure, which is largely fixed in nature. The Charity considers that a policy of maintaining unrestricted reserves equivalent to its expenditure on unrestricted charitable activities for a period of at least 3 months is appropriate; for this year this equates to a minimum reserve target of £2.3m. Unrestricted working capital funds at 31st January 2024 were £2.7m, which equates to approximately 3.5 months of expenditure cover.

Working capital was boosted in 2023/4 by the sale of Waterside House. As we continue to deliver on our strategy, including improving the environment in our Centres, we expect our free reserves to dip below the minimum set by our Reserves policy for a period of time. As noted above, we have plans in place to grow income and reduce expenditure which are expected to improve operating performance by about £800k and which should result in a break-even financial position during the 2025-26 financial year.

Reserves at 31 January were:

	2024 £'000	2023 £'000
Restricted funds		
Other restricted funds	308	507
Unrestricted funds		
Fixed assets	3,360	3,947
Working capital	2,720	1,590
	6,080	5,537
Total reserves	**6,388**	**6,044**

Investment Policy

The Charity has placed no cash into investments since 2010 and all funds are held as cash in current or deposit accounts.



Fundraising policy

With a policy of pricing its breaks at or below the cost of providing its services, Revitalise looks to its fundraising activities to finance both its support for guests who cannot afford a break, and the further development of its existing and proposed new centres.

Revitalise is registered with the Fundraising Regulator and follows its Code of Fundraising Practice.

Revitalise carries out fundraising activities itself and does not utilise the services of any professional fundraising organisations. Revitalise fundraising comes from:

- Applications to trusts and foundations;
- Legacies;
- The fundraising activities of each centre's Friends group;
- Corporate donations;
- Sponsorship monies from participants in events; and
- Individual donations

The Revitalise approach to fundraising is to build long-term relationships with supporters that sees them as partners in delivering our mission. All appeals and approaches for support are designed to reflect donors' known communication preferences and we are mindful of the wide range of personal circumstances our supporters may find themselves in. In keeping with its core work and insight into the lives of disabled people and carers Revitalise takes great care to ensure that it does not seek donations from people known to be in vulnerable circumstances.

This approach is supported by the Revitalise Fundraising Promise:

- We will always tell you how your money is being spent, to show how you are helping provide an essential service to disabled people.
- We do not phone people to solicit money; we will never cold call you or anyone else to ask for donations.
- We will never sell your data.
- If you say that you want to hear from us less, or not at all, we will make sure your wishes are honoured.

It is very rare for Revitalise to receive a complaint about its fundraising activities. In fact, we received no complaints in 2023/24. Should a complaint be received, it would follow our Complaints Policy, which in summary is:

- Initial response within 10 working days
- Full response within 20 working days
- If not satisfied, escalate to the Chief Executive
- If still not satisfied, escalate to the Fundraising Regulator

Risk Management and Internal Control

Revitalise maintains a comprehensive Risk Register. This register is the principal tool for the management of risk and the Finance, Audit and Risk Committee monitors the key risks identified.

The principal risks facing the Charity are:

Governance and Strategy

– Revitalise draws a large proportion of its income from members of the public through donations and the use of its charitable services. Because of this it makes every effort to communicate regularly with stakeholders. It also seeks to portray a positive image in the media through regular events, press releases and promotional materials. Ensuring the organisation is well-governed, with appropriately qualified and experienced Trustees is key to managing this risk as is setting a clear strategy whose progress is regularly monitored and evaluated.

Quality and People

- The Charity works with a wide range of different client groups in a variety of settings, involving many staff and volunteers. This provides the organisation with a large number of potentially serious risks to manage, including health and safety and the welfare of all involved. These are managed through a programme of clinical and care training, policies and procedural guidance, audits and checks. We have carried out a review of our Safeguarding procedures and have implemented changes, including refreshing our Safeguarding training. The Executive Leadership Team lead on ensuring our services are fit for purpose. Our operational policies and procedures are linked to CQC's KLOE plan, supported by a programme of internal audits. Our Board includes a Trustee with a clinical background as well as a Trustee with long experience in HR and employee relations.

Business and Financial

– While the Charity operates with a robust set of financial controls, it continues to operate in cyclical and potentially vulnerable markets. The Charity remains committed to developing a long term sustainable financial model, holding sufficient reserves to manage through periods of reduced activity as well as to continue to invest in the future of the organisation. Regular reviews of in-year and longer-term financial plans and budgets take place to ensure that financial risks are minimised. The Charity uses a 5-year plan, an annual detailed budget, monthly accounts and reforecasts, cash flow forecasts and other regular reports, to help mitigate these financial risks.

External (including Regulatory and Technology)

– As in 2022/23, new threats have emerged this year, including the continued cost of living crisis, uncertainty as to the timing of the UK election and war in the Middle East. The war in Ukraine continued and the impact on oil and gas prices did not abate. The Charity continues to manage the challenges that it is faced with from the external world. As with all organisations, we face external threats associated with our use of technology and we are working to improve our infrastructure and information security as well as educate our colleagues to operate safely on-line.

As part of this risk management process, the Trustees acknowledge their responsibility for the Charity's system of internal controls and for reviewing its effectiveness. Their response to these risks is stated in the Reserves Policy above.

Staff and volunteers

Staff

Revitalise aims to be a great place to work. We know that our colleagues get an enormous amount of satisfaction from making such a big difference to the lives of our guests. The work can also be challenging, and we are committed to providing staff with a working environment that genuinely reflects our stated values. We expect our colleagues to be absolutely guest-centred and to work hard, demonstrating high levels of skill and confidence. In return, and to enable this, we seek to deliver empowering leadership; pay and treat people fairly and transparently; support the development of their skills; and care for their physical and mental wellbeing. All staff have access to our 24/7 Employee Assistance Programme for free counselling and advice. We set clear standards for how we expect our managers to support the performance, development and well-being of staff and aim to give them the tools, resources and training to do all this well. We ensure managers and staff are accountable to their stakeholders through our 360-degree feedback process for continuous improvement in everything they do.

We aim to keep staff informed of and proud about our plans and what we are achieving, and to give every individual a voice. We have an in-house magazine and a regular two-way cascade briefing and engagement process through which everyone can be included in conversations about how we can be a great service provider and employer. Our CEO and members of the Executive Team regularly visit our centres and shops to engage with our staff as well as with guests and customers. We have a quarterly online question and answer session with the Executive Team that all colleagues are invited to join.

We are actively committed to promoting diversity and inclusion at work as in service delivery. We have policies and procedures in place to ensure that recruitment and promotion are based on aptitude and ability, and that people are treated fairly, without bias and with respect, at all stages of their employment. All our people policies are assessed in diversity impact terms. Manager and staff accountability for promoting inclusion in the workplace is built into our performance management and development scheme. 100% of our Executive Team and 57% of our Business Leaders are women. The demographics of the areas in which we operate are well reflected in the profile of the workforce in each area in terms of ethnicity and nationality. We have a very even distribution of ages between the main bands between 21 and 65, and our oldest employee is 81 years of age. 15% of our colleagues have disabilities and we work closely with our occupational health advisors to ensure that we make the right adjustments to support our staff with disabilities to join us and carry out their roles effectively.

Volunteers

Volunteers play a critically important role at Revitalise; our guests give us feedback on how much our volunteers help to enhance their enjoyment by socialising, engaging them in activities and supporting with excursions. Our volunteers themselves have consistently given outstanding experience of volunteering, the incredibly significant impact their contribution makes to the guest experience, and the extent to which volunteering for us has enabled them to appreciate the challenges faced by people with disabilities and their carers. Our shop volunteers continue to help us generate much needed additional income to add to the quality of the holiday experience.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Revitalise Respite Holidays 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 the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company, and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees of the Charity guarantee to contribute an amount not exceeding £1 to the assets of the Charity in the event of winding up. The total number of such guarantees at 31st January 2024 was 6. The Trustees are Members of the Charity, but this entitles them only to voting rights. The Trustees have no beneficial interest in the company or the Charity.

The Trustees' Report and the Strategic Report are hereby approved.

By order of the Board of Trustees



Rebecca Young

Company Secretary
19th July 2024

Independent Auditor's Report

to the Members of Revitalise Respite Holidays

Opinion

We have audited the financial statements of Revitalise Respite Holidays for the year ended 31 January 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which includes the strategic report and the directors' 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 the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

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

- adequate accounting records have not been kept by the charitable company; or
- the charitable 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 for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 26, 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the use of restricted funds, care quality compliance and compliance with employment law, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and Charities SORP.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to depreciation charges. Audit procedures performed by the engagement team included:

- Inspecting minutes of Trustees' meetings;
- Reviewing calculations for depreciation including reviewing estimated useful economic lives;
- Reviewing allocations and disclosures relating to restricted funds;
- Reviewing the latest CQC reports;
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals throughout the year; and
- Challenging assumptions and judgements made by management in their critical accounting estimates. These related to depreciation and the pension deficit funding liability.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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.

Lee Stokes
(Senior Statutory Auditor)

For and on behalf of Haysmacintyre LLP,

10 Queen St Place, London EC4R 1AG

19th July 2024



Revitalise Respite Holidays

Statement of Financial Activities (SOFA)
for the year ended 31 January 2024

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2024 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2023 £'000
Income from:							
Donations and legacies	2	**1,009**	**245**	**1,254**	445	526	971
Charitable activities:	1G	**5,555**	**-**	**5,555**	4,446	-	4,446
Other trading activities		**1,663**	**-**	**1,663**	1,446	-	1,446
Investment income		**70**	**-**	**70**	35	-	35
Other income		**1,113**	**-**	**1,113**	-	-	-
Total income		**9,410**	**245**	**9,655**	6,372	526	6,898
Expenditure on:							
Raising funds		**476**	**-**	**476**	469	-	469
Charitable activities		**6,908**	**444**	**7,352**	5,089	1,247	6,336
Other trading activities		**1,431**	**-**	**1,431**	1,117	-	1,117
Total expenditure	3, 5	**8,815**	**444**	**9,259**	6,675	1,247	7,922
Net income/(expenditure)		**595**	**(199)**	**396**	(303)	(721)	(1,024)
Net (losses) / gains on investments:	10	**(52)**	**-**	**(52)**	3	-	3
Net movement in funds		**543**	**(199)**	**344**	(300)	(721)	(1,021)
Reconciliation of funds:							
Total funds brought forward		**5,537**	**507**	**6,044**	5,837	1,228	7,065
Total funds carried forward	15, 16	**6,080**	**308**	**6,388**	5,537	507	6,044

Revitalise Respite Holidays

Company Number: 2044219

Balance Sheet
as at 31 January 2024

	Notes	2024 £'000	2023 £'000
Fixed assets			
Tangible assets	9	**3,360**	3,895
Investments	10	**-**	52
		3,360	3,947
Current assets			
Stocks	11	**2**	11
Debtors	12	**1,091**	784
Bank deposits and cash	13	**2,966**	2,580
		4,059	3,375
Liabilities			
Creditors - amounts falling due within one year	14	**(1,031)**	(1,266)
Net current assets		**3,028**	2,109
Total assets less current liabilitiess		**6,388**	6,056
Creditors - amounts falling due after more than one year	14	**-**	(12)
Total net assets		**6,388**	6,044
The funds of the charity			
Restricted funds	15	**308**	507
Unrestricted funds			
Fixed assets	16	**3,360**	3,947
Working capital	16	**2,720**	1,590
		6,080	5,537
Total charity funds		**6,388**	6,044

The financial statements on pages 31 to 55 were approved by the Board of Trustees and authorised for issued and are signed on their behalf by:

George Blunden, Chair 19th July 2024 George Blunden

Revitalise Respite Holidays

Cash Flow Statement
for the year ended 31 January 2024

	2024 £'000	2023 £'000
Cash flows from operating activities		
Net cash utilised	**(1,398)**	(948)
Cash flows from investing activities		
Dividends, interest and rents from investments	**70**	35
Purchase of investments	**-**	(13)
Purchase of plant, plant and equipment	**(737)**	(959)
Disposal of fixed asset	**2,451**	-
Net cash provided by / (used in) investing activities	**1,784**	(937)
Change in cash and cash equivalents in the reporting period	**386**	(1,885)
Cash and cash equivalents at the beginning of the reporting period	**2,580**	4,465
Cash and cash equivalents at the end of the reporting period	**2,966**	2,580

	2024 £'000	2023 £'000
Reconciliation of net income to net cash flow from operating activities:		
Net movement in funds for the reporting period as per the statement of financial activities	**344**	(1,021)
Adjusted for:		
Depreciation charge	**230**	207
Dividends, interest and rent from investments	**(70)**	(35)
Profit on the disposal of fixed assets	**(1,409)**	-
Losses/(gains) in investments	**52**	(3)
Decrease in stocks	**9**	1
(Increase) / decrease in debtors	**(307)**	130
(Decrease) in creditors	**(235)**	(210)
(Decrease) in defined benefit pension scheme liability	**(12)**	(17)
Net cash utilised by operating activities	**(1,398)**	(948)

Revitalise Respite Holidays

Notes to the Accounts
for the year ended 31 January 2024

1. Accounting Policies

A General information

Revitalise Respite Holidays is a private charitable company limited by guarantee incorporated in England (company number 2044219, charity number 295072). The registered office and principal place of business is at 240 City Road London EC1V 2PR.

The charitable company's principal activity is creating revitalising holidays for disabled people and carers.

B Basis of accounting

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", the requirements of the Companies Act 2006 and under the historical cost convention, except as modified for the annual revaluation of fixed asset investments. Within the definitions of FRS 102, the charitable company is a public benefit entity. The financial statements have been prepared in accordance with the accounting policies set out in more detail below, to comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association of the charitable company, and Accounting and Reporting by Charities: the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019). Figures are presented in sterling and rounded to the nearest pound.

C Going concern

The Charity's activities, current financial position, and factors likely to affect its future are set out in the Trustees' report. The Trustees have reviewed forecasts and cash reserves and concluded that the Charity has sufficient cash reserves to continue in operation for at least 12 months after the signing of the accounts. Although it is not certain that these efforts will be successful, the Trustees have taken action to mitigate the known uncertainties and are not aware of any material uncertainties regarding the Charity's ability to continue as a going concern and deliver its charitable objectives for at least the next 12 months. Therefore, the accounts have been drawn up on a going concern basis.

Notes to the Accounts
for the year ended 31 January 2024

1. Accounting Policies (Continued)

D Donations

Donations and gifts are included in full in the statement of financial activities when received.

E Grants

Revenue grants are credited to the statement of financial activities when received or receivable whichever is earlier.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions, the income is deferred.

F Legacies

Income from legacies is accounted for on a receivable basis and is recognised in full in the financial statements in the period in which probate is granted, and where there is certainty of entitlement and the sum to be received.

G Income from charitable activities

Fees from breaks, holidays, continuing care and day services are recognised in the financial statements in the year in which the break or holiday occurs or the service is provided.

H Other trading activities

Income from the sales of goods and services is derived from ordinary activities and is stated net of VAT.

Notes to the Accounts
for the year ended 31 January 2024

1. Accounting Policies (Continued)

I Gifts in kind

Gifts in kind represent assets donated for distribution or use by the charity. Assets given for use by the charity are recognised when receivable. Gifts in kind are valued at the amount the charity would otherwise have paid for the assets. Donated goods for resale through charity shops are not recognised in the financial statements as gifts in kind.

J Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis and, because the charity is unable to recover any UK Value Added Tax paid, inclusive of that irrecoverable VAT. Expenditure is allocated to the particular activity where the cost relates directly to that activity. Overhead and other costs not directly attributable to particular functional activity categories are apportioned over the relevant categories on the basis of the activities given below.

Cost type	Basis of allocation
Office and HQ costs	Space and facilities used
Operational management	Activity numbers in centres e.g. guest weeks
Information technology	Resources supported per department
Volunteer recruitment	Volunteer numbers supplied
Booking services	Numbers of guests booked
Marketing	Proportion of resources used

The costs shown under charitable activities by objective are the gross costs of running services.
Staff are not allowed to carry forward holidays and therefore no provision is required.
Staff termination costs are accounted for in the year in which they fall due.

Notes to the Accounts
for the year ended 31 January 2024

1. Accounting Policies (Continued)

K Fundraising costs

Fundraising costs consist of the payroll costs of fundraisers together with their office costs and specific fundraising expenditure. Also included are associated IT and premises costs as well as an element of common central costs as above.

L Governance costs

These are the costs associated with the governance arrangements of the charity which relate to the general running of the charity as opposed to costs associated with fundraising or charitable activities. The costs will normally include external audit, legal advice for trustees and costs associated with constitutional and statutory requirements such as the cost of trustee meetings.

M Operating leases

Rentals payable under operating leases are charged to the Statement of Financial Activities over the period of the lease on a straight-line basis.

N Pension costs

The charitable company operates two defined contribution pension schemes with Nest and the Pensions Trust. The assets of the schemes are held separately from those of the charitable company in independently administered funds. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund.

Notes to the Accounts
for the year ended 31 January 2024

1. Accounting Policies (Continued)

O Capitalisation policy and depreciation

Fixed assets, being assets with a useful life greater than one year, are stated at cost. Items purchased with a value greater than £500 are capitalised.

Depreciation is provided on fixed assets capitalised in the financial statements in order to write off the cost of each asset over its expected useful life on a straight-line basis, as follows:

Cars	3-5 years
Buses	3-5 years
Building equipment	5 years
Office equipment	5 years
IT systems	3 years
Operating equipment	5 years

Freehold and leasehold buildings:

Freehold Buildings	50 years
Freehold Improvements	10 years
Leasehold Buildings	length of lease
Leasehold Improvements	length of lease - 10 years

Leasehold properties are amortised on a straight-line basis over the period of the leases.

Work in progress is not depreciated as the asset has not been brought into full economic use.

Notes to the Accounts
for the year ended 31 January 2024

1. Accounting Policies (Continued)

P Value of land and buildings

The charitable company's interests in freehold and leasehold property are stated in the balance sheet at their historic cost.

Q Stocks

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow-moving and defective stocks. No value has been placed on donated goods held for resale.

R Deferred income

Income relating to future financial periods has been deferred and is shown in note 14 below. Income is deferred if the activity that it relates to takes place in a future period.

S Restricted funds

Such funds are subject to specific restrictions imposed by donors. The purposes and uses of such funds are set out in note 15 to the accounts.

T Unrestricted funds

Unrestricted funds are general funds or have been set aside at the discretion of the trustees for specific purposes as set out in note 16 to the accounts. The Fixed Asset Fund represents the net book value of tangible fixed assets after the deduction of depreciation and considering any additions and disposals in the year.

Notes to the Accounts
for the year ended 31 January 2024

1. Accounting Policies (Continued)

U Foreign currencies

Transactions in foreign currencies are recorded at the rate prevailing at the date of the transaction. Monetary assets and liabilities are re-translated at the rate of exchange ruling at the balance sheet date. All differences are taken to the Statement of Financial Activities.

V Transfers between funds

Transfers are made from or between restricted funds when this is allowed by the terms of the donation or where permission has been obtained from the donor. Transfers are made from or between unrestricted funds following approval by the trustees.

W Debtors / Creditors Policy

Short term debtors are measured at transaction price, less any impairment. Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

X Significant Judgements Policy Statement

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Company's accounting policies. In the opinion of the trustees, the only estimate considered to be critical is estimating the useful economic life of tangible fixed assets.

Y Financial Instruments

The Company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade debtors and other accounts receivable and payable, and loans from banks and other third parties.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Income statement.

Notes to the Accounts
for the year ended 31 January 2024

	Unrestricted £'000	Restricted £'000	Total 2024 £'000
2. Donations and legacies			
Donations, Grants and Gifts	206	245	**451**
Legacies	803	-	**803**
Total	1,009	245	**1,254**

	Unrestricted £'000	Restricted £'000	Total 2023 £'000
Donations, Grants and Gifts	188	526	**714**
Legacies	257	-	**257**
Total	445	526	**971**

	2024 £'000	2023 £'000
Donations received from the Trustees during the year	**5**	1

	2024 £'000	2023 £'000
3. Total expenditure		
This is stated after charging:		
Audit fees	**31**	28
Depreciation	**231**	207
Operating rentals		
- equipment	**(21)**	47
- London Office rental	**58**	46
- other assets	**296**	231
	595	559

During the year 1 trustee (2023: 3) received reimbursement of travel costs including those paid direct by the charity totalling £47 (2023: £700) but no emoluments.

During the year, trustees' indemnity insurance was provided at a cost of £2,800 (2023: £1,137).

Notes to the Accounts
for the year ended 31 January 2024

4. Support costs directly attributed to services and fundraising activities

	Central Admin £'000	Reservations £'000	IT £'000	Marketing £'000	2024 Total £'000
Fundraising costs	**11**	**-**	**23**	**9**	**43**
Breaks for disabled people and carers	**1,029**	**162**	**93**	**498**	**1,782**
Total	**1,040**	**162**	**116**	**507**	**1,825**

	Central Admin £'000	Reservations £'000	IT £'000	Marketing £'000	2023 Total £'000
Fundraising costs	33	-	16	10	59
Breaks for disabled people and carers	1,038	191	114	467	1,810
Total	1,071	191	130	477	1,869

For details on apportionment basis see note 1h above.

Notes to the Accounts
for the year ended 31 January 2024

5. Analysis of total expenditure

	Direct Staff Costs £'000	Overheads & Support Costs £'000	Other £'000	Direct Depreciation £'000	Discounts/ Subsidiaries £'000	2024 Total £'000
Raising funds						
Investment for future fundraising	-	-	80	-	-	80
Management	-	43	-	-	-	43
Legacies	-	-	31	-	-	31
Trusts	-	-	89	-	-	89
Corporate and events	-	-	233	-	-	233
Total	**-**	**43**	**433**	**-**	**-**	**476**
Charitable activities in furtherance of the charity's objectives:						
Breaks for disabled people and carers	3,439	1,782	1,463	197	440	7,321
Governance costs	-	-	31	-	-	31
Total	**3,439**	**1,782**	**1,494**	**197**	**440**	**7,352**
Other trading activities						
Costs of charity shops	776	-	614	33	-	1,423
Costs of other activities	-	-	8	-	-	8
Total	**776**	**-**	**622**	**33**	**-**	**1,431**
Total expenditure	**4,215**	**1,825**	**2,549**	**230**	**440**	**9,259**

Notes to the Accounts
for the year ended 31 January 2024

5. Analysis of total expenditure (continued)

Raising funds

	Direct Staff Costs £'000	Overheads & Support Costs £'000	Other £'000	Direct Depreciation £'000	Discounts/ Subsidiaries £'000	2023 Total £'000
Investment for future fundraising	-	-	82	-	-	82
Management	0	59	-	-	-	59
Legacies	-		35			35
Trusts	-	-	80	-	-	80
Corporate and events	-	-	213	-	-	213
Total	0	59	410	-	-	469

Charitable activities in furtherance of the charity's objectives:

Breaks for disabled people and carers	2,869	1,810	1,189	179	266	6,313
Governance costs	-	-	23	-	-	23
Total	2,869	1,810	1,212	179	266	6,336

Other trading activities

Costs of charity shops	651	-	430	24	-	1,105
Costs of other activities	-	-	12	-	-	12
Total	651	-	442	24	-	1,117
Total expenditure	3,520	1,869	2,064	203	266	7,922

The 'Overheads and support costs' shown above include the full costs of providing accommodation and management support for the fundraising department, along with the costs of providing marketing, public relations, and communications for the department.

The total direct staff costs and the direct depreciation costs shown above include only those costs which can be directly attributed to an activity. The total staffing costs for the organisation are shown in note 6 below which incorporates the costs of both direct and indirect staffing. Governance costs comprise audit costs as per note 3.

Notes to the Accounts
for the year ended 31 January 2024

	2024 £'000	2023 £'000

6. Staff costs

Staff costs and numbers were as follows:

	2024 £'000	2023 £'000
Salaries	**4,482**	3,752
Social security costs	**401**	344
Other pension costs	**118**	99
Redundancy/termination costs	**21**	6
	5,021	4,201
Total emoluments paid to staff (excluding social security costs)	**4,620**	3,857

During the year, the charity also spent £582,874 (2023: £672,984) on agency staffing.

The number of employees whose emoluments amounted to more than £60,000 in the year was as follows:

	2024 No.	2023 No.
£150k - £160k	**1**	1
£140k - £150k	**-**	-
£130k - £140k	**-**	-
£120k - £130k	**-**	-
£110k - £120k	**-**	1
£100k - £110k	**1**	-
£90k - £100k	**1**	-
£80k - £90k	**3**	2
£70k - £80k	**-**	-
£60k - £70k	**2**	2

Total pension contributions for these employees were £19,104 (2023: £11,608).

Total remuneration paid to key management in the year was as follows:

	2024 £'000	2023 £'000
Remuneration paid to key management	**634**	596

Key management are as described in the Trustees' Report and are also referred to as the 'Senior Management Team' and 'Executive Leadership Team'

Notes to the Accounts
for the year ended 31 January 2024

	2024 £'000	2023 £'000
6. Staff costs (continued)		
The average number of employees in the years was as follows:	**165**	149
Full time equivalents:		
Breaks for disabled people and carers	**79**	69
Fundraising	**5**	6
Support services	**21**	22
Charity shops	**29**	25
	134	122

	2024 £'000	2023 £'000
7. Major component parts of expenditure		
Staffing, agency, training and uniform costs	**5,787**	5,049
Water and energy costs	**591**	364
Guest subsidies / discounts	**440**	266
Professional & consultancy fees	**414**	403
Rents	**389**	335
Property maintenance and cleaning	**288**	263
Depreciation	**230**	207
Food costs	**226**	172
Marketing	**215**	222
Insurance	**212**	184
Vehicle running costs	**125**	81
Event costs	**89**	70
Medical sundries	**75**	125
Telephones and postage	**71**	62
Other	**68**	76
Stationery and printing	**37**	35
Cost of sales	**2**	8
Total	**9,259**	7,922

Notes to the Accounts
for the year ended 31 January 2024

8. Taxation

The Charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

9. Tangible fixed assets

	Freehold Land & Buildings £'000	Work in progress £'000	Leasehold Land & Buildings £'000	Furniture & Equipment £'000	Motor Vehicles £'000	Total £'000
Cost or book value						
At 1st February 2023	6,525	869	2,181	586	348	**10,509**
Additions	-	501	144	83	9	**737**
Disposals	(2,681)	-	-	(181)	(38)	**(2,900)**
Asset transfer	869	(869)	-	-	-	**-**
At 31st January 2024	**4,713**	**501**	**2,325**	**488**	**319**	**8,346**
Depreciation						
At 1st February 2023	3,783	-	2,026	461	344	**6,614**
Charge for the year	105	-	68	54	3	**230**
Disposals	(1,649)	-	-	(170)	(39)	**(1,858)**
At 31st January 2024	**2,239**	**-**	**2,094**	**345**	**308**	**4,986**
Net book value						
At 1st February 2023	2,742	869	155	125	4	**3,895**
At 31st January 2024	**2,474**	**501**	**231**	**143**	**11**	**3,360**

The significant reduction in freehold land and buildings cost and accumulated depreciation relates to the disposal of the Netley Waterside premises. The value of land within land and buildings that is not depreciated amounted to £696,041 (2023 - £889,300).

Notes to the Accounts
for the year ended 31 January 2024

	2024 £'000	2023 £'000
10. Investments		
Investment movements during the year are as follows:		
Market value as at 1 February	**52**	36
Disposal	**-**	13
Revaluations / disposal	**(52)**	3
Net gains on investments	**-**	52
11. Stocks		
Goods for resale	**1**	6
Food Stocks	**1**	5
	2	11
12. Debtors		
Trade debtors	**316**	35
Other debtors	**113**	20
Prepayments	**104**	460
Accrued income	**558**	269
	1,091	784
13. Bank deposits and cash		
Deposits held by the charity	**2,504**	2,259
Current accounts	**460**	320
Cash holdings	**2**	1
	2,966	2,580

Notes to the Accounts
for the year ended 31 January 2024

	2024 £'000	2023 £'000
14. Creditors		
Amounts falling due within one year:		
Trade creditors	**206**	300
Other creditors	**72**	292
Accruals	**198**	91
Taxation and social security	**109**	97
Deferred income	**433**	473
Defined benefit pension scheme liability	**13**	13
	1,031	1,266
Amounts falling due after one year:		
Defined benefit pension scheme liability	**-**	12
The movement in deferred income is analysed as follows:		
As at 1st February 2023	**473**	609
Transferred to the income and expenditure account in 2023/24	**473**	561
Income received in 2023/24 relating to 2024/25	**433**	425
As at 31st January 2024	**433**	473

Notes to the Accounts
for the year ended 31 January 2024

	As at 31/01/2023 £'000	Income & profit on sale of investment £'000	Expenditure £'000	As at 31/01/2024 £'000
15. Restricted funds				
The following funds are derived from donations given for particular purposes				
Other restricted funds				
Joan Brander	23	3	(26)	-
Longleigh foundation	6	-	-	6
ABF The Soldier's Charity	-	35	(16)	19
Royal Air Force Benevolent Fund	2	-	(2)	-
Capital Campaign	350	5	(136)	219
Interest	23	-	(23)	-
Other	103	182	(221)	64
Total restricted funds	**507**	**245**	**(444)**	**308**

	As at 31/01/2022 £'000	Income & profit on sale of investment £'000	Expenditure £'000	As at 31/01/2023 £'000
Other restricted funds				
Joan Brander	62	-	(39)	23
Longleigh foundation	15	-	(9)	6
Royal Air Force Benevolent Fund	3	-	(1)	2
Capital Campaign	947	272	(869)	350
Interest	23	-	-	23
Other	178	254	(329)	103
Total restricted funds	**1,228**	**526**	**(1,247)**	**507**

Notes to the Accounts
for the year ended 31 January 2024

15. Restricted funds (continued)

The categories of funds above are defined as follows:

ABF The Soldiers Charity

These funds represent a block grant to support up to 63 disabled Army Veterans and their carers to have a break at a Revitalise centre. The funds are applied to the costs of guest bookings when relevant Army Veterans have a break within one of our centres.

Other Revenue funds

These funds are held for supporting guests with financial needs or for those from specific geographical areas in taking a break at a Revitalise Centre. The largest such fund is the Joan Brander Memorial Fund, which recognised income from the Eleanor Hamilton Foundation in year. Other revenue funds held are generated from restricted donations to support the work of Revitalise in other ways and include a receipt from the Calleva Foundation in year.

Capital Campaign

These funds have been received in response to the Charity's capital campaign for the refurbishment and extension of our existing centres. A programme of works to complete the refurbishment of rooms at Jubilee Lodge is underway.

Notes to the Accounts
for the year ended 31 January 2024

	As at 01/02/2023 £'000	Income & Investment (losses)/gains £'000	Expenditure £'000	Net income/ (expenditure) £'000	Transfers £'000	As at 31/01/2024 £'000
16. Unrestricted funds						
Tangible Fixed Asset Fund	**3,947**	**737**	**(230)**	**507**	**(1,094)**	**3,360**
Working Capital Fund	**1,590**	**(737)**	**230**	**(507)**	**1,637**	**2,720**
Net Movement in Funds	**-**	**9,358**	**(8,815)**	**543**	**(543)**	**-**
	5,537	**9,358**	**(8,815)**	**543**	**-**	**6,080**

	As at 01/02/2022 £'000	Income & Investment (losses)/gains £'000	Expenditure £'000	Net income/ (expenditure) £'000	Transfers £'000	As at 31/01/2023 £'000
16. Unrestricted funds						
Tangible Fixed Asset Fund	3,178	107	(207)	(100)	869	3,947
Working Capital Fund	2,659	(104)	207	103	(1,172)	1,590
Net Movement in Funds	-	6,372	(6,675)	(303)	303	-
	5,837	6,375	(6,675)	(300)	-	5,537

Tangible Fixed Asset Fund

The Tangible Fixed Asset Fund incorporates the value of fixed assets held by the charity and used in the provision and administration of services. Any assets purchased by the charity are paid for by the Working Capital Fund and the value of these is then transferred to the Fixed Asset Fund. Conversely, the value of depreciation charged on fixed assets for the year and impairment are passed back from the Fixed Asset Fund to the Working Capital Fund.

Working Capital Fund

The Working Capital fund represents the free reserves of the organisation.
That is, unrestricted funds excluding Fixed Assets.

Notes to the Accounts
for the year ended 31 January 2024

17. Share capital

The Charity is a company limited by guarantee and has no share capital.

18. Assets and liabilities representing funds

	Fixed Asset Fund £'000	Working Capital Fund £'000	Restricted Funds £'000	2024 Total £'000
Represented by				
Fixed assets	**3,360**	**-**	**-**	**3,360**
Net current assets	**-**	**2,720**	**308**	**3,028**
Creditors - due after 1 year	**-**	**-**	**-**	**-**
	3,360	**2,720**	**308**	**6,388**

	Fixed Asset Fund £'000	Working Capital Fund £'000	Restricted Funds £'000	2023 Total £'000
Represented by				
Fixed assets	3,947	-	-	3,947
Net current assets	-	1,602	507	2,109
Creditors - due after 1 year	-	(12)	-	(12)
	3,947	1,590	507	6,044

Notes to the Accounts
for the year ended 31 January 2024

	2024	2023
	£'000	£'000

19. Lease commitments

The future minimum operating lease payments for the group and the charity are as follows:

Within one year	**374**	369
Between two and five years	**527**	674
	901	1,043

20. Capital Commitments

As at 31 January 2024 the Charity had made a capital commitment in respect of £200k capital expenditure to be incurred on concluding the programme of refurbishment of rooms at Jubilee Lodge (2023: £485k).

21 Related Party Transactions

There were no related party transactions during the year (2023: None).



Notes to the Accounts
for the year ended 31 January 2024

22. Pension Scheme

The Charity's current employees are members of two defined contribution schemes, with Nest and Series 4 of the Pensions Trust multi-employer scheme. In previous years, the Charity had employees in Series 1, 2 and 3 of the Pensions Trust multi-employer scheme. These series of the scheme are defined benefit schemes in the UK.

It is not possible for the company to separately identify its assets and liabilities to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme under FRS 102.

The company is required to pay additional recovery plan contributions in line with the estimated share of the Series 1 and Series 2 scheme liabilities. During the year, the contributions totalled £12,933 (2022 £17,161).

The recovery plan will be reviewed at each triennial valuation. The last such valuation was carried out as at 30th September 2020. The next two being in 2023 and 2026, which could result in a change in the contribution value.

At 30 September 2020 the valuation showed assets of £800m, liabilities of £832m and a deficit of £32m. The equivalent valuation at 30 September 2017 showed assets of £795m, liabilities of £926m and a deficit of £131m.

There is a requirement to provide in the accounts for the deficit contributions to be made under the recovery plan. This liability is stated in note 14 and the reconciliation of opening and closing provisions is as follows:

	2024 £'000	2023 £'000
Provision at start of period	**25**	42
Unwinding of the discount factor (interest expense)	**1**	1
Deficit contribution paid	**(13)**	(17)
Remeasurements – impact of any change in assumptions	**-**	(1)
Remeasurements - amendments to the contribution schedule	**-**	-
Provision at end of period	**13**	25

The provision for the defined pension scheme liability has been discounted by 5.4% as of 31 January 2024 (31 January 2023 - 4.56%).



Revitalise

☎ 0303 303 0145 ✉ info@revitalise.org.uk revitalise.org.uk

Revitalise Respite Holidays 240 City Road, London, EC1V 2PR

Registered charity number: 295072. Company number: 2044219.

@RevitaliseCharity /RevitaliseCharity @RevitaliseNow

REVITALISE RESPITE HOLIDAYS

England & Wales - Charity number 295072

Accounts

Revitalise

Annual Report

& Consolidated Accounts

for the year ended 31st January 2023



Registered charity number: 295072 | Company number: 2044219

Our **Vision**

A society in which every disabled person and every carer is able to take the break or holiday they want.

Our **Purpose**

To enable disabled people and their families to access and enjoy amazing holidays, breaks and experiences tailored to them, to escape, relax and have fun.

Our **Values**

We are **inclusive**.
We welcome everyone.

We are **change-makers**.
We make things happen for our guests and for disabled people.

We are **caring**.
We care about our guests and about each other. We are guest obsessed.

We are **joyful**.
Fun, warmth and laughter are at the heart of everything we do.

We are **hardworking**.
We strive for excellence, and we do not give up.

The Team

Trustees

At the date of signing of these accounts the Trustees of Revitalise are:

George Blunden
Chair of the Board of Trustees

George joined the Revitalise Board of Trustees as Chair on 5th February 2020, taking over from Mindy Sawhney. He began working life as an adventure playground worker before establishing his career in the banking, investments and insurance sectors where he has held a number of senior executive and non-executive positions including with Warburg Securities, Union PLC and AllianceBernstein. George has a long association with the housing and care sectors in particular, having held a number of non-executive positions whilst working in the City, including as Chair of an alms-houses group in the 1980s, followed by the Chairmanship of Southern Housing Group; a position he held from 1992 - 2006. For the last nine years, he has been the Senior Independent Director of the insurance company Beazley plc, the Chair of Charity Bank, the specialist retail bank which lends to charities and social enterprises, and the Chair of Stonewater Housing Association. He continues as a non-executive director of the Lloyd's subsidiary of Beazley and is Chair of The Housing Finance Corporation, which funds social housing. George has a flat in Venice and likes to escape there whenever he can, to enjoy the most extraordinary city in the world.

Kevin McGuirk
Chair of the Finance, Audit & Risk Committee

Kevin re-joined the Board in 2019, having previously been a Trustee until 2011/12, and is Chair of the Finance, Audit & Risk Committee. A qualified Chartered Accountant and Board Director, he spent much of his early career with KPMG, working with clients on large business transformation projects in Europe, New Zealand and Asia, and ran their Telecom Consulting practice in Hong Kong. Since leaving KPMG, Kevin has held Regional Director Finance & Resources roles for Verizon Business in both Asia Pacific and EMEA, worked as COO for a fast-growing consulting business, as Commercial Director for a highly leveraged private equity owned SME, as well as European CFO for a medium sized multi-layer marketing organisation based in the Netherlands, and CFO of The Kennel Club in London. Kevin is a keen hiker and tennis player.

Deborah Wheeler
Chair of the Quality & People Committee

Deborah, who joined the Board in September 2020, trained as a nurse at St Bartholomew's Hospital in London, spending her clinical career in orthopaedic nursing before moving into nursing management. She has been director of nursing at several NHS trusts in London and was Deputy Regional Chief Nurse for NHS England South Region. More recently she moved back to a Director of Nursing post at the North Middlesex Hospital in North London, before retiring from full time work at the end of 2019. She is a Florence Nightingale Foundation Leadership Scholar and received the Chief Nursing Officer's Gold Award for lifetime achievement in 2019. Deborah has two adult sons and lives on the London/Essex border. She is a Non-Executive Director of East London NHS Foundation Trust (a mental health and community trust), and is a Trustee of the charity Epilepsy Society, in addition to Revitalise. Deborah is churchwarden for her local church, where she is also a service leader. In her spare time, she is an avid crafter, making handmade cards which she sells to raise funds for the church.

Cedric Moore

Cedric joined the Board in July 2022 and is a member of the Quality & People Committee. Cedric studied politics at Warwick University before embarking on a career in Human Resources. With over 30 years' experience of working in the private, public (NHS) and voluntary sectors, Cedric has held senior HR roles in a variety of complex not for profit sector organisations: Mencap (learning disability), St. Botolph's Project and St. Mungo's (homelessness), the National Council for Voluntary Organisations and Quakers in Britain. He has a particular interest in employment law and employee relations, having taken a master's degree in this field. In his spare time, he is an avid gardener, reads social history and is a supporter of the Clean Up Britain campaigning organisation.

Christopher Blue

Christopher joined the Board in February 2023 and is a member of the Quality & People Committee. Christopher's career spans various sectors including information technology, financial services and the automotive industry. He has worked for several multi-national companies, including International Computers, Lloyds Bank and the Volkswagen Group. For the past ten years, Christopher has been running his business consultancy specialising in strategic planning, leadership development and corporate compliance. Christopher has an adult daughter with severe learning difficulties and intractable epilepsy. He was on the Board of Trustees at the Epilepsy Society for a six-year term and sits on various NHS Foundation Trust committees representing the patient experience.

Richard Senior

Richard joined the Board in February 2023 and is the Chair of Brand & Commercial Development Committee. Richard brings over 25 years of London and international luxury hotel management experience to Revitalise. His expertise is in developing and driving a focussed team to deliver strong business revenues and exceptional guest services. Richard's career began at London's famous Dukes hotel, and he has held senior positions at Grosvenor House, The Westbury, Royal Garden and IHG. Richard has managed businesses with turnovers between £5-£38 million and teams of between 20 - 300 employees. Over the last decade, he has worked on luxury projects, developing, leasing and managing a portfolio of ultra-high end serviced apartments within central London and overseeing the management of a family office. Richard's ideal holiday involves sun and sea — being in a cottage on the coast by Bordeaux in early September, swimming and sunbathing during the day and barbecuing and drinking some fabulous local wines in the evening.

Trustees who also served during the year were

Jane Kennedy	Resigned July 2022
Adam Wiltshire	Resigned March 2023
William Maughan	Resigned February 2023

Senior Management Team

None of the following are directors within the meaning of the Companies Act.

At the date of signing of these accounts the senior team at Revitalise are:

Janine Tregelles CBE
Chief Executive Officer

Alex McDowell
Director of Fundraising

Helen Giles MBE
Director of People and Culture

Kate McLeod
Chief Financial Officer

Rebecca Young
Director of Strategy, Impact and External Affairs

Patron

Samantha Cameron

Vice Presidents

Dame Judi Dench CH DBE
Dame Esther Rantzen DBE
Hugh Kemsley OBE
Denis Green
Tim Prideaux JP DL
John Spence CBE DL
The Rt. Hon. The Lord Crawshaw
Arthur Smith
Sir Andrew Buchanan Bt

Honorary Ambassadors

Dan Bentley

Dan has been involved with the sport of Boccia for over 12 years, being a member of the Paralympics GB team in London in 2012 and winning a gold medal at the Paralympics in Beijing in 2008.

Nick Skelton CBE

Nick's incredible show jumping achievements include a team show jumping gold medal at the London 2012 Olympics, surpassed by an individual gold in Rio in 2016 – making him the oldest British Olympic gold medallist since 1908. Nick received an OBE for services to equestrian sport in 2012, later elevated to a CBE.

David Smith MBE

David is the joint most successful British Boccia player in history. He was a member of the British Boccia team that won a gold medal at the 2008 Summer Paralympics in Beijing. David competed in the 2012 Summer Paralympics in London, winning a team bronze medal and an individual silver medal. At the 2016 Rio Summer Paralympics, David won an individual gold medal.



Advisers

Solicitors

Anthony Collins
134 Edmund Street
Birmingham
B3 2ES

Trowers & Hamlins
3 Bunhill Row
London
EC1V 8YZ

Bankers

Barclays Bank
1 Churchill Place
London
E14 5HP

Statutory Auditors

Haysmacintyre LLP
10 Queen Street Place
London
EC4R 1AG

Centres

Revitalise Jubilee Lodge

Grange Farm
High Road
Chigwell
Essex
IG7 6DP

Revitalise Sandpipers

Fairway
Southport
Merseyside
PR9 0LA

Administration and Registered Office

Revitalise Respite Holidays

240 City Road
London EC1V 2PR

Thank you to all our supporters

Revitalise is grateful for the support it receives from individuals, trusts, local councils and companies and we would like to place on record our thanks to everyone who has kindly supported our work over the past year. This includes anyone who has included Revitalise in their Will and everyone who has arranged or participated in fundraising events on our behalf.

We would like to extend a special thank you to the Friends of Jubilee Lodge and the Friends of Sandpipers for their ongoing dedication and commitment to our work in their community as well as the following trusts, foundations, grant making bodies and companies for their support during 2022/23:



Awards for All (Lottery)
Broome Family Charitable Trust
Bruce Wake Charitable Trust
Calleva Foundation
Derby & Derbyshire Disabled Soldiers Settlement
Eveson Trust
Helen Roll Charity
Higgins Group PLC
Inman Charity
James and Grace Anderson Trust
Loppylugs and Barbara Morrison Charitable Trust
Peacock Charitable Trust
PF Charitable Trust
Ravensdale Trust
Richard Lawes Foundation
Rochdale Fund for Relief in Sickness
Royal Naval Benevolent Trust
Scouloudi Foundation
Sefton Borough Council
The Edward Gostling Foundation
Whitehead Monckton Charitable Foundation

We also thank the many volunteers who gave their time and energy, fun and compassion, through their work at the Revitalise shops and centres this year. You are all, unquestionably, at the heart of the Revitalise magic.

Every donation helps more disabled people and carers to get the break they deserve and need.

To make a donation or find out more about the volunteering opportunities we offer, please visit www.revitalise.org.uk.


Route 66
AMERICA'S HIG



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Chair and Chief Executive's Review

It gives us great pleasure to submit our joint report for the financial year 2022/23 and on behalf of the Board, the Executive Team and all of our colleagues, to describe some of the achievements, successes and challenges experienced during the period.

The most significant development this year was in our external environment, and it was this that dictated much of our activities and plans. On 21 February 2022 the Government unveiled England's *Living with Covid* strategy, seeing the end of all Covid regulations including those that mandated lockdown and required people to self-isolate if they tested positive.

This signalled the opportunity for Revitalise to revert to providing holidays once more, a decision which was met with much jubilation across the charity and amongst our guests. At Jubilee Lodge, our step-down contract with WELs CCG, which we had delivered in support of the NHS since March 2020, came to a mutual conclusion so that we could reopen to holiday guests. We fully retrained our teams to deliver holidays across March and before welcoming our first guests to the Lodge in mid-April.

At Sandpipers, where we had delivered emergency respite throughout the pandemic, we were also able to start welcoming holiday guests and to re-launch our popular excursions programme. This enabled many guests who had had extremely limited access to trips - and even to the outside world itself - across the pandemic, to enjoy a wide variety of outings, supported by our volunteers and skilled care staff. Our guests were absolutely delighted.

Whilst it would be tempting, therefore, to describe this year as the first 'post-COVID' year for our holiday business, the reality was somewhat different. The COVID restrictions that were in place across the winter, and the uncertainty post-Christmas about whether these would continue, depressed bookings in the first few months of 2022. So did guests' own confidence about the potential to be exposed to the virus. We had to contend with a number of COVID outbreaks in the centres throughout the year, all of which were managed brilliantly by the teams, and of course all of our centre colleagues continued to wear PPE and practise enhanced infection control methods. For those working and holidaying in our centres, therefore, life could not be described as having 'returned to normal'!

The other challenge faced by the charity as we emerged from COVID was the critical shortage of care and nursing staff across the UK. The pandemic essentially drove burned out health and social care staff out of the sector, compounding the already severe impact of decades of underinvestment and the decision to exit the European Union, which has made it increasingly difficult to attract European workers to the UK.

What this meant was that we faced the difficult position of having to cap the number of guests we could support and to turn away people who desperately needed a break, curtailing the impact we were able to make and affecting the charity's financial position. We mitigated the effects of this as much as possible by tightly controlling our costs, at the same time as we raised wages to above the upper quartile across key care roles to ensure we could be competitive on salaries. We are thankful that the latter decision was well taken and in the current financial year we are making progress towards recruiting to full occupancy once more.

The last time we wrote, Revitalise was about to embark on a major transformation of our respite holiday centres. This started at Jubilee Lodge, where we initiated a significant refurbishment project to modernise our now tired bedrooms, bathrooms and corridors, which was generously funded by a £1m legacy. The project has been run in phases to avoid having to close the centre completely and this has meant that we have been able to offer holidays throughout. We hope to complete the works within the next year but in the meantime we are very pleased to report that the new accommodation has already received really positive feedback from our guests, and from Visit England, who have awarded us four stars.

For Sandpipers, the focus has been on both refurbishment and expansion – to revitalise the existing accommodation and build a new wing on the property, taking the centre's capacity from 38 to 50 beds. This includes flexible accommodation to allow us to welcome families, whom we know from our research are incredibly underserved in terms of holiday options with care support. We are delighted to report that this has been granted planning permission and all efforts are now focused on raising the funds required to undertake the works.

In less positive news for our guests in the South and Southwest, the Board took the difficult decision in year to market Netley Waterside House for sale. This was due to the spiralling costs of redeveloping the centre, driven by inflationary pressures which have hit the building trade particularly hard. It would not have been possible to raise the funds required to deliver the plans for the centre and the Board therefore took the view that the funds from the sale could be better used to expand holiday provision for disabled people in another UK location.

This has, however, enabled us to focus our fundraising on the redevelopment of Sandpipers and to raise additional funds for the Jubilee Lodge project. To do this, our teams worked with guests and funders to develop our *Give me a break* appeal branding and messaging as the core identity for our fundraising efforts across both capital and revenue. This was accompanied by a new capital fundraising strategy, for which we commenced the private phase – to Trusts, Foundations and Major Donors – in year. This will be followed by a public phase in 2023/24, with the whole appeal taking place across a 3-year period, to finish in 2024/25.

In 22/23, the net income received from fundraising activity was 18% higher than in the previous year but this positive trajectory was not sufficient to achieve the budgeted target. The biggest driver of the shortfall was the amount of income generated by Trusts and Foundations, despite this source of income remaining Revitalise's single largest source of voluntary income. Challenges that affected the performance of the Trust and Foundation programme included ongoing limits on guest numbers and the closure of Waterside House, which also limited potential to seek grants from some funders. Many funders were also taking longer to respond to applications due to increased volumes of applications received or the postponement of meetings due to health or travel challenges. As a result, more than £1m of grant applications that were submitted were still pending at the end of financial year.

When combined with depressed guest bookings in the early part of the year, alongside caps on occupancy across the rest of the year – described in earlier sections - this meant that overall, we delivered a deficit of £1m to the end of the financial year, which was £383k worse than budget. Whilst this is disappointing, we have plans in place to address our ongoing sustainability and will be refreshing our business plan across 2023/24.

Looking ahead, we are concerned about the position of social care and about the corresponding impact on our guests. Drastic cuts in local authority funding and spiralling cost-of-living increases mean that disabled people and their carers are not getting the breaks they need. Caring relationships are collapsing, and severe mental health issues are on the increase. 41% of carers say they have not had a day off in the last year (Carer's UK, State of Caring Report 2022) and over the last five years, access to breaks for carers, via funding to allow the cared-for person to be looked after by someone else, has fallen by 42%. (Nuffield Trust, Falling Short Report 2022). Our guests are also reporting wider cuts across the full spectrum of their benefits.

At the time of writing, we are addressing this through the revenue element of our *Give me a break* campaign. This aims to raise awareness of the crisis in respite care and further, much needed income so that as many guests as possible can be supported to take breaks. The campaign will run from May to July 2023 and we hope to generate £250,000 for Revitalise's Joan Brander Memorial Respite Fund, allowing Revitalise to offer hundreds more people the chance to take a life-changing holiday.

Every year, there are so many people to thank – our donors, supporters, volunteers, guests and colleagues. Our deepest gratitude goes to all of you for making Revitalise the place that it is – a vibrant charity full of laughter and fun with an absolutely singular focus on ensuring our guests can access and enjoy brilliant holidays. Thank you also goes to Trustees Jane Kennedy and William Maughan who stepped down after their first terms and whose support we have been so glad of in the last three years, and to Adam Wiltshire who also stepped down this year.

And so, we embark on another year – our 60th, no less. The external world is challenging but we are determined to do our heritage proud. We look forward to updating on our diamond anniversary celebrations when we report on next year's results.



Janine Tregelles CBE
Chief Executive Officer



George Blunden BEM
Chair of the Board of Trustees



Hear from our guests



People like **Jon and Jean**

Husband and wife Jon and Jean have been married for almost 50 years. The couple live near Liverpool and are regulars at the Treasured Moments weeks at Revitalise Sandpipers.

Jon and Jean first met back in 1974 on a blind date and were married a year later. Twelve years ago, Jon developed vascular dementia, and Jean became his carer as well as his wife.

"At first it's very difficult," says Jean, on living with someone with dementia. "There's somebody there and then they're not. You can feel really lonely. But Jon and I are lucky, we have a lot of fun."

Jean learned about Revitalise holidays online and sent off for a brochure, but wasn't sure about taking the plunge. But when Revitalise got in touch to offer funding, they decided to try it.

"I think the first time we visited was in 2016 and then we've been every year since, so maybe 10 times," says Jean. "We try and do two or three a year."

"The first time we went, it seemed all the other carers all knew each other. But by the end of the first day, I felt like part of the Sandpipers family."

"The support of meeting other carers is great. You get so much from the other carers. There's no way Jon could voice his opinion, but he's very smiley and you can see it on his face when the volunteers chat with him. I know he loves it."

Lisa



Lisa first came to Revitalise in 1995. She has since stayed at six of our centres, past and present, clocking up over 200 weeks altogether. Lisa's disability is the result of an accident caused by a drunk driver who was fined just £100. Her first holiday was a lifeline for Lisa and her mum Liz. Lisa admits to having been apprehensive about leaving Liz, who is her main carer, but she soon realised how beneficial the breaks would be.

"I've seen myself with more freedom", she says, "and my mum is better. It gives her more freedom."

And Dawn



Dawn first started coming to Revitalise in 1992, when the organisation was called the Winged Fellowship Trust. She has stayed at Revitalise for over 100 weeks and is a member of our R-club Gold. Dawn has kept memorabilia from all throughout her time at Revitalise – from receipts from 1993, her R-club Gold rucksack and hat and a t-shirt from the Winged Fellowship Trust.

Dawn values her holidays at Revitalise as they offer her the ability to take her mind off everything that she is worrying about, and the stress of life. She says that what often people don't realise is that so many people who need care are lonely. Revitalise has created a community of people for Dawn to connect with. She has made countless friends with both guests and volunteers of all ages, many of whom she is still in contact with.

This was essential during COVID. Dawn lives alone and can often feel very isolated. During lockdown she didn't speak to anyone – she remembers a time when she was sat looking through her window which had broken, waiting for the builders to come and fix it and not a soul walked past. Her first break since COVID, which she took in September 2021 was a lifeline. In the meantime, the calls she made to the bookings team provided her with a sense of community throughout.

In addition to the community at the centres, Dawn loves the activities that are on offer at Revitalise – in particular the arts and crafts. Dawn is a poet and writes poems on her experiences.

During the interview, Dawn was in her coat. She says she cannot afford to put the heating on as her bill has doubled this year from £750 to £1,455. She used to have respite 6 times a year, but she now can only afford to get away once or twice due to the rising cost of living.

Dawn believes it is not just the guest who needs a break, but their carers too. She says that much more needs to be done to support carers – both through respite and financially.

Liz says she has complete peace of mind when Lisa comes to stay with Revitalise. "I wouldn't trust anyone else to look after her. She and I get a proper break". These days Lisa says she stays at a Revitalise centre: "as often as I can afford", and although giving Liz a break as one reason for coming, it's clear she also loves the experience.

She especially enjoys the craft activities, going to the local pub and excursions to the Shard and Southend. "I look forward to going on all the different trips and seeing people I know", she says.

Lisa is full of praise for our volunteers who she says: "brighten up your day. It's a contrast to life at home where it can be challenging to get out. I go to day centres for the elderly because there's no young centre around me".

So how would Lisa sum the Revitalise experience in three words? "Freedom. Friendship. Vitality".

Public benefit

This year we have provided financial assistance totalling over £437,000 to subsidise the cost of breaks for our guests. Access to funding for a break is a critical issue for disabled people after many years of cuts to social care funding. We are determined to make a break as financially accessible as we can, for as many people as we can.

Over £78,000 of this funding was specifically to support people in hardship who needed somewhere safer during the pandemic, who could not access safe support at home, or who were at breaking point from the months of isolation and shielding. The balance was used to offer reductions to attract those less able to pay.

In total 562 breaks were provided with some form of financial subsidy applied.

Strategic Report

Review of Activities in the Year

Achievements in 2022/23:

- Both of our Revitalise Centres retained their Good CQC ratings.
- Visit England visited both centres and awarded us with four stars.
- We continued to implement our Quality audit programme which has strengthened our internal monitoring and assurance performance.
- We undertook a review of our health and safety arrangements, resulting in improved tools and resources for our senior colleagues in managing health and safety performance across our locations.
- After two years of supporting the NHS with its COVID-19 efforts through the delivery of a step-down service, commissioned by WELs CCG, we re-opened Jubilee Lodge to private paying guests! This was no small feat in that it required the full re-training of the whole team, many of whom had not been with Revitalise pre-COVID, to deliver brilliant holiday experiences once more. Our doors opened to private guests in April 2022, and we were delighted to welcome both our regular visitors and new faces to the Lodge.
- As we were delivering holidays from the centre once more, we embarked on significant refurbishment work, ripping out the old, tired fixtures and fittings and undertaking a full re-wiring and re-plumbing of each bedroom and bathroom, including the removal of asbestos. A bold, fresh, colour palette was introduced to the new rooms and new furniture, fixtures and fittings were installed to produce modern, accessible and comfortable rooms for our guests to enjoy. This project is due to complete in the summer of 2023. Pictures of the work can be seen on pages 19 - 20.

- We re-launched our excursions programme at both centres, ensuring as many guests as possible could benefit from trips to places they might otherwise have no opportunity to go, including to the capital city to take in the museums, theatres and other popular attractions, to various seaside resorts, on canal and barge trips, visits to historic houses and to areas of outstanding natural beauty around our centres.

- We continued to deliver our Spinal Unit contract at our Sandpipers Centre, providing rehabilitative step down for patients in the period between leaving hospital and returning home.

- We worked with architects and designers to draw up plans for a complete refurbishment and redevelopment of Sandpipers, with the addition of another 12 beds including space to accommodate families, which our strategy research identified as a clear future opportunity for Revitalise. Planning permission was granted in August 2022 and we hope to be on site in 2023/24, pending the success of the capital appeal.

- We re-launched our website, comprehensively overhauling all of our content and user journeys to improve the guest and visitor experience. Online visibility has been a major challenge for Revitalise and the project enabled us to step-change our search engine optimisation to the extent that we now rank highly on search engines across key search terms related to our core offering. Organic traffic to our website has seen an overall increase of 18% year on year as a result, with page views having seen a 27.8% increase.

- Following a major review of our guest marketing mix, we launched a digital-first advertising and communications strategy, working with our digital agency to optimise all digital channels and reduce our overall cost per acquisition, enabling funding and delivering guest breaks to be our absolute priority.

- In close consultation with our guests and our funders, we developed the 'Give me a Break' brand and key messaging to support our capital and revenue fundraising. We launched the first stage of the appeal to trusts, foundations and private philanthropists in the spring of 2022. This is a 3-year appeal, which aims to raise the funds to complete the refurbishment of Jubilee Lodge and for the redevelopment and refurbishment of Sandpipers.

- Whilst overall fundraising income fell short of our target, as described in the Chair and Chief Executive's report, the amount of legacy income Revitalise received in 22/23 was higher than in the previous year and, with new gift notifications received during the course of the year, we expect legacy income will again exceed the 21/22 figure in 23/24. We also stepped-up legacy fundraising activity and heard from many supporters whose Wills already include a gift to Revitalise.

- Our appeals and other individual giving activities also exceeded budget targets primarily due to a successful summer campaign and the positive response to Revitalise's Radio 4 Appeal that was broadcast in December and narrated by the actor and playwright Rory Kinnear. This appeal generated more than £20k in directly attributable donations as well as inspiring other support. Staff vacancies within the fundraising team over the course of 22/23 and a challenging recruitment market had some impact on the team's capacity, but the successful recruitment of a new Capital Appeal lead, and the creation of a new community engagement role based in Southport has put the team in a stronger position for the year ahead. With the development of a refreshed fundraising strategy, underpinned by the Capital Appeal we are confident in our ability to increase voluntary income levels again in 23/24 and beyond.

- Financial year 22/23 was a very positive year for Revitalise's retail portfolio with annual sales income exceeding £1.3m, which is a new record for the charity. During the course of the year three new stores were added to the portfolio while one store was not retained. Two of the new stores were in Portsmouth and were chosen for both financial and strategic reasons. The third new store, in Chichester, also represents Revitalise's first store beyond Hampshire and is in a great location from the perspective of income and brand visibility. There are plans to add further new sites in 23/24 with the opening of the first of these new stores, in Lymington, in May 2023.

- In 22/23, the retail team also made a step-change in their online selling capabilities and income receipts. The online sales team now has an excellent base in one of the Portsmouth stores and a small team dedicated to maximising the income from specific items that can fetch higher prices and reach a bigger market via eBay or other similar platforms.
- We conducted a comprehensive employee survey. We were delighted that 81% of our colleagues responded to the survey, which returned an outstanding employee engagement index of 82%. We involved colleagues in arriving at a clear action plan for improvements against lower scoring areas which has been shared with all.
- We remodelled job roles and operating structures in our holiday centres to better support both the delivery of what our guests have told us they want and clearer career progression routes for our colleagues.



- We have been training our managers at all levels to be competent and empowering leaders of their teams through a rolling programme of leadership and management development. Supporting employee wellbeing has been a key area of focus within the programme.
- We reviewed our Equality, Diversity and Inclusion Policy and delivered advanced training to all our managers in promoting and managing diversity and inclusion. EDI was one of the highest scoring areas in our employee survey, with 85% of employees agreeing that Revitalise respects and values individual differences.
- To support colleagues to meet the challenge of exceptionally high inflation, we have afforded the best we can by way of an annual cost of living pay increase, targeting the highest increases to the less senior tiers.
- We introduced a recognition scheme to reward and celebrate exceptional achievements among both our employees and volunteers.
- We involved 640 volunteers in both our holiday centres, drawn largely from the Duke of Edinburgh scheme and local colleges providing health and social care qualifications. Volunteers have confirmed the benefits in terms of their greater understanding of disabilities and their own personal development while our guests have benefited enormously from the social and befriending support the volunteers provide.
- We commissioned a comprehensive review of our General Data Protection Regulations compliance and put together an action plan to target the identified areas for improvement. This included a review and updating of all policies and of training materials and methods for our colleagues.





New Rooms
at Jubilee Lodge











Future Plans

Redeveloping our centres and expanding our provision

In 2023/24, we plan to complete the refurbishment work at Jubilee Lodge and turn our attention to the refurbishment and redevelopment of Sandpipers. Planning permission has been granted to take our capacity up to 60 guests per week, including family accommodation, in line with what our guests have told us they need – proper family holidays as well as the opportunity for individual respite.

We will also begin work on expanding our capacity to deliver respite breaks beyond the current centres, using the funds available to the charity from the sale of Netley Waterside House. We expect the sale to complete by autumn 2023.

The *Give me a break* capital appeal

Our *Give me a break* appeal will continue to support these important and exciting developments. It will do this by raising much needed funds for the redevelopment of Sandpipers, whilst also playing a critical role in Revitalise's strategy and long-term sustainability. It will do this by raising awareness of the importance of respite holidays, increasing guest capacity and income and building relationships with a range of individuals, groups and organisations who will hopefully continue to support Revitalise's work beyond the initial campaign period.

What's more, the refurbishments that the appeal will fund will deliver a guest experience that better reflects our guests' expectations and exemplar facilities through which Revitalise can inspire improvements to accessible holiday provision beyond our own facilities.

The appeal began in early 22/23 with approaches to grant giving Trusts and informal conversations with other influential or well-connected supporters.

The initial focus of the appeal was the urgently needed refurbishments required at Jubilee Lodge and we have received generous support for this work from The Edward Gostling Foundation, The Peacock Charitable Trust and the Friends of Jubilee Lodge. The transformation at Jubilee Lodge has also provided an opportunity to re-engage the local community resulting in offers of future support from a range of individuals, local companies and Chigwell School.

As the works at Jubilee Lodge approached completion, attention turned to the second phase of the project, which is designed to fund the expansion and refurbishment of the Sandpipers Holiday Centre in Southport. A range of funding applications for this project are already at various stages of development, as are plans for a publicity campaign that will not only raise the profile of the appeal but also increase awareness of Revitalise as a charity and critically, the challenges disabled people and carers face regarding accessing respite breaks. This campaign has received support from the Southport MP, Damien Moore, who kindly hosted an event at the Houses of Parliament in 2023. This event allowed us to raise the profile of the appeal and, in Revitalise's 60th year, to celebrate the impact the charity has already made and highlight its plans to respond to the challenges disabled people and carers face in 2023.

Investing in people

We have launched a new three-year People Strategy setting out our goals and intentions under five themed priorities:

- Recruiting and retaining great people
- Confidence and consistency in our performance
- Inclusion and engagement
- Colleague wellbeing
- Compliance and accountability

We will move towards full achievement of these goals by implementing the actions set out in our People Plan for 2023-24.

We will undertake a range of initiatives to boost the learning and development opportunities available to our workforce, including improved access to NVQ apprenticeships in health and social care.

We will continue to develop manager and employee awareness of our commitment to and the range of resource we have available for promoting the physical and mental wellbeing of our workforce.

Improving the quality of our service delivery

In addition to retaining our CQC ratings of GOOD, we have an ambition to further increase the quality of our services so that every guest has an optimum holiday experience. The cornerstone of our Quality programme for 2023/24 is the introduction of 'Revitalise You', our new Quality Standards which set out our promises to our guests and inform the work of our teams across our holiday centres.

Trustees' Report

The Trustees, who are also Directors of the charity for the purposes of Company Law, present their Annual Report and Financial Statements for the year ending 31st January 2023. The Annual Report serves the purposes of both a Trustee Report and a Director's Report under Company Law.

Objects and Public Benefit

Our **objects**

are to promote the welfare and rehabilitation of physically disabled persons and promote other charitable purposes.

Our **vision**

A society in which every disabled person and every carer is able to take the break or holiday they want.

Our **purpose**

To enable disabled people and their families to access and enjoy amazing holidays, breaks and experiences tailored to them, to escape, relax and have fun.

Our **services**

are the provision of short breaks for people with disabilities and carers at our accessible centres, offering on-call 24-hour care, personal support and a choice of activities and excursions. Short breaks are run from Revitalise Jubilee Lodge in Essex and Revitalise Sandpipers in Southport.



Structure, Governance and Management

The Charity is governed by its Memorandum and Articles of Association, which were last amended in 2020.

Our **partnerships**

enable us to work with others to achieve our aims, as this contributes both to service relevance and to the cost-effective realisation of our purpose. Over the last year, we've worked in partnership with a number of organisations, including The Respite Association, ISL and The Holiday Property Bond. We are also grateful to Chigwell School and BBC Radio 4. These partnerships have helped enhance Revitalise's reach, service relevance, income, cost effectiveness or any combination of these benefits.

Our **public benefit**

can be measured first by the number of people with disabilities to whom Revitalise provides essential services, together with their carers; second, the inspirational opportunities we offer to volunteers; and third, the financial assistance we provide to help those in financial need.

The Charity Commission's general guidance on public benefit is referred to by the Trustees when reviewing the Charity's aims and objectives and in planning its future activities. In particular, the Trustees consider that the new planned activities will contribute to the aims and objectives that have been set.

Board of Trustees

The Board of Trustees ("the Board") is responsible for the overall governance of the Charity. Trustees are appointed by the Board and although the number of Trustees is currently limited to 20, it is within the power of the Board to amend this figure if appropriate. Trustees serve for an initial term of three years, after which they can be elected by the Board to serve for a further two terms of three years each. In exceptional circumstances, they may serve for another period beyond the nine-year term, with the length to be agreed by the Board and to be no more than 3 years.

Board meetings take place 4 times a year. The Board normally meets with the Charity's Senior Management Team, but it can also have closed sessions. It is the responsibility of the Board to develop organisational strategies in partnership with the Senior Management Team and to review operational performance, to set budgets and approve operating plans. New Trustees who join the Board receive an induction to help them understand the work of the Charity and the environment in which it operates. This aids effective and informed decision-making.

The Board delegates the exercise of certain powers in connection with the management and administration of the Charity. This is controlled through regular reporting back to the Board so that the Trustees can oversee all decisions made under delegated powers. The Committees and individuals to which the delegation takes place are shown below.

The Board delegates powers to the following Committees and individuals.

Finance, Audit & Risk Committee

The Finance, Audit and Risk Committee comprises at least two Trustees and is attended by the Chief Executive and the Chief Financial Officer along with other staff members as necessary. Its role is to provide the Board with impartial advice on the effectiveness of the Charity's financial performance, risk and control arrangements. It provides scrutiny of the Charity's systems and processes, ensuring that these are robust and fit for purpose and ensures that risks are catalogued, along with their control systems, investigating on behalf of the Board anything that threatens or adversely affects the accomplishment of the Charity's aims and objectives.

Brand & Commercial Development Committee

The Brand & Commercial Development Committee comprises at least two Trustees and is attended by the Chief Executive, the Chief Financial Officer, the Director of External Affairs and Director of Fundraising. Its role is to review income generation, communications and marketing plans, to support the Senior Management Team in developing new income generation, marketing and communications initiatives and to monitor subsequent performance. In addition, the Committee is responsible for reviewing industry trends, seeking new commercial opportunities and exploring innovations that have the capacity to generate income for the Charity.

Quality and People Committee

The Quality and People Committee comprises at least two Trustees and is attended by the Chief Executive, Director of People & Culture and Quality Consultant. With respect to quality, its role is to ensure Revitalise puts the guest experience, which is a combination of high quality and safe care and excellent hospitality, at the heart of the service we offer, to assure the Board that the organisation is compliant with all regulatory and legal matters in relation to guest experience, and to ensure that the Charity has all the necessary systems and processes in place to effectively deliver quality throughout the guest experience. In regard to People, it sets and monitors the organisation's people strategy, ensuring that pay policies are fair and competitive so that the Charity attracts and retains colleagues with the right talent and skills, and making certain that the Charity has the right Trustees and senior leaders to govern, lead and deliver objectives.

In setting pay, the Committee considers available market information, the performance of the Charity in achieving its financial objectives, and statutory obligations such as National Living Wage. In addition, the Committee maintains a strategic overview of people issues and organisational development across the Charity.

Portfolios

There are agreed portfolios whereby individual Trustees act as a gateway for Revitalise expertise on key areas. Portfolio holders are able to convene working groups, when needed, in consultation with the Chair. There are currently no portfolios.

Chief Executive

The Chief Executive is responsible for the day-to-day management of the Charity's affairs and for implementing policies agreed by the Board. The Chief Executive is assisted by a Senior Management Team and other staff.

Senior Management Team

The Senior Management Team assists the Chief Executive and carries out the day-to-day management of the Charity's affairs and implements policies agreed by the Board. It is comprised of the Chief Financial Officer, the Director of Strategy, Impact & External Affairs, the Director of Fundraising and the Director of People & Culture.

Group structure

The Charity has a wholly owned subsidiary company, Revitalise Enterprises Limited, which ceased trading on 31 January 2017. On 1st February 2017, all its assets and activities were transferred to the parent charity, Revitalise and the company is now dormant. Previously Revitalise Enterprises Limited carried out non-charitable trading activities to raise funds, donated under Gift Aid, to the Charity. This subsidiary will be struck off the register in financial year 2023/24.



Financial Review

Financial performance

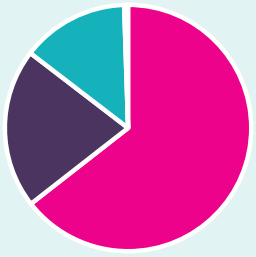
The financial statements for the year show a deficit of £1,021k compared with £631k a year earlier. Income was £6,898k down from £6,944k in 2022. Expenditure in the year was £7,922k up from £7,576k in 2022.

2022/23 continued to be challenging as COVID 19 impacted on our ability to return to a full holiday offering. We continued to offer our Jubilee Lodge Centre to the NHS to support those coming out of hospital for the first quarter of the financial year. Our Sandpipers Centre offered respite and holiday breaks to guests, albeit with restrictions for the whole of the financial year. Our shops continued to do well and ended the year in a strong position. We opened a new store in Chichester and another in Lymington opened in May 2023. Our fundraising performance was below expectations, but time has been spent planning a major capital appeal to fund the redevelopment and refurbishment of our 2 Centres. This is a multi-year programme and we expect to deliver increased capacity as well as improved quality of environment and experience for guests.

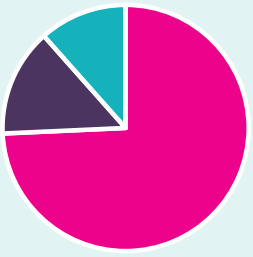
Sources of Revenues and Use of Expenditure

Our sources of revenues and use of expenditure are as follows:

Income	2022-23 £'000	2021-22 £'000
Charitable activities	4,446	5,158
Other trading activities	1,446	984
Donations & legacies	971	800
Investment income	35	2
	6,898	**6,944**

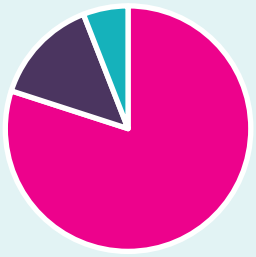


Income 2022-23

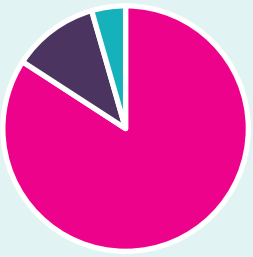


Income 2021-22

Expenditure	2022-23 £'000	2021-22 £'000
Charitable activities	6,336	6,376
Other trading activities	1,117	862
Donations & legacies	469	338
	7,922	**7,576**



Expenditure 2022-23



Expenditure 2021-22

Charitable activities Other trading activities Donations & legacies Other income/expenditure

Reserves Policy

The Charity needs reserves so that it can continue its operations in the event of an unforeseen shortfall in income or increase in costs. This is important in order that we can continue to support our guests and their carers, whilst also moving forward our long-term project to increase the capacity in our Revitalise centres. The Charity also requires reserves to cover potential timing differences between the receipt of its revenues and its expenditure, which is largely fixed in nature. The Charity considers that a policy of maintaining unrestricted reserves equivalent to its expenditure on unrestricted charitable activities for a period of at least 3 months is appropriate; for this year this equates to a minimum reserve target of £1.98m. Unrestricted working capital funds at 31st January 2023 were £1.6m, which equates to approximately 2.4 months of expenditure cover.

As we continue to deliver on our strategy, including improving the environment in our Centres, we expect our free reserves to dip below the minimum set by our Reserves policy for a period of time. Trustees are currently marketing Waterside House for sale and any sale proceeds received will form part of free reserves (Working Capital fund) until they are invested in growing our Centres.

Reserves at 31 January were:

	2023	2022
	£'000	£'000
Restricted funds		
Other restricted funds	507	1,228
Unrestricted funds		
Fixed assets	3,947	3,179
Working capital	1,590	2,658
	5,537	5,837
Total reserves	**6,044**	**7,065**

Investment Policy

The Charity has placed no cash into investments since 2010 and all funds are held as cash in current or deposit accounts.

Fundraising policy

With a policy of pricing its breaks at or below the cost of providing its services, Revitalise looks to its fundraising activities to finance both its support for guests who cannot afford a break, and the further development of its existing and proposed new centres.

Revitalise is registered with the Fundraising Regulator and follows its Code of Fundraising Practice.

Revitalise carries out fundraising activities itself and does not utilise the services of any professional fundraising organisations. Revitalise fundraising comes from:

- Applications to trusts and foundations;
- Legacies;
- The fundraising activities of each centre's supporters' friends' group;
- Corporate donations;
- Sponsorship monies from participants in events;
- Individual donations; and
- Grants from local councils.

The Revitalise approach to fundraising is to build long-term relationships with supporters that sees them as partners in delivering our mission. All appeals and approaches for support are designed to reflect donors' known communication preferences and we are mindful of the wide range of personal circumstances our supporters may find themselves in. In keeping with its core work and insight into the lives of disabled people and carers Revitalise takes great care to ensure that it does not seek donations from people known to be in vulnerable circumstances



This approach is supported by the Revitalise Fundraising Promise:

- We will always tell you how your money is being spent, to show how you are helping provide an essential service to disabled people.
- We do not phone people to solicit money; we will never cold call you or anyone else to ask for donations.
- We will never sell your data.
- If you say that you want to hear from us less, or not at all, we will make sure your wishes are honoured.

It is very rare for Revitalise to receive a complaint about its fundraising activities. In fact, we received no complaints in 2022/23. Should a complaint be received, it would follow our Complaints Policy, which in summary is:

- Initial response within 10 working days
- Full response within 20 working days
- If not satisfied, escalate to the Chief Executive
- If still not satisfied, escalate to the Fundraising Regulator

Risk Management and Internal Control

Revitalise maintains a comprehensive Risk Register. This register is the principal tool for the management of risk and the Finance, Audit and Risk Committee monitors the key risks identified.

The principal risks facing the Charity are:

Governance and Strategy

– Revitalise draws a large proportion of its income from members of the public through donations and the use of its charitable services. Because of this it takes every step to communicate regularly with stakeholders. It also seeks to portray a positive image in the media through regular events, press releases and promotional materials. Ensuring the organisation is well-governed, with appropriately qualified and experienced Trustees is key to managing this risk as is setting a clear strategy whose progress is regularly monitored and evaluated.

Quality and People

- The Charity works with a wide range of different client groups in a variety of settings, involving many staff and volunteers. This provides the organisation with a large number of potentially serious risks to manage, including health and safety and the welfare of all involved. These are managed through a programme of clinical and care training, policies and procedural guidance, audits and checks. We have carried out a review of our Safeguarding procedures and have implemented changes, including refreshing our Safeguarding training. The Executive team lead on ensuring our services are fit for purpose. Our operational policies and procedures are linked to CQC's KLOE plan, supported by a programme of internal audits. Our Board has been strengthened by the addition of a Trustee with a clinical background.

Business and Financial

– While the Charity operates with a robust set of financial controls, it continues to operate in cyclical and potentially vulnerable markets. The Charity remains committed to developing a long term sustainable financial model, holding sufficient reserves to manage through periods of reduced activity as well as to continue to invest in the future of the organisation. Regular reviews of in-year and longer-term financial plans and budgets take place to ensure that financial risks are minimised. The Charity uses a 5-year plan, an annual detailed budget, monthly accounts and reforecasts, cash flow forecasts and other regular reports, to help mitigate these financial risks.

External (including Covid-19, Regulatory and Technology)

– As the UK began to adjust to a post-Covid world, 2022 saw new threats from the war in Ukraine and the cost of living crisis, including inflation levels not seen for a generation. The Charity has weathered the pandemic and put in place a range of measures that enabled it to continue to support guests throughout and continues to manage the external challenges it faces. As with all organisations, we face external threats associated with our use of technology and we are working to improve our infrastructure and information security as well as educate our colleagues to operate safely on-line.

As part of this risk management process, the Trustees acknowledge their responsibility for the Charity's system of internal controls and for reviewing its effectiveness. Their response to these risks is stated in the Reserves Policy above.

Staff and volunteers

Staff

Revitalise aims to be a great place to work. We know that our colleagues get an enormous amount of satisfaction from making such a big difference to the lives of our guests. The work can also be challenging, and we are committed to providing staff with a working environment that genuinely reflects our stated values. We expect our colleagues to be absolutely guest-centred and to work hard, demonstrating high levels of skill and confidence. In return, and to enable this, we seek to deliver empowering leadership, pay and treat people fairly and transparently, support the development of their skills and care for their physical and mental wellbeing. All staff have access to our 24/7 Employee Assistance Programme for free counselling and advice. We set clear standards for the ways in which we expect our managers to support the performance, development and wellbeing of staff and we aim to give them the tools, resources and training to do all this well. We ensure managers and staff are accountable to their stakeholders through our 360-degree feedback process for continuous improvement in everything they do.

We aim to keep staff informed of and proud about our plans and what we are achieving, and to give every individual a voice. We have an in-house magazine and a regular two-way cascade briefing and engagement process through which everyone can be included in conversations about how we can be a great service provider and employer. Our CEO and members of the Executive Team regularly visit our centres and shops to engage with our staff as well as with guests and customers.

We are actively committed to promoting diversity and inclusion at work as in service delivery. We have policies and procedures in place to ensure that recruitment and promotion are based on aptitude and ability, and that people are treated fairly, without bias and with respect, at all stages of their employment. All of our people policies are assessed in diversity impact terms. Manager and staff accountability for promoting inclusion in the workplace is built in to our performance management and development scheme. 83% of our Executive Team and 68% of our Business Leaders are women. We work closely with our occupational health advisors to ensure that we make the right adjustments to support our staff with disabilities to join us and carry out their roles effectively.

Volunteers

Volunteers play a critically important role at Revitalise; our guests give us feedback on how much our volunteers help to enhance their enjoyment by socialising, engaging them in activities and supporting with excursions. Our volunteers themselves have fed back very positively on their experience of volunteering, the very significant impact their contribution makes to the guest experience, and the extent to which volunteering for us has enabled them to appreciate the challenges faced by people with disabilities and their carers. Our shop volunteers continue to help us generate much needed additional income to add to the quality of the holiday experience.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Revitalise Respite Holidays 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 the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company, and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees of the Charity guarantee to contribute an amount not exceeding £1 to the assets of the Charity in the event of winding up. The total number of such guarantees at 31st January 2023 was 6. The Trustees are Members of the Charity, but this entitles them only to voting rights. The Trustees have no beneficial interest in the group or the Charity.

The Trustees' Report and the Strategic Report are hereby approved. By order of the Board of Trustees.

Rebecca Young
Company Secretary

26 July 2023

Independent Auditors' Report

to the Members of Revitalise Respite Holidays

Opinion

We have audited the financial statements of Revitalise Respite Holidays for the year ended 31 January 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 January 2023 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which includes the strategic report and the directors' 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 the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

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

- adequate accounting records have not been kept by the charitable company; or
- the charitable 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 for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 32, 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the use of restricted funds, care quality compliance and compliance with employment law, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and Charities SORP.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to depreciation charges. Audit procedures performed by the engagement team included:

- Inspecting minutes of Trustees' meetings;
- Reviewing calculations for depreciation including reviewing estimated useful economic lives;
- Reviewing allocations and disclosures relating to restricted funds;
- Reviewing the latest CQC reports;
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals throughout the year; and
- Challenging assumptions and judgements made by management in their critical accounting estimates. These related to depreciation and the pension deficit funding liability.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.



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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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.

Lee Stokes
Senior Statutory Auditor

For and on behalf of Haysmacintyre LLP, Statutory Auditor

..... 08 August 2023

10 Queen St Place
London, EC4R 1AG

Statement of Financial Activities (SOFA)
for the year ended 31 January 2023

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2023 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2022 £'000
Income from:							
Donations and legacies	2	**445**	**526**	**971**	339	461	800
Charitable activities:	1g	**4,446**	**-**	**4,446**	5,158	-	5,158
Other trading activities		**1,446**	**-**	**1,446**	984	-	984
Investment income		**35**	**-**	**35**	2	-	2
Total income		**6,372**	**526**	**6,898**	6,483	461	6,944
Expenditure on:							
Costs of raising funds		**469**	**-**	**469**	338	-	338
Charitable activities		**5,089**	**1,247**	**6,336**	5,816	560	6,376
Other trading activities		**1,117**	**-**	**1,117**	862	-	862
Total expenditure	3,4&5	**6,675**	**1,247**	**7,922**	7,016	560	7,576
Net (Expenditure)/Income before gains/(losses) on investments		**(303)**	**(721)**	**(1,024)**	(533)	(99)	(632)
Net (Expenditure)/Income		**(303)**	**(721)**	**(1,024)**	(533)	(99)	(632)
Other Recognised Gains and Losses							
Gains unrealised loss on investments	10	**3**	**-**	**3**	1	-	1
Net Movement in Funds		**(300)**	**(721)**	**(1,021)**	(532)	(99)	(631)
Reconciliation of Funds:							
Fund balances brought forward At 1 February 2022		**5,837**	**1,228**	**7,065**	6,369	1,327	7,696
Fund balance carried forward At 31 January 2023	15,16	**5,537**	**507**	**6,044**	5,837	1,228	7,065

There were no other recognised gains or losses, other than the above.
The accompanying notes are an integral part of this statement of financial activities.

Company Number: 2044219

Balance Sheet

for the year ended 31 January 2023

	Notes	2023 £'000	2022 £'000
Fixed Assets			
Tangible assets	9	**3,895**	3,143
Investments	10	**52**	36
		3,947	3,179
Current Assets			
Stocks	11	**11**	12
Debtors	12	**784**	914
Bank deposits and cash	13	**2,580**	4,465
		3,375	5,391
Liabilities			
Creditors: Amounts falling due within one year	14	**(1,266)**	(1,476)
Net Current Assets		**2,109**	3,915
Total Net Assets Less Current Liabilities		**6,056**	7,094
Creditors – amounts falling due after more than one year	14	**(12)**	(29)
Total Net Assets		**6,044**	7,065
The Funds Of The Charity			
Restricted funds	15	**507**	1,228
Unrestricted funds			
Fixed assets	16	**3,947**	3,179
Working capital	16	**1,590**	2,658
		5,537	5,837
Total Charity Funds		**6,044**	7,065

The financial statements on pages 36 to 37 were approved by the Board of Trustees and authorised for issued and are signed on their behalf by: George Blunden

George Blunden, Chair, 26 July 2023

Cash Flow Statement
for the year ended 31 January 2023

	2023 £'000	2022 £'000
Cash Flows From Operating Activities		
Net cash used in operating activities	**(948)**	(378)
Cash Flows From Investing Activities		
Dividends, interest and rents from investments	**35**	2
Purchase of investments	**(13)**	-
Purchase of plant, plant and equipment	**(959)**	(107)
Disposal of fixed asset	**-**	-
Net cash (used in)/provided by investing activities	**(937)**	(105)
Change In Cash And Cash Equivalents In The Reporting Period	**(1,885)**	(483)
Cash and cash equivalents at the beginning of the reporting period	**4,465**	4,948
Cash and cash equivalents at the end of the reporting period	**2,580**	4,465

	2023 £	2022 £
Reconciliation of net income to net cash Flow from operating activities:		
Net movement in funds as per the Statement of financial activities	**(1,021)**	(631)
Adjusted for:		
Depreciation charge	**207**	198
Dividends, interest and rent from investments	**(35)**	(2)
(Gains)/losses on investments	**(3)**	(1)
Decrease in stocks	**1**	6
(Profit) on the disposal of fixed assets	**-**	-
(Increase) / Decrease in debtors	**130**	(552)
Increase / (Decrease) in creditors	**(210)**	695
Decrease in defined benefit pension scheme liability	**(17)**	(91)
Net cash (utilised) by operating activities	**(948)**	(378)

Notes to the Accounts
for the year ended 31 January 2023

1. Accounting Policies

A General information

Revitalise Respite Holidays is a private charitable company limited by guarantee incorporated in England (company number 2044219, charity number 295072). The registered office and principal place of business is at 240 City Road London EC1V 2PR.

The charitable company's principal activity is creating revitalising holidays for disabled people and carers – everything you'd expect from a holiday backed up by excellent care and an army of brilliant volunteers to get the party started – and keep it going.

B Basis of accounting

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", the requirements of the Companies Act 2006 and under the historical cost convention, except as modified for the annual revaluation of fixed asset investments. Within the definitions of FRS 102, the charitable company is a public benefit entity. The financial statements have been prepared in accordance with the accounting policies set out in more detail below, to comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association of the charitable company, and Accounting and Reporting by Charities: the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019). Figures are presented in sterling and rounded to the nearest pound.

C Going concern

The Charity's activities, current financial position, and factors likely to affect its future are set out in the Trustees' report. The Trustees have reviewed forecasts and cash reserves and concluded that the Charity has sufficient cash reserves to continue in operation for at least 12 months after the signing of the accounts. Although it is not certain that these efforts will be successful, the Trustees have taken action to mitigate the known uncertainties and are not aware of any material uncertainties regarding the Charity's ability to continue as a going concern and deliver its charitable objectives for at least the next 12 months. Therefore, the accounts have been drawn up on a going concern basis.

These financial statements show the results of the charitable company only. The accounts of the dormant companies have not been consolidated.

Notes to the Accounts
for the year ended 31 January 2023

1. Accounting Policies (Continued)

D Donations

Donations and gifts are included in full in the statement of financial activities when received.

E Grants

Revenue grants are credited to the statement of financial activities when received or receivable whichever is earlier.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the Charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the Charity can meet such conditions, the income is deferred.

F Legacies

Income from legacies is accounted for on a receivable basis and is recognised in full in the financial statements in the period in which probate is granted, and where there is certainty of entitlement and the sum to be received.

G Income from charitable activities

Fees from breaks, holidays and continuing care are recognised in the financial statements in the year in which the break or holiday occurs or the service is provided.

H Other Trading Activities

Income from the sales of goods and services is derived from ordinary activities and is stated net of VAT.

Notes to the Accounts
for the year ended 31 January 2023

1. Accounting Policies (Continued)

I Gifts in kind

Gifts in kind represent assets donated for distribution or use by the Charity. Assets given for use by the Charity are recognised when receivable. Gifts in kind are valued at the amount the Charity would otherwise have paid for the assets. Donated goods for resale through Charity shops are not recognised in the financial statements as gifts in kind.

J Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis and, because the Charity is able to recover only a small amount of any UK Value Added Tax paid, inclusive of that irrecoverable VAT. Expenditure is allocated to the particular activity where the cost relates directly to that activity. Overhead and other costs not directly attributable to particular functional activity categories are apportioned over the relevant categories on the basis of the activities given below.

Cost type	Basis of allocation
Office and HQ costs	Space and facilities
Operational Management	Activity numbers in Centres e.g. guest weeks
Information technology	Resources supported per department
Volunteer recruitment	Volunteer numbers supplied
Booking services	Numbers of guests booked
Marketing	Proportion of resources used

The costs shown under charitable activities by objective are the gross costs of running services. Staff are not allowed to carry forward holidays and therefore no provision is required. Staff termination costs are accounted for in the year in which they fall due.

Notes to the Accounts
for the year ended 31 January 2023

1. Accounting Policies (Continued)

K Fundraising costs

Fundraising costs consist of the payroll costs of fundraisers together with their office costs and specific fundraising expenditure. Also included are associated IT and premises costs as well as an element of common central costs as above.

L Governance costs

These are the costs associated with the governance arrangements of the Charity which relate to the general running of the Charity as opposed to costs associated with fundraising or charitable activities. The costs will normally include external audit, legal advice for Trustees and costs associated with constitutional and statutory requirements such as the cost of Trustee meetings.

M Operating leases

Rentals payable under operating leases are charged to the Statement of Financial Activities over the period of the lease on a straight-line basis.

N Pension costs

The charitable company operates two defined contribution pension schemes with Nest and the Pensions Trust. The assets of the schemes are held separately from those of the charitable company in independently administered funds. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. There were no outstanding or prepaid contributions at the balance sheet date.

Notes to the Accounts
for the year ended 31 January 2023

1. Accounting Policies (Continued)

O Capitalisation policy and depreciation

Fixed assets, being assets with a useful life greater than one year, are stated at cost. Items purchased with a value greater than £500 are capitalised.

Depreciation is provided on fixed assets capitalised in the financial statements in order to write off the cost of each asset over its expected useful life on a straight-line basis, as follows:

Cars	3-5 years
Buses	3-5 years
Building equipment	5 years
Office equipment	5 years
IT systems	3 years
Operating equipment	5 years

Freehold and leasehold buildings:

Freehold Buildings	50 years
Freehold Improvements	10 years
Leasehold Buildings	length of lease
Leasehold Improvements	length of lease - 10 years

Leasehold properties are amortised on a straight-line basis over the period of the leases.

Work in progress is not depreciated as the asset has not been brought into full economic use.

Notes to the Accounts
for the year ended 31 January 2023

1. Accounting Policies (Continued)

P Value of land and buildings

The charitable company's interests in freehold and leasehold property are stated in the balance sheet at their current market valuations.

Q Stocks

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks. No value has been placed on donated goods held for resale.

R Deferred income

Income relating to future financial periods has been deferred and is shown in note 14 below. Income is deferred if the activity that it relates to takes place in a future period.

S Restricted funds

Such funds are subject to specific restrictions imposed by donors. The purposes and uses of such funds are set out in note 15 to the accounts.

T Unrestricted funds

Such funds are general funds or have been set aside at the discretion of the Trustees for specific purposes as set out in note 16 to the accounts. The Fixed Asset Fund represents the net book value of tangible fixed assets after the deduction of depreciation and taking into account any additions and disposals in the year.

Notes to the Accounts
for the year ended 31 January 2023

1. Accounting Policies (Continued)

U Foreign currencies

Transactions in foreign currencies are recorded at the rate prevailing at the date of the transaction. Monetary assets and liabilities are re-translated at the rate of exchange ruling at the balance sheet date. All differences are taken to the Statement of Financial Activities.

V Transfers between funds

Transfers are made from or between restricted funds when this is allowed by the terms of the donation or where permission has been obtained from the donor. Transfers are made from or between unrestricted funds following approval by the Trustees.

W Debtors / Creditors Policy

Short term debtors are measured at transaction price, less any impairment. Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

X Significant Judgements Policy Statement

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Company's accounting policies. In the opinion of the trustees, the only estimate considered to be critical is estimating the useful economic life of tangible fixed assets.

Notes to the Accounts
for the year ended 31 January 2023

	Unrestricted £'000	Restricted £'000	Total 2023 £'000
2. Donations and Legacies			
Donations, Grants and Gifts	188	526	**714**
Legacies	257	-	**257**
Total	445	526	**971**

	Unrestricted £'000	Restricted £'000	Total 2022 £'000
Donations, Grants and Gifts	321	461	782
Legacies	18	-	18
Total	339	461	800

	2023 £'000	2022 £'000
Donations received from the Trustees during the year	**1**	4

	2023 £'000	2022 £'000
3. Total Expenditure		
This is stated after charging:		
Audit fees including VAT	**28**	25
Depreciation	**207**	198
Operating rentals		
- Equipment	**47**	71
- London Office rental	**46**	52
- Other assets	**231**	181

During the year 3 Trustees (2022: 2) received reimbursement of travel costs including those paid direct by the Charity totalling £700 (2022: £585) but no emoluments.

During the year, Trustees' indemnity insurance was provided at a cost of £1,107 (2022: £773).

Notes to the Accounts
for the year ended 31 January 2023

4. Support costs directly attributed to services and fundraising activities

	Central Admin £'000	Reservations £'000	Volunteers Department £'000	IT £'000	Marketing £'000	2023 Total £'000
Funding costs	**33**	**-**	**-**	**16**	**10**	**59**
Breaks for disabled people and carers	**1,038**	**191**	**-**	**114**	**467**	**1,810**
Total	**1,071**	**191**	**-**	**130**	**477**	**1,869**

	Central Admin £'000	Reservations £'000	Volunteers Department £'000	IT £'000	Marketing £'000	2022 Total £'000
Funding costs	40	-	-	16	8	64
Breaks for disabled people and carers	1,176	260	-	117	395	1,948
Total	1,216	260	-	133	403	2,012

For details on apportionment basis see note 1h above.

Notes to the Accounts
for the year ended 31 January 2023

	Direct Staff Costs £'000	Overheads & Support Costs £'000	Other £'000	Direct Depreciation £'000	Discounts/ Subsidiaries £'000	2023 Total £'000
5. Analysis of total expenditure						
Raising funds						
Investment for future	-	-	82	-	-	82
Management	-	59	-	-	-	59
Legacies	-	-	35	-	-	35
Trusts	-	-	80	-	-	80
Corporate and Events	-	-	213	-	-	213
Total	**-**	**59**	**410**	**-**	**-**	**469**
Charitable activities in Furtherance of the Charity's objectives:						
Breaks for disabled people and carers	2,869	1,810	1,185	183	266	6,313
Governance costs	-	-	23	-	-	23
Total	**2,869**	**1,810**	**1,208**	**183**	**266**	**6,336**
Other trading activities						
Costs of charity shops	651	-	430	24	-	1,105
Costs of other activities	-	-	12	-	-	12
Total	**651**	**-**	**442**	**24**	**-**	**1,117**
Total expenditure	**3,520**	**1,869**	**2,060**	**207**	**266**	**7,922**

Notes to the Accounts
for the year ended 31 January 2023

	Direct Staff Costs £'000	Overheads & Support Costs £'000	Other £'000	Direct Depreciation £'000	Discounts/ Subsidiaries £'000	2022 Total £'000
5. Analysis of total expenditure						
Raising funds						
Investment for future	-	-	67	2	-	69
Management	-	64	-	-	-	64
Legacies	-		3			3
Trusts	-	-	105	-	-	105
Corporate and Events	-	-	97	-	-	97
Total	-	64	272	2	-	338
Charitable activities in Furtherance of the Charity's objectives:						
Breaks for disabled people and carers	2,322	1,948	1,664	187	232	6,353
Governance costs	-	-	23	-	-	23
Total	2,322	1,948	1,687	187	232	6,376
Other trading activities						
Costs of charity shops	460	-	379	9	-	848
Costs of other activities	-	-	14	-	-	14
Total	460	-	393	9	-	862
Total expenditure	2,782	2,012	2,352	198	232	7,576

The 'Overheads and support costs' shown above include the full costs of providing accommodation and management support for the fundraising department, along with the costs of providing marketing, public relations and communications for the department.

The total direct staff costs and the direct depreciation costs shown above include only those costs which can be directly attributed to an activity. The total staffing costs for the organisation are shown in note 6 below which incorporates the costs of both direct and indirect staffing. Governance costs comprise audit costs as per note 3.

Notes to the Accounts
for the year ended 31 January 2023

	2023 £'000	2022 £'000

6. Staff Costs

Staff costs and numbers were as follows:

Salaries	**3,752**	4,034
Social security costs	**344**	344
Other pension costs	**99**	56
Redundancy/Termination costs	**6**	66
	4,201	4,500
Total emoluments paid to staff (excluding social security costs)	3,857	4,156

During the year the Charity also spent £672,984 (2022: £305,383) on agency staffing.

	2023 No.	2022 No.
£150,000 - 159,999	**1**	1
£90,000 - 99,999	**1**	-
£80,000 - 89,999	**2**	2
£60,000 - 69,999	**2**	3

Total employer's pension contributions for these employees were £16,542 (2022: £16,528).

Total remuneration paid to key management in the year was as follows:

	2023 £'000	2022 £'000
Remuneration paid to key management	**596**	549

Key management are as described in the Trustees' Report

The average number of employees in the years was as follows:

Individuals: All employees	**207**	260

Full time equivalents:

Breaks for disabled people and carers	**78**	91
Fundraising	**7**	5
Support services	**12**	21
Charity shops	**29**	21
	126	138

Notes to the Accounts
for the year ended 31 January 2023

	2023 £'000	2022 £'000
7. Major component parts of expenditure		
Cost of sales	**8**	8
Staffing, agency, training and uniform costs	**5,049**	4,948
Rents	**335**	288
Property maintenance and cleaning	**263**	263
Telephones and postage	**62**	64
Water and energy costs	**364**	273
Event costs	**70**	6
Food costs	**172**	114
Medical sundries	**125**	96
Insurance	**184**	196
Vehicle running costs	**81**	84
Stationery and printing	**35**	103
Professional & consultancy fees	**403**	298
Depreciation	**207**	198
Marketing	**222**	173
Guest Subsidies / Discounts	**266**	232
Profit on Sale of Fixed Asset	**(1)**	-
Other	**77**	232
Total	**7,922**	7,576

8. Taxation

The Charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Notes to the Accounts
for the year ended 31 January 2023

	Freehold Land & Buildings £'000	Leasehold Land & Buildings £'000	Furniture & Equipment £'000	Motor Vehicles £'000	Total £'000
9. Tangible fixed assets					
Cost at book value					
At 1 February 2022	6,525	2,141	536	348	9,550
Additions	-	909	50	-	959
At 31 January 2023	**6,525**	**3,050**	**586**	**348**	**10,509**
Depreciation					
Cost at book value					
At 1 February 2022	3,671	1,975	418	343	6,407
Charge for the year	112	51	43	-	207
At 31 January 2023	**3,783**	**2,026**	**461**	**344**	**6,614**
Net cost at book value					
At 1st February 2022	2,854	166	118	5	3,143
At 31 January 2023	**2,742**	**1,024**	**125**	**4**	**3,895**

Notes to the Accounts
for the year ended 31 January 2023

	2023 £'000	2022 £'000
10. Investments		
Investment movements during the year are as follows:		
Market value as at 1 February	**36**	35
Investments gifted during the year	**13**	-
Revaluation	**3**	1
Market value as at 31st January	**52**	36
11. Stocks		
Goods for resale	**6**	7
Food Stocks	**5**	5
Total	**11**	12
12. Debtors		
Trade debtors	**35**	390
Other debtors	**20**	13
Prepayments	**460**	475
Accrued income	**269**	36
	784	914
13. Bank deposits and cash		
Deposits held by the Charity	**2,259**	2,227
Current accounts	**320**	2,237
Cash holdings	**1**	1
	2,580	4,465

Notes to the Accounts
for the year ended 31 January 2023

	2023 £'000	2022 £'000
14. Creditors		
Amounts falling due within one year:		
Trade creditors	**300**	342
Other creditors	**292**	292
Accruals	**91**	127
Taxation and social security	**97**	93
Deferred income	**473**	609
Defined benefit pension scheme liability	**13**	13
	1,266	1,476
Amounts falling due after one year:		
Defined benefit pension scheme liability	**12**	29

Deferred income relates to guest fees received in advance of their holidays

The movement in deferred income is analysed as follows:

As at 1st February	**609**	310
Transferred to the income and expenditure account	**(561)**	(124)
Income received in advance	**425**	423
As at 31st January	**473**	609

Notes to the Accounts
for the year ended 31 January 2023

	As at 1 Feb 2022 £'000	Income £'000	Expenditure £'000	As at 31 Jan 2023 £'000
15. Restricted Funds				
The following funds are derived from donations given for particular purposes				
Capital Campaign	947	272	(869)	350
Interest	23	-	-	23
Joan Brander	62	-	(39)	23
Longleigh Foundation	15	-	(9)	6
Royal Air Force Benevolent Fund	3	-	(1)	2
Other	178	254	(329)	103
Total restricted fund	**1,228**	**526**	**(1,247)**	**507**

	As at 1 Feb 2021 £'000	Income £'000	Expenditure £'000	As at 31 Jan 2022 £'000
Balcombe trust	30	-	(30)	-
Capital Campaign	947	-	-	947
Interest	23	-	-	23
Joan Brander	73	-	(11)	62
Longleigh Foundation	20	13	(18)	15
National Lottery Fund	67	-	(67)	-
Royal Air Force Benevolent Fund	3	-	-	3
Other	164	448	(434)	178
Total restricted fund	**1,327**	**461**	**(560)**	**1,228**

Notes to the Accounts
for the year ended 31 January 2023

15. Restricted funds (continued)

The categories of funds above are defined as follows:

Ellerslie Court

These funds were received through the transfer of assets from the Southport & District Cerebral Palsy Association (SDCPA). The expenditure represents the depreciation charge on the Ellerslie Court property and assets, formerly owned by that Society.

Other Revenue funds

These funds are predominantly held for supporting guests with financial needs or for those from specific geographical areas in taking a break at a Revitalise Centre. The largest such fund is the Joan Brander Memorial Fund. Other revenue funds held are generated from restricted donations to support the work of Revitalise in other ways.

Capital Campaign

These funds have been received in response to the Charity's capital campaign for the refurbishment and extension of our existing centres.

Notes to the Accounts
for the year ended 31 January 2023

	As at 1 Feb 2022 £'000	Income £'000	Expenditure & investment losses £'000	Net income/ (expenditure) £'000	Transfers £'000	As at 31 Jan 2023 £'000
16. Unrestricted funds						
Tangible Fixed Asset Fund	**3,179**	**107**	**(207)**	**(100)**	**868**	**3,947**
Working Capital Fund	**2,658**	**(104)**	**207**	**103**	**(1,171)**	**1,590**
Net Movement in Funds	**-**	**6,372**	**(6,675)**	**(303)**	**303**	**-**
	5,837	**6,375**	**(6,675)**	**(300)**	**-**	**5,537**

	As at 1 Feb 2021 £'000	Income & gains £'000	Expenditure & investment losses £'000	Net income/ (expenditure) £'000	Transfers £'000	As at 31 Jan 2022 £'000
16. Unrestricted funds						
Tangible Fixed Asset Fund	3,269	108	(198)	(90)	-	3,179
Working Capital Fund	3,100	(107)	198	91	(533)	2,658
Net Movement in Funds	-	6,483	(7,016)	(533)	533	-
	6,369	6,484	(7,016)	(532)	-	5,837

Tangible Fixed Asset Fund

The Tangible Fixed Asset Fund incorporates the value of fixed assets held by the Charity and used in the provision and administration of services. Any assets purchased by the Charity are paid for by the Working Capital Fund and the value of these is then transferred to the Fixed Asset Fund. Conversely the value of depreciation charged on fixed assets for the year and impairment are passed back from the Fixed Asset Fund to the Working Capital Fund.

During the year the sum of £1k was disinvested in capital expenditure.

Working Capital Fund

The Working Capital fund represents the free reserves of the organisation.
That is unrestricted funds excluding Fixed Assets.

Notes to the Accounts
for the year ended 31 January 2023

17. Share capital

The Charity is a company limited by guarantee and has no share capital.

18. Assets and liabilities representing funds

	Fixed Asset Fund £'000	Working Capital Fund £'000	Restricted Funds £'000	2023 Total £'000
Represented by				
Fixed assets	3,947	-	-	3,947
Net current assets	-	1,602	507	2,109
Creditors - due after 1 year	-	(12)	-	(12)
	3,947	1,590	507	6,044

	Fixed Asset Fund £'000	Working Capital Fund £'000	Restricted Funds £'000	2022 Total £'000
Represented by				
Fixed assets	3,179	-	-	3,179
Net current assets	-	2,687	1,228	3,915
Creditors - due after 1 year	-	(29)	-	(29)
	3,179	2,658	1,228	7,065

19. Lease commitments

The future minimum operating lease payments for the Charity are as follows;

	2023 £'000	2022 £'000
Within one year	**369**	330
Between two and five years	**674**	332
	1,043	662

Notes to the Accounts
for the year ended 31 January 2023

20. Capital Commitments

As at 31 January 2023 the Charity had the following capital commitments. For our Sandpipers centre, we have signed agreements with a range of specialists to get to tender stage for our planned refurbishment. These total £151k. (2022:£0). For our Jubilee Lodge centre, there is £485k of capital expenditure in relation to the refurbishment of the property. (£2022:£0).

21 Related Party Transactions

There were no related party transactions during the year (2022: None).

21. Pension Scheme

The Charity's current employees are members of two defined contribution schemes, with Nest and Series 4 of the Pensions Trust multi-employer scheme. In previous years the Charity had employees in Series 1, 2 and 3 of the Pensions Trust multi- employer scheme. These series of the scheme are defined benefit schemes in the UK.

It is not possible for the company to separately identify its assets and liabilities to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme under FRS 102.

The company is required to pay additional recovery plan contributions in line with the estimated share of the Series 1 and Series 2 scheme liabilities. During the year the contributions totalled £17,161 (2022 £61,752).

The recovery plan will be reviewed at each triennial valuation. The last such valuation was carried out at 30 September 2020. The next two being in 2023 and 2026, which could result in a change in the contribution value.

At 30 September 2020 the valuation showed assets of £800m, liabilities of £832m and a deficit of £32m. The equivalent valuation at 30 September 2017 showed assets of £795m, liabilities of £926m and a deficit of £131m.

There is a requirement to provide in the accounts for the deficit contributions to be made under the recovery plan. This liability is stated in note 14 and the reconciliation of opening and closing provisions is as follows:

	2023 £'000	2022 £'000
Provision at start of period	**42**	158
Unwinding of the discount factor (interest expense)	**1**	1
Deficit contribution paid	**(17)**	(38)
Remeasurements – impact of any change in assumptions	**(1)**	(1)
Remeasurements - amendments to the contribution schedule	**-**	(78)
Provision at end of period	**25**	42

The provision for the defined pension scheme liability has been discounted by 4.56 % as of 31 January 2023 (31 January 2022 - 1.60%).

Revitalise

T: **0303 303 0145** E: **info@revitalise.org.uk**
revitalise.org.uk

Revitalise Respite Holidays
240 City Road, London, EC1V 2PR

Registered charity number: 295072 | Company number: 2044219

@RevitaliseCharity /RevitaliseCharity @RevitaliseNow



REVITALISE RESPITE HOLIDAYS

England & Wales - Charity number 295072

Accounts

Revitalise



Annual Report
& Consolidated Accounts

for the year ended 31st January 2022

Registered charity number: 295072 | Company number: 2044219

Our Vision

A society in which every disabled person and every carer is able to take the break or holiday they want.

Our Purpose

To enable disabled people and their families to access and enjoy amazing holidays, breaks and experiences tailored to them, to escape, relax and have fun.

Our Values

› We are **inclusive**.
We welcome everyone.

› We are **change-makers**.
We make things happen for our guests and for disabled people.

› We are **caring**.
We care about our guests and about each other. We are guest obsessed.

› We are **joyful**.
Fun, warmth and laughter are at the heart of everything we do.

› We are **hardworking**.
We strive for excellence, and we do not give up.

The Team

Trustees

At the date of signing of these accounts the Trustees of Revitalise are:

George Blunden
Chair of the Board of Trustees

George joined the Revitalise Board of Trustees as Chair on 5th February 2020, taking over from Mindy Sawhney. He began working life as an adventure playground worker before establishing his career in the banking, investments and insurance sectors where he has held a number of senior executive and non-executive positions including with Warburg Securities, Union PLC and AllianceBernstein. George has a long association with the housing and care sectors in particular, having held a number of non-executive positions whilst working in the City, including as Chair of an alms-houses group in the 1980s, followed by the Chairmanship of Southern Housing Group; a position he held from 1992 - 2006. For the last nine years, he has been the Senior Independent Director of the insurance company Beazley plc, the Chair of Charity Bank, the specialist retail bank which lends to charities and social enterprises, and the Chair of Stonewater Housing Association. He continues as a non-executive director of the Lloyd's subsidiary of Beazley and has recently become Chair of The Housing Finance Corporation, which funds social housing. George has a flat in Venice and likes to escape there whenever he can, to enjoy the most extraordinary city in the world.

Jane Kennedy
Chair of the Quality & People Committee

Jane joined the Board in 2019 and is Chair of the Quality & People Committee. She left her Executive role in July 2017 to pursue a portfolio career which has become varied and exciting including HR and Operations consultancy services for a range of clients, Executive coaching, NED for NHS Property Services and Progress, alongside a Vice Chairman role for Age UK (Hythe and Lyminge). She was previously Chief Operating Officer and HR Director of Just Group and Partnership Assurance Services. Jane has also held senior roles in Saga Services, Colonial Mutual Life Assurance, GHL Group, Barclays Retail Mortgages and Scottish Widows. Jane has two sons and lives on the coast with her husband, two dogs and a cat. Outdoors is where Jane is happiest, and she loves long walks in the Kent countryside and along the beaches and is a keen skier. She also enjoys the theatre, ballet and live music.

William Maughan
Chair of the Brand & Commercial Development Committee

William joined the Board on 29 January 2020 and is Chair of the Brand & Commercial Development Committee and also a member of the Quality & People Committee. He is the co-founder of the right brain management consultancy Industrial Clairvoyants, where he has acted as Managing Partner for over 20 years. The consultancy uses right brain approaches to unlock and realise potential for clients including The Radisson Hotel Group, John Lewis Partnership and Virgin Holidays, with a focus on helping organisations to create emotionally intelligent strategies. William has advised senior leaders and clients in areas including consumer and employee insight, employee engagement and well-being, employee proposition and service proposition development. William's ideal holiday is without a watch, keys and phone. It's hot and sunny with some sport or exercise but much more relaxation, so that he and his partner get to escape the routines of everyday life.

Adam Wiltshire
Chair of the Finance, Audit & Risk Committee

Adam, who joined the Board in April 2020 is Chair of the Finance, Audit & Risk Committee and is also a member of the Brand & Commercial Development Committee. He is a Chartered Accountant and member of the Association of Corporate Treasurers. Adam started his finance career with Price Waterhouse working in both audit and consultancy, before moving into industry, where he worked for National Grid for eighteen years. During this time, he had a range of roles including Finance Director of the gas distribution division and Group Treasurer. He also gained Trustee and non-executive experience as Chair of the National Grid UK Pension Scheme and of Aerion Fund Management. Adam's ideal holiday involves a journey with a sense of freedom and adventure, exploring the world with his family by campervan, car or bicycle.

Kevin McGuirk

Kevin re-joined the Board in 2019, having previously been a Trustee until 2011/12, and is a member of the Finance, Audit & Risk Committee. A qualified Chartered Accountant and Board Director, he spent much of his early career with KPMG, working with clients on large business transformation projects in Europe, New Zealand and Asia, and ran their Telecom Consulting practice in Hong Kong. Since leaving KPMG, Kevin has held Regional Director, Finance & Resources roles for Verizon Business in both Asia Pacific and EMEA, worked as COO for a fast-growing consulting business, as Commercial Director for a highly leveraged private equity owned SME, as well as European CFO for a medium sized multi-layer marketing organisation based in the Netherlands, and CFO of The Kennel Club in London. Kevin is a keen hiker and tennis player.

Deborah Wheeler

Deborah joined the Board in September 2020 and is a member of the Quality & People Committee. Deborah trained as a nurse at St Bartholomew's Hospital in London, spending her clinical career in orthopaedic nursing before moving into nursing management. She has been director of nursing at several NHS trusts in London and became Deputy Regional Chief Nurse for NHS England South Region. More recently she moved back to a Director of Nursing post at the North Middlesex Hospital in North London, before retiring from full time work at the end of 2019. She is a Florence Nightingale Foundation Leadership Scholar and received the Chief Nursing Officer's Gold Award for lifetime achievement in 2019. Deborah has two adult sons and lives on the London/Essex border. She is a Non-Executive Director of East London NHS Foundation Trust (a mental health and community trust), and is a Trustee of the charity Epilepsy Society, in addition to Revitalise. Deborah is churchwarden for her local church, where she is also a service leader. In her spare time, she is an avid crafter, making handmade cards which she sells to raise funds for the church.

Trustees who also served during the year to 31st January 2022 are:

Mike Ashton
Chair of the Brand & Commercial Development Committee, retired 2nd February 2021

Linda Beaney
Trustee, retired 31st March 2021

Philip White
Vice Chair, retired 31st March 2021

Lesley Lindberg
Chair of the Guest Quality Committee, retired 19th May 2021

Catherine Fallon
Trustee, retired 2nd November 2021

Senior Management Team

None of the following are directors within the meaning of the Companies Act.

At the date of signing of these accounts the senior team at Revitalise are:

Janine Tregelles CBE
Chief Executive Officer

Alex McDowell
Director of Fundraising

Helen Giles MBE
Director of People and Culture

Kate McLeod
Chief Financial Officer

Rebecca Young
Director of Strategy, Impact and External Affairs

Patron

Samantha Cameron

Vice Presidents

Dame Judi Dench CH DBE

Dame Esther Rantzen DBE

Hugh Kemsley OBE

Denis Green

Tim Prideaux JP DL

John Spence CBE DL

The Rt. Hon. The Lord Crawshaw

Arthur Smith

Sir Andrew Buchanan Bt

Honorary Ambassadors

Dan Bentley

Dan has been involved with the sport of Boccia for over 12 years, being a member of the Paralympics GB team in London in 2012 and winning a gold medal at the Paralympics in Beijing in 2008.

Nick Skelton CBE

Nick's incredible show jumping achievements include a team show jumping gold medal at the London 2012 Olympics, surpassed by an individual gold in Rio in 2016 – making him the oldest British Olympic gold medallist since 1908. Nick received an OBE for services to equestrian sport in 2012, later elevated to a CBE.

David Smith MBE

David is the joint most successful British Boccia player in history. He was a member of the British Boccia team that won a gold medal at the 2008 Summer Paralympics in Beijing. David competed in the 2012 Summer Paralympics in London, winning a team bronze medal and an individual silver medal. At the 2016 Rio Summer Paralympics, David won an individual gold medal.



Advisers

Solicitors
Anthony Collins
134 Edmund Street
Birmingham
B3 2ES

Bankers
Barclays Bank
1 Churchill Place
London
E14 5HP

Statutory Auditors
Haysmacintyre LLP
10 Queen Street Place
London
EC4R 1AG

Centres

Revitalise Jubilee Lodge
Grange Farm
High Road
Chigwell
Essex
IG7 6DP

Revitalise Netley Waterside
Abbey Hill
Netley Abbey
Southampton
Hampshire
SO31 5FA

Revitalise Sandpipers
Fairway
Southport
Merseyside
PR9 0LA

Administration and Registered Office

Revitalise Respite Holidays, Stroke Association House, 240 City Road, London EC1V 2PR

Thank you to all our supporters

Revitalise is grateful for the support it receives from individuals, trusts, local councils and companies and we would like to place on record our thanks to everyone who has kindly supported our work over the past year. This includes anyone who has included Revitalise in their will and everyone who has arranged or participated in fundraising events on our behalf.

Amongst other positive impacts for disabled people and their carers, these gifts help Revitalise subsidise hotel stays for guests less able to afford the respite holidays they urgently need. We would like to extend a special thank you to the Friends of Jubilee Lodge and Friends of Sandpipers for their ongoing dedication and commitment to our mission as well as the following trusts, foundations, grant-making bodies and companies for their support during 2021/22.

ABF The Soldiers' Charity

Balcombe Charitable Trust

Broome Family Charitable Trust

Bruce Wake Charitable Trust

The Calleva Foundation

Charles S French Charitable Trust

Derby & Derbyshire Disabled Soldiers Settlement

Donald Forrester Trust

The Eveson Trust

The Francis Winham Foundation

The Guthrie Essame Charitable Trust

The Helen Roll Charity

Stonewater Group

The Liz and Terry Bramall Foundation

Longleigh Foundation

The Louis and Valerie Freedman Charitable Settlement

Marjory Boddy Charitable Trust

Masonic Charitable Foundation

National Lottery Community Fund

Peacock Charitable Trust

Richard Lawes Foundation

Royal Airforce Benevolent Fund

The Royal Navy and Royal Marines Charity

The Royal Naval Benevolent Trust

Victoria Convalescent Trust

We also thank the many volunteers who gave their time and energy, fun and compassion, through their work at the Revitalise shops and centres this year. You are all, unquestionably, at the heart of the Revitalise magic.

Every donation helps more disabled people and carers to get the break they deserve and need.

To make a donation or find out more about the volunteering opportunities we offer, please visit **www.revitalise.org.uk**.





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Chair's Review

I am very pleased to submit my report for the financial year 2021/22 and to have an opportunity to describe some of the wonderful work and achievements undertaken at Revitalise during this time.



This year has been a year of two themes - dealing with COVID and planning the future of Revitalise. It is to the second of those that I turn first because 2021 marked a major milestone for the organisation.

The last time I wrote, Revitalise had conducted the first portion of a significant research project, aimed at ensuring we continue to be attuned to the needs of our guests, as well as understanding some of the barriers they might face in taking a holiday.

We continued this research across 2021, using this insight to shape our new Corporate Strategy, which the Board approved in October. Despite the restrictions of COVID, it was so pleasing to have been able to fully engage our guest audience and our colleagues in a truly collaborative effort to build our future.

We learned a great deal during the project, most significantly that the need for what Revitalise offers has never been so great, but the barriers are equally so. Thus, our new Theory of Change focuses on expanding our own offering and capacity to support our guests with both holidays and funding, with a longer-term societal change ambition to ensure every disabled person and carer can take the break or holiday they want.

As part of that collective assessment, we also agreed the need for a wholesale transformation of our existing estate, which, particularly after two years of delivering high-dependency step-down care models, is tired and in need of modernisation. However, our plans are far more ambitious and visionary than that, seeking as they do to re-envision respite holidays and provide an exemplar for others to follow across accessibility, care support and hospitality, whilst also increasing the number of guests we can support each year.

This includes the provision of a new 'family lodges' offering, since our guests have told us that there is a real need for accessible family holiday options so that they do not face the prospect of having to holiday without their disabled loved one, just because that person needs care. These self-catering lodges will be located on the sites of our centres, with the option for guests to avail of our facilities and expert carers.

Significant preparation for this programme started in 2021, including planning the major capital fundraising programme, the Give me a Break appeal, which will support it. I look forward to reporting on our progress and achievements in this regard in next year's report and to engaging with all of our supporters and donors during the course of the appeal.

“

It is your support that will make our ambitions a reality for those we support.

Turning to my second theme - navigating through Covid for a second year - I am incredibly proud of the way in which the whole organisation came together to steer Revitalise through 2021. Not only did we continue to offer as many urgently needed respite breaks as possible and support the NHS's response to the pandemic, but our collective, relentless determination has also resulted in us exceeding our budget by £150,000 to give a final position of a deficit of £631,000. Whilst it is always difficult to record and report a deficit, this in fact represents a significant achievement given how substantially our usual operations were impacted by the pandemic.

The underlying drivers of this performance were the step-down contract at Jubilee Lodge, which we continued to run in support of the NHS's Covid efforts, budget-exceeding performance at our Sandpipers centre and strong performance across our retail operation, despite further pandemic related enforced closures during the year. In 2021, our fundraising efforts continued to be impacted by the pandemic, which limited the scale and scope of some fundraising activities and in some cases limited the funding we were able to apply for. However, with a new fundraising team and strategy now in place, we have much confidence in our capacity and capability to grow our voluntary income this year.

Our holiday centres managed exceptionally well throughout year two of the pandemic. Sandpipers continued to offer essential breaks for people who needed respite and support, welcoming guests from across the UK who were relieved and pleased to emerge from shielding, connect with others and enjoy the beautiful setting of Southport's Marine Lake whilst being cared for by our skilled teams.

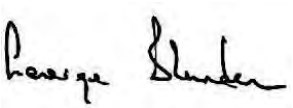
At Jubilee Lodge, we supported people from five London hospitals to 'step-down' into our care prior to returning home and whilst very different from our usual holiday offering, the experience has greatly enhanced our organisational skills and knowledge and that of our teams.

Netley Waterside House offered a 'Designated Setting' service until the end of March; this entailed caring for people discharged from hospital with non-acute COVID-19 until they were well enough to return home, thereby freeing up beds for acute COVID patients. This was delivered from one half of the building whilst in the other half we ran a step-down service for disabled and elderly people being discharged from hospital who needed care until their ongoing support arrangements had been established. It was an incredible undertaking as our teams transformed their existing ways of working to run the new model, whilst at the same time taking a personal risk to care for people with Coronavirus.

When both contracts ended, we took the decision to close Netley Waterside House pending refurbishment works. Prior to the pandemic, the centre was already in need of significant modernisation but two years of delivering NHS contracts left the building even more in need of attention, and we did not feel we could welcome back our holiday guests until improvements had been made. As I write, we are waiting for the planning outcome for a major redevelopment on the site which exemplifies our ambitious vision for the future of our respite centres.

There is endless thanking to do but I would like to extend my gratitude to our Board of Trustees and Executive Leadership Team, who worked with great agility to lead the charity through another challenging year, to our donors, without whom we simply could not support our guests, and to each and every Revitalise colleague who worked so tirelessly this year to give guests, no matter where they were coming from, a safe and enjoyable stay with us. My best wishes and gratitude also go to Catherine Fallon, Mike Ashton, Philip White, Linda Beaney and Lesley Lindberg who retired as Trustees during the year and who will be greatly missed on the Board.

And now, to another year – one of brilliant holidays, a great deal less constrained by COVID, and of making wonderful memories with our guests.



George Blunden
Chair of the Board of Trustees,
14th July 2022

Chief Executive's Review

What an exciting and challenging year in equal measure, my second as Chief Executive of Revitalise. I joined the charity in January of 2020, with absolutely no inkling of what was to come, even as reports started of a mysterious illness spreading quickly in China.



It has taken huge resilience and adaptability on the part of my colleagues, of whom I could not be prouder, to manage the charity through this year, as it did the year before. It is why, when we were developing our new strategy together, we all collectively agreed that one of our values was 'change-makers'. In a hugely difficult external environment, which continues, we collaborate, innovate, and never give up on ensuring that we support our guests in achieving the best possible outcomes for them.

This year, that has included caring for people in the most difficult of circumstances, clad - as our centre colleagues still are - in PPE and subject to rigorous infection control practices. It has included collaborating to develop our strategy; never letting distance get in the way of ensuring everyone's voice was heard in the shaping of our future, closing and opening shops through lockdowns, campaigning for a more inclusive society and evolving plans for the redevelopment of our centres.

Heartbreakingly, the position that disabled people and carers find themselves in has never been more fragile. The ONS's most recent research shows that 75% of disabled people who need care are looked after by a family carer in their home. In this context, regular, planned respite is vital, allowing the caring relationship to continue by ensuring that carers can rest. 72% of carers had no break at all during the pandemic, 74% now say that they are exhausted and worn out and 55% say they are overwhelmed by their caring role.

At the same time, affordability is a barrier to taking breaks for 42% of disabled families and this will only increase given the huge rise in the cost of living, which is having a disproportionate impact on the most vulnerable in our society. Disabled people were already having to make a choice between eating or heating; now, it is estimated that they will be more than twice as likely to be unable to heat their homes than non-disabled people. Relief packages announced by the Government simply do not go far enough yet, leaving desperate families facing impossible decisions.

Compounding this is the current position of social care, which is increasingly precarious. There simply is not enough money in the system - not by a long way. The government has allocated the sector less than £2bn of new money per year for the next three years. By contrast, The Health Foundation estimates that in the next financial year alone, adult social care will need an additional £3.7bn just to meet demand and improve access, whilst an additional £7.9bn will be needed to ensure everyone has the social care they so desperately need.

There are 400,000 people currently waiting for a care assessment, but cash-strapped local authorities are desperately managing inadequate budgets through delays and gatekeeping, causing a terrible situation for those needing or seeking support. 7 out of 10 local authorities are not sure they will be able to meet their statutory responsibilities in the next year.

Across the care sector, recruitment has been a huge challenge this year, compounded by the combined pressures of Brexit, care worker burnout due to the pressures of caring during the pandemic, the mandatory vaccination policy which drove tens of thousands out of their caring roles - and wages. It is estimated that there are now 180,000 vacancies across the sector. As a result, providers up and down the country are struggling to recruit enough skilled care workers to support the current level of demand or the numbers they are registered for.

“ So, where does this leave Revitalise and our guests?

As ever, our focus is overwhelmingly on those we support. To do this, we need skilled care workers delivering high quality care, beautiful, accessible environments, significant support from our donors, and efficient, high performing organisational support mechanisms to deliver the safe and brilliant holidays that our guests want.

This has been the thrust of our efforts this year. We have invested heavily in people, including a new People and Pay strategy and raised wages across our care teams to ensure we can recruit and retain the very best people possible. These efforts are already starting to make a difference and ease the recruitment pressures we and so many providers have felt in the last year.

It has been a difficult year for fundraising but we have a new team in place and a refreshed fundraising strategy and so we go into 2022 with optimism. Our retail estate achieved £1m in income for only the second time in its history and despite the lockdowns early in the year. We also began the planning process for 3 further new shops in 2022.

Across Quality, we established a new quality framework and audit programme and began working on a refreshed operating model to ensure the most person-centred support possible across all aspects of our guests' break: care and nursing, hospitality, and wellbeing.

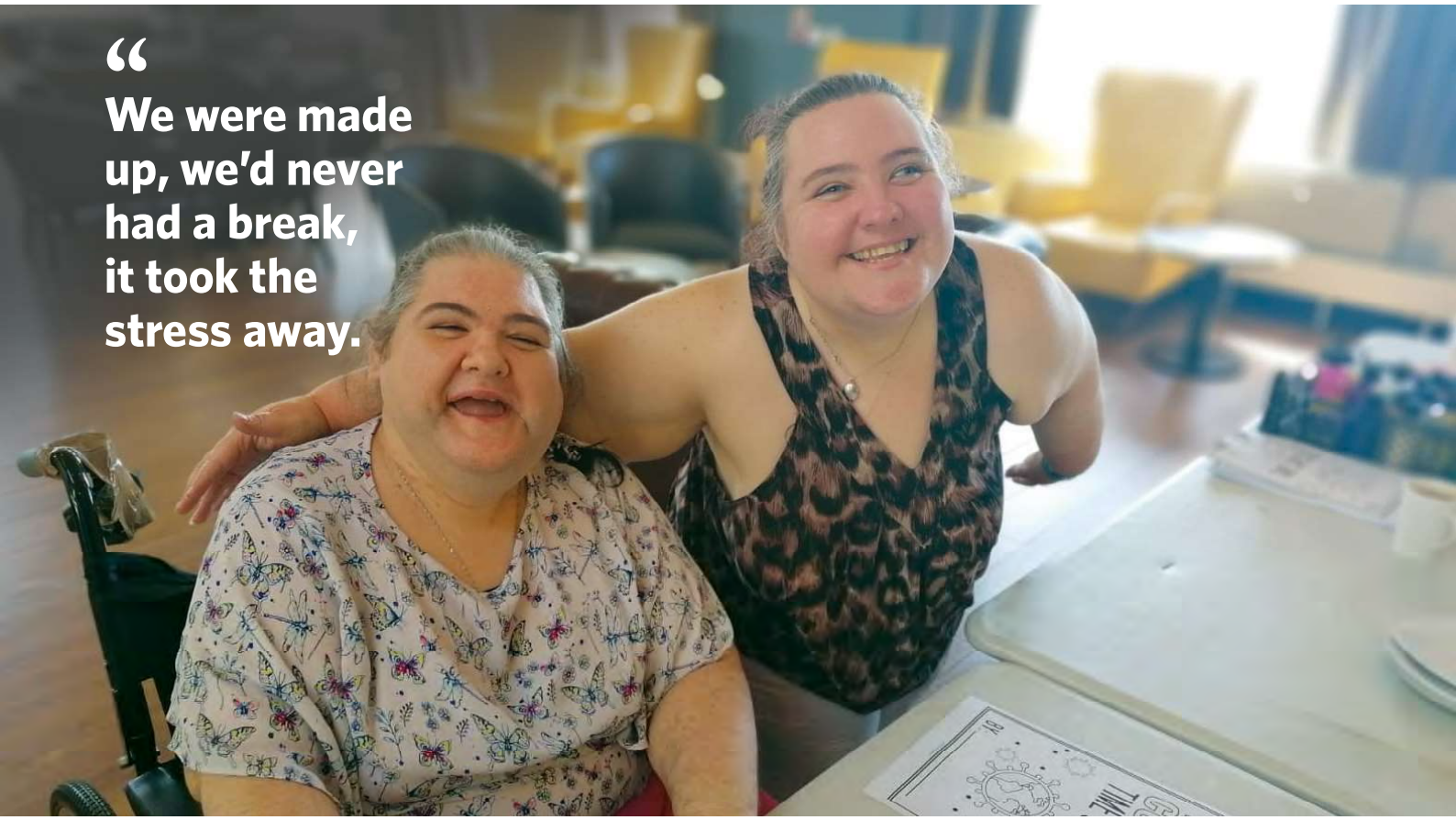
There is always so much to mention but perhaps the most significant project aside from the strategy development has been the generation of refurbishment and redevelopment plans for our three centres and the capital appeal that will support those plans. With a proud, almost 60-year heritage, we are looking to the next 60 years and the modern and innovative charity we wish to be. We want our centres to be an exemplar for the care and support of people on holiday and are hugely excited by the progress that has been made. By the time I write my next report, one centre will have been completely refurbished, another will be in progress and the third will have gone through the planning process.

I would like to second our Chair's thanks to everyone who has supported us this year and extend my heartfelt gratitude to all my Revitalise colleagues and our volunteers for their extraordinary contribution to the charity and their commitment to ensuring every guest who comes to Revitalise can truly escape, relax and have fun.



Janine Tregelles CBE
Chief Executive Officer
14th July 2022

Hear from our guests



People like Sid, Liz and Christine

Since Sid’s wife died, he has been the primary carer for his two disabled daughters, Liz & Christine:

“I’m 75 and I’ve got two disabled daughters. I look after them myself the best I can, I can’t look after them care wise, with personal care, we have carers come in for that. They come in the morning to get them dressed, then bring them into me in the living room. They come again at night to wash them and put them to bed.”

“Elizabeth was born with microcephalia, she was born with a small skull, so the brain wasn’t able to develop. They told us she wasn’t going to live but she did. The doctors told us there was a million to one chance that we’d have another child with a disability, but we did. The youngest Christine had the same thing. Both have got club feet.”

He tells us how he just has to get on with it. “A while ago Liz broke one of her legs, and she is going to learn to walk again, she hasn’t since January, but we’ve got her standing up.”

Looking back on their first Revitalise break, Sid says: “we were made up, we’d never had a break, it took the stress away. They take them to places they’ve never been, Blackpool, the Emmerdale set, the Arndale Centre in Manchester.”

“I can’t fault Revitalise, they have the best care. The girls have been a lot, they love music and laughing, they’re just sisters.”

And Toni Hil

Toni was diagnosed with autism as a child, a condition that made forming and maintaining friendships more challenging, so she relied on her close family relationships for connection and to ease her frustration.

Finding out she had Diabetes in her early 20s, was very stressful for Toni as managing the disease with daily insulin injections, teamed with her autism, proved to be exhausting.

"I felt like my brain was always behind and trying to catch up."

Luckily, she had support. Living with her mum throughout her adult life and having her sister close by, meant she had loved ones to champion her independence.

Sadly, Toni's mum passed away last year. Although her sister moved in with her, as a keyworker who was scheduled to work during the holiday season, Toni faced spending much of her first Christmas without her Mum, alone. Already struggling to cope with her grief and feelings of debilitating anxiety she reached out to us.

"Christmas at Sandpipers was magical."

Toni came to Revitalise Sandpipers where our incredible team improved her confidence through a relaxed and welcoming environment. Activities like crafting and carolling helped her cope with her mum passing away and gave her a sense of belonging.

"This time of year makes you think of family, and the first Christmas without mum would have been too hard to do by myself."



Public benefit This year we have provided financial assistance totalling over £370,000 to subsidise the cost of breaks for our guests. Access to funding for a break is a critical issue for disabled people after many years of cuts to social care funding. We are determined to make going on a break as financially accessible as we can, for as many people as we can.

Over £219,000 of this funding was specifically to support people in hardship who needed somewhere safer during the pandemic, who could not access safe support at home, or who were at breaking point from the months of isolation and shielding. The balance was used to offer reductions to attract those less able to pay.

In total 712 breaks were provided with some form of financial subsidy applied.

Strategic Report

Review of Activities in the Year

Achievements in 2021:

- We developed and approved our first corporate strategy in a decade, utilising extensive guest research and with full colleague participation. This included the genesis of our first organisational Theory of Change and Outcomes framework, as well as a five-year research programme to evaluate the impact of the charity's work more comprehensively as we look to the future and the next 60 years of support for disabled people and their families to have the breaks and holidays they want with the support they need.

- We commissioned a significant project to redevelop and refurbish all three of our centres from 2022/23 onwards to re-envision the future of respite holidays for people who need care support. This included the planning of a major capital fundraising appeal to support the redevelopment work; this launched to private donors, Trusts, and Foundations in the spring of 2022.

- In line with the findings of our strategy research project and our consultation with guests, we worked closely with our centre teams to design a new operating model for Revitalise which is more relevant to the needs of our guest cohort in 2022 and beyond. This will allow us to tailor our support more holistically around each guest across personal care, nursing, wellbeing, and hospitality and will launch in our centres in 2022.

- Our usual holiday service at Jubilee Lodge remained suspended due to the pandemic but we were able to continue our 'step down' support to the NHS, welcoming patients from local NHS hospitals into the care of our nursing teams. Hundreds of people from the Essex area across 5 different hospitals came to us in order to free up beds to support the COVID-19 effort. This also allowed us to keep our colleagues gainfully employed in helping the national response to the virus, whilst ensuring our financial sustainability.

- At our Sandpipers centre, we welcomed guests from across the UK for essential breaks – keeping the centre open even during the strictest lockdown periods. This allowed us to provide vital care and support for those left vulnerable by the crisis, including those who were suffering serious deterioration of their mental wellbeing because of isolation and shielding. We were able to achieve this due to rigorous infection control methods designed specifically for our unique service and were delighted that once restrictions lifted in the summer, guests were able to enjoy proper holidays with outings and trips, once more.

- Netley Waterside House continued as a Designated Setting until August 2021, taking non-acute COVID-positive patients from hospitals in Hampshire and caring for them to free up beds for acutely ill cases. We were one of the first Designated Settings in the UK and proud to be able to continue our support to the NHS at a time when it was not possible for us to deliver our usual holidays from the centre.

- When the Designated Setting ended, we took the decision to close Waterside House pending redevelopment work. This was a difficult step but after two years delivering an NHS contract, the centre was in significant need of modernisation, and it was our intention to move swiftly through the design and planning stages so that works could begin in 2022/23.

- Income from Trusts and Foundations remain Revitalise's largest source of voluntary income but successful applications for Covid emergency funding in financial year 20/21 combined with ongoing limits on guest numbers limited our potential to seek grants from some funders in financial year 21/22. Total fundraised income was also affected by the ongoing impact of the pandemic on mass events and other volunteer-led community fundraising activities while the amount of Legacy income Revitalise received in 21/22 was also lower than in recent years. Staff vacancies within the fundraising team over the course of 21/22 also had an impact on the team's capacity, but a successful recruitment drive towards the end of the financial year, including the recruitment of a new Director of Fundraising has put the team in a stronger position for the year ahead. With the development of a refreshed fundraising strategy, underpinned by an ambitious Capital Appeal that will provide a catalyst to engage new funders and partners, we are confident in our ability to increase voluntary income levels in 22/23 and beyond.

- Financial year 21/22 was a positive year for Revitalise's retail portfolio. Despite further Covid lockdown related shop closures, which meant all our shops remained closed until April 13th, annual retail income exceeded £1m for only the 2nd time in Revitalise's history and the shops' net profit also exceeded 20/21 levels. What's more, several new shop sites were identified with two shops in Portsmouth scheduled to be opened in early 2022. Further new sites will be added in 22/23 alongside an expansion of Revitalise's online trading capability.

- All Revitalise Centres retained their Good CQC ratings.

- We created and appointed to a new post of Director of People and Culture to lead the work on investing in our staff and volunteers, enabling them to deliver a consistently high-quality guest experience.

- We launched a new people strategy focused on attracting, developing and retaining skilled, confident colleagues in a very tough recruitment market for care and hospitality. We have run a series of people management masterclasses for all our managers to boost their leadership skills.

- We reviewed our remuneration policy to ensure staff salaries are fair, transparent and aligned to the market, with pay for those in the lowest earning roles being given the largest percentage increase in our annual cost of living review.

- We introduced a new performance management and development scheme which is designed to align performance at all levels with demonstration of Revitalise's values, and to support and promote wellbeing, progression, diversity and inclusion.

- We have introduced a number of initiatives to support employee wellbeing including new health and safety risk assessment processes, a hybrid working policy, a flexible working hours scheme, and a new policy for managing wellbeing and attendance.

- We started the process of review of our outdated systems with the procurement of a new HR Information System that will enable us to co-ordinate all stages of the employee lifecycle more efficiently, monitor compliance with essential management and leadership processes and requirements, and capture data to better inform the decisions we make about investment in our people.

- We were able to welcome volunteers back to our Sandpipers centre to resume their essential work in enhancing the holiday experience for our guests. We enjoyed support from 176 volunteers across the year.

- We began the process of digital transformation, investing in and launching a new HR system, People HR, as well as beginning the process of scoping new Finance and Bookings systems.

- We developed our first 'External Affairs strategy' to support our new Theory of Change, including campaigning for equal access to breaks and holidays and for the rights of disabled people and carers more broadly.

- We campaigned on the impact of mandatory vaccination on social care's ability to recruit care workers, as one of very few organisations that did and due to the potential impact on Revitalise's services at a time when there were already 100,000 vacancies across the sector. The policy was subsequently revoked prior to its introduction across the NHS, when the combined impact of both sectors' ability to support some of society's most vulnerable became abundantly clear.



"Investing in our staff and volunteers, enabling them to deliver a consistently high-quality guest experience.

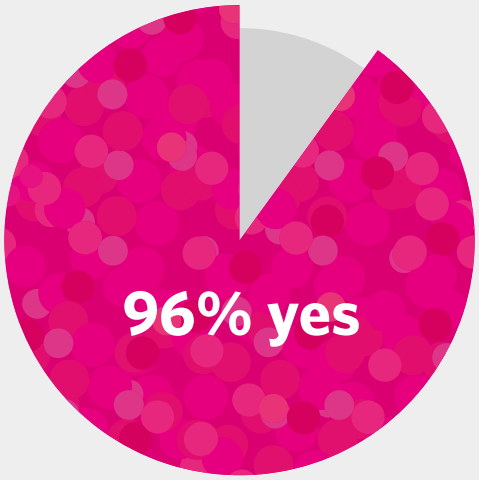
Our impact

Our guests told us that our breaks helped them to achieve a range of positive outcomes:



And that they would highly recommend us to others:

Would you recommend Revitalise to others?



Our New Corporate Strategy

In 2020, following the change in Chair and Chief Executive Officer, the Board commissioned a major review of the charity's position and redevelopment of the three-year strategic plan. This review recognised the changing external environment and the need for the charity to evolve to achieve long-term sustainability.

Accordingly, the Executive leadership team undertook a substantial research project involving present and potential guests and learned that:

- There is a huge and increasing need for the short breaks and holidays provided by Revitalise. This has been exacerbated by the COVID-19 pandemic, during which many disabled families saw local support close and not re-open. The Government's own research evidences that 75% of people who require personal care and support are cared for by a family member or friend in their own home; regular, planned respite is vital to preserve this caring relationship and prevent carers breakdown.
- The barriers to taking a break are significant for disabled people and carers and include accessibility, affordability, stigma, lack of options and difficulties with travel.
- Before the pandemic carers were struggling to access meaningful breaks, with 44% of carers saying they did not get the breaks they needed. This situation has worsened during the pandemic, during which 72% of carers had no breaks. Of those carers who did get breaks two thirds (66%) said they had fewer breaks or insufficient breaks to look after their physical and mental health.
- We are now one of the only providers of specialist respite holidays with 24-hour care for disabled adults.
- Many of Revitalise's core, target audience experience hardship and have become even more financially squeezed by the dual impacts of Brexit and COVID-19, and more recently, the cost-of-living crisis.
- Those who need Revitalise the most can often least afford us.
- Awareness of specialist holiday provision including Revitalise is extremely low amongst disabled people and their families.
- Our environments require transformation to ensure we can continue to pioneer specialist, accessible holidays in the decades to come.
- There is a real need for accessible family holidays via self-catering accommodation with the option of care support on site, something which is not achievable via a mainstream provider. The Board of Trustees have agreed that a new family offering will therefore be an area of development within our new strategy, allowing Revitalise to increase the impact on whole families by enabling them to holiday together.

In collaboration with our guests and our teams across the organisation, Revitalise therefore set out:

A new long-term vision:

- A society in which every disabled person and every carer is able to take the break or holiday they want.

A new organisational purpose:

- To enable disabled people and their families to access and enjoy amazing holidays, breaks and experiences tailored to them, to escape, relax and have fun.

We also defined our impact statement in collaboration with our guests and colleagues, and drawing on academic research evidence and insight work we had commissioned:

- Disabled people and carers experience improved wellbeing and do not reach breaking point.

Wellbeing is increasingly seen as a goal of public policy, and there are tools to measure it that we can adopt. Guests were equally keen to emphasise though that the complement to better wellbeing is avoiding crisis levels of stress or other difficulties.

Learning from our beneficiaries that in order to deliver that impact, our breaks need to support them to:

- Feel less isolated and lonely.
- Experience no stigma.
- Reduce stress levels.
- Relieve carer burden.
- Feel more empowered and included.
- Feel more understood and attended.
- Support the development of relationships, friendship networks and family life.
- Have more fun and more opportunities to relax.

And at a societal level, our guests need us to:

- Raise awareness of the barriers to breaks and holidays experienced by disabled families.
- Help them access their statutory entitlements to respite breaks.
- Change attitudes to disability and the caring role.
- Help to make society more inclusive for all.

We also developed and agreed new values which our teams and guests believe to be fundamental to delivering the strategy:

- We are **inclusive**.
  We welcome everyone.
- We are **change-makers**.
  We make things happen for our guests and for disabled people.
- We are **caring**.
  We care about our guests and about each other. We are guest obsessed.
- We are **joyful**.
  Fun, warmth and laughter are at the heart of everything we do.
- We are **hardworking**.
  We strive for excellence, and we do not give up.



And we agreed our four strategic priorities and the workstreams we will undertake to deliver against those priorities:

Long term financial sustainability

- Growing our fundraising and retail income
- Launching a major capital fundraising campaign to fund works to our centres
- Increasing our capacity to provide more breaks each year
- Developing and launching a new families offering
- Running the charity at maximum efficiency
- Innovating our systems

Quality

- Refurbishing our environments to deliver an outstanding respite holiday experience
- Embedded a new quality and practice framework
- Launching and embedding our new operating model

Awareness

- Step changing our brand awareness
- Continuing to learn about our guest audience and how we can help and support them
- Raising awareness of the statutory funding entitlement and the means to access it

People

- Improving staff turnover, sickness and absence
- Embedding one organisational culture
- Achieving high performing teams

Our new strategy, Theory of Change and outcomes framework was approved by the Board of Trustees in October 2021.

Future Plans

Providing holidays once more

Last year, we wrote positively about emerging from COVID-19, looking to the future and being able to provide our amazing breaks and holidays once more. With the Government's announcement that all legal COVID restrictions were to end on 1st April 2022, we are delighted that we have been able to revert to our core offering.

At Sandpipers, where we have run essential and emergency respite throughout the pandemic, this means being able to welcome more guests through our doors for holiday experiences, including fun outings and excursions, which we have hitherto been unable to support.

At Jubilee Lodge, we wound down our step-down contract with the NHS. We are both grateful for the opportunity to support the NHS through the pandemic and for what we learned in delivering it, and delighted to be able to let our loyal guests know that we were reopening after 2 years of closure to holiday guests. The centre reopened on 6th April, and it was wonderful to see so many familiar faces in our opening few weeks.

Investing in people

We will consolidate and build on the work started this year to achieve our aims of high performing teams; the onboarding and retention of skilled and confident colleagues; a professional, engaged and inclusive culture; and a flow of well-motivated volunteers. Job roles and delivery requirements in our holiday centres will be remodelled to ensure they are fully aligned with what our research has shown our guests want while enabling clearer routes for career progression.

We will support our managers to motivate and engage their teams to give their creative best in delivering holiday experiences that delight our guests and contribute their voices and ideas to continuously improving the way we do things. We plan to introduce recognition schemes for both our staff and our volunteers to acknowledge and thank them for the extraordinary things they achieve week in, week out.

We will continue to actively promote diversity and inclusion in the workplace, using our new systems capability and employee and volunteer feedback to monitor progress. We will carry out a comprehensive survey to assess our people's perceptions of every aspect of their experience as employees and use this to action plan for further improvements.

We will reintroduce volunteers to our Jubilee Lodge centre after the two-year suspension of their activities there. We plan to invest more dedicated resource locally in the recruitment, onboarding and support of volunteers, and use the improved digital marketing capabilities available to us to generate further interest in our volunteering opportunities from diverse communities while plugging the seasonal gaps we have sometimes experienced in the past.

Redeveloping our centres

This year will be a pivotal year for our centres' redevelopment project, which commenced following the approval of the corporate strategy by the Board of Trustees in October 2021 and has started with the refurbishment of all 31 rooms at Jubilee Lodge, due to complete in March 2023.

Plans are also being shaped for a new wing at our Sandpipers centre, to take our capacity up to 60 guests per week, and for the inclusion of new family lodges on the site, in line with what our guests have told us they need – proper family holidays as well as the opportunity for individual respite.



Having originally planned for Waterside House to be the first of our redevelopment projects, we have now agreed with the Board that it will take place after the other two centres. Waterside House is a site with the most outstanding development potential and our plans are more ambitious than they were at the outset in that the greatest opportunity is for a total rebuild to produce a transformational, modern, centre of excellence on the site, catering to 60 guests and including a new hydrotherapy pool, wellbeing centres and extensive family accommodation.

The 'Give Me A Break' capital appeal

During 21/22 robust plans have been developed for a Capital Appeal to support Revitalise's expansion and redevelopment programme.

By enabling Revitalise to increase its hotel capacity and providing a platform to engage a wide range of new and existing supporters, the **Give Me A Break appeal** will play a critical role in Revitalise's strategy and long-term sustainability plan. It will also help raise the profile of Revitalise's work and the importance of respite holidays.

What's more, the refurbishments the appeal will fund will deliver a guest experience that better reflects our guests' expectations and exemplar facilities through which Revitalise can inspire improvements to accessible holiday provision beyond Revitalise's own facilities.

Give Me A Break appeal plans were developed with input from specialist consultants who provided an assessment of Revitalise's capability to deliver an appeal of this nature as well as drafting a compelling case for support. We have also tested the Appeal's key messages and themes with a range of funders, partners and critically, Revitalise's existing hotel users.

The appeal will begin in early 22/23 with informal conversations with individual donors and high-profile supporters. The initial focus of the appeal will be the essential refurbishments required at Jubilee Lodge, before the appeal subsequently focuses more explicitly and potentially, more publicly, on the proposed Sandpipers expansion and the rebuilding of Waterside House.

Trustees' Report

The Trustees, who are also Directors of the charity for the purposes of Company Law, present their Annual Report and Financial Statements for the year ending 31st January 2022. The Annual Report serves the purposes of both a Trustee Report and a Director's Report under Company Law.

Objects and Public Benefit

***Our* objects** are to promote the welfare and rehabilitation of physically disabled persons and promote other charitable purposes.

***Our* vision** A society in which every disabled person and every carer is able to take the break or holiday they want.

***Our* purpose** To enable disabled people and their families to access and enjoy amazing holidays, breaks and experiences tailored to them, to escape, relax and have fun.

***Our* services** are the provision of short breaks for people with disabilities and carers at our accessible centres, offering on-call 24-hour care, personal support and a choice of activities and excursions. Short breaks are run from Revitalise Jubilee Lodge in Essex, Revitalise Netley Waterside House in Southampton (currently closed for redevelopment work), and Revitalise Sandpipers in Southport.

***Our* partnerships** enable us to work with others to achieve our aims, as this contributes both to service relevance and to the cost-effective realisation of our purpose. Over the last year, we've worked in partnership with a number of organisations,including ISL, Takeda, UKinbound, The Holiday Property Bond and the Respite Association. These partnerships have helped enhance Revitalise's reach, service relevance, income, cost effectiveness or any combination of these benefits.

***Our* public benefit** can be measured first by the number of people with disabilities to whom Revitalise provides essential services, together with their carers; second, the inspirational opportunities we offer to volunteers; and third, the financial assistance we provide to help those in financial need.

***The* Charity Commission's general guidance** on public benefit is referred to by the Trustees when reviewing the Charity's aims and objectives and in planning its future activities. In particular, the Trustees consider that the new planned activities will contribute to the aims and objectives that have been set.

Structure, Governance and Management

The Charity is governed by its Memorandum and Articles of Association, which were last amended in 2020.

Board of Trustees

The Board of Trustees ("the Board") is responsible for the overall governance of the Charity. Trustees are appointed and although the number of Trustees is currently limited to 20, it is within the power of the Board to amend this figure if appropriate. Trustees serve for an initial term of three years, after which they can be elected by the Board to serve for a further two terms of three years each. In exceptional circumstances, they may serve for another period beyond the nine-year term, with the length to be agreed by the Board and to be no more than 3 years.

Board meetings take place 4 times a year. The Board normally meets with the Charity's Senior Management Team, but it can also have closed sessions. It is the responsibility of the Board to develop organisational strategies in partnership with the Senior Management Team and to review operational performance, to set budgets and approve operating plans. New Trustees who join the Board receive an induction to help them understand the work of the Charity and the environment in which it operates. This aids effective and informed decision-making.

The Board delegates the exercise of certain powers in connection with the management and administration of the Charity. This is controlled through regular reporting back to the Board so that the Trustees can oversee all decisions made under delegated powers. The Committees and individuals to which the delegation takes place are shown below.

The Board delegates powers to the following Committees and individuals.

› Finance, Audit & Risk Committee

The Finance, Audit and Risk Committee comprises at least two Trustees, together with up to three co-opted members, and is attended by the Chief Executive and the Chief Financial Officer along with other staff members as necessary. Its role is to provide the Board with impartial advice on the effectiveness of the Charity's financial performance, risk and control arrangements. It provides scrutiny of the Charity's systems and processes, ensuring that these are robust and fit for purpose and ensures that risks are catalogued, along with their control systems, investigating on behalf of the Board, anything that threatens or adversely affects the accomplishment of the Charity's aims and objectives.

› Brand & Commercial Development Committee

The Brand & Commercial Development Committee comprises at least two Trustees, together with up to one co-opted member, and is attended by the Chief Executive, the Chief Financial Officer, the Director of External Affairs and the Director of Fundraising. Its role is to review income generation, communications and marketing plans, to support the Senior Management Team in developing new income generation, marketing and communications initiatives and to monitor subsequent performance. In addition, the Committee is responsible for reviewing industry trends, seeking new commercial opportunities and exploring innovations that have the capacity to generate income for the Charity.



Quality & People Committee

The Quality & People Committee comprises at least three Trustees, together with up to one co-opted member and is attended by the Chief Executive, Director of People & Culture and Director of Quality. With respect to quality, its role is to ensure Revitalise puts the guest experience, which is a combination of high quality and safe care and excellent hospitality, at the heart of the service we offer, to assure the Board that the organisation is compliant with all regulatory and legal matters in relation to guest experience, and to ensure that the Charity has all the necessary systems and processes in place to effectively deliver quality throughout the guest experience. In regard to People, it sets and monitors the organisation's people strategy, ensuring that pay policies are fair and competitive so that the Charity attracts and retains colleagues with the right talent and skills, and making certain that the Charity has the right Trustees and senior leaders to govern, lead and deliver objectives.

In setting pay, the Committee considers available market information, the performance of the Charity in achieving its financial objectives, and statutory obligations such as National Living Wage. In addition, the Committee maintains a strategic overview of people issues and organisational development across the Charity.

Portfolios

There are agreed portfolios whereby individual Trustees act as a gateway for Revitalise expertise on key areas. Portfolio holders are able to convene working groups, when needed, in consultation with the Chair. There are currently no portfolios.

Chief Executive

The Chief Executive is responsible for the day-to-day management of the Charity's affairs and for implementing policies agreed by the Board. The Chief Executive is assisted by a Senior Management Team and other staff.

Senior Management Team

The Senior Management Team assists the Chief Executive and carries out the day-to-day management of the Charity's affairs and implements policies agreed by the Board. It is comprised of the Chief Financial Officer, the Director of Strategy, Impact & External Affairs, the Director of Fundraising and the Director of People & Culture.

Group structure

The Charity has a wholly owned subsidiary company, Revitalise Enterprises Limited, which ceased trading on 31 January 2017. On 1st February 2017, all its assets and activities were transferred to the parent charity, Revitalise and the company is now dormant. Previously Revitalise Enterprises Limited carried out non-charitable trading activities to raise funds, donated under Gift Aid, to the Charity.



Financial Review

Financial performance

The financial statements for the year show a deficit of £631k compared with a surplus of £890k a year earlier. Income was £6.9m down from £10.6m in 2021. Expenditure in the year was £7.6m down from £9.7m in 2021.

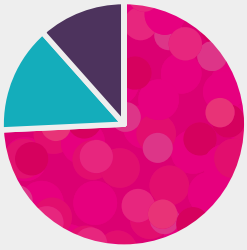
Outlook

2021/22 continued to be challenging as the impact of COVID-19 impacted our ability to return to a full holiday offering. We continued to offer our Jubilee Lodge Centre to the NHS to support those coming out of hospital. We offered the same for a short period at Waterside House before making the difficult decision to temporarily close the Centre whilst we plan and fundraise to rebuild it. Our Sandpipers Centre offered respite and holiday breaks to guests, albeit with reduced guest numbers due to COVID restrictions. Our shops bounced back from the long period of closure in 2020/21 and ended the year in a strong position. We opened a new store in Portsmouth with plans for a second one in the same city this year. With only one Centre offering holidays to guests, our fundraising performance was below expectations, but considerable time has been spent planning a major capital appeal to fund the redevelopment and refurbishment of our three Centres. The appeal launched in April and building work at Jubilee Lodge began funded by a generous legacy received before the pandemic. Through this multi-year programme, we expect to deliver increased capacity as well as improved quality of environment and experience our guests.

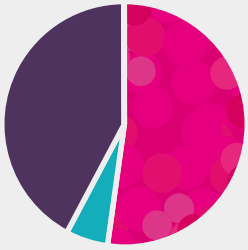
Sources of Revenues and Use of Expenditure

Our sources of revenues and use of expenditure are as follows:

Income	2021-22 £'000	2020-21 £'000
Charitable activities	5,158	5,537
Other trading activities	984	590
Donations & legacies	800	4,467
Investment income	2	5
	6,944	**10,599**

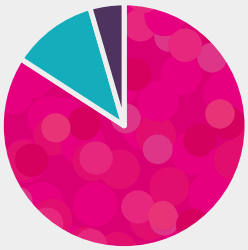


Income 2021-22

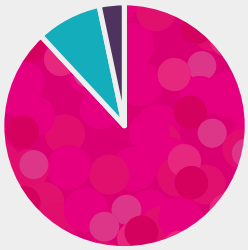


Income 2020-21

Expenditure	2021-22 £'000	2020-21 £'000
Charitable activities	6,376	8,554
Other trading activities	862	838
Donations & legacies	338	322
	7,576	**9,714**



Expenditure 2021-22



Expenditure 2020-21

Charitable activities | Other trading activities | Donations & legacies | Other income/expenditure

Reserves Policy

The Charity needs reserves so that it can continue its operations in the event of an unforeseen shortfall in income or increase in costs. This is important in order that we can continue to support our guests and their carers, whilst also moving forward our long-term project to add additional Revitalise centres. The Charity also requires reserves to cover potential timing differences between the receipt of its revenues and its expenditure, which is largely fixed in nature.

Looking at the historical and budgeted cash flow trends, the Charity considers that a policy of maintaining unrestricted reserves equivalent to its expenditure on unrestricted charitable activities for a period of at least 3 months is appropriate; for this year this equates to a minimum reserve target of £1.8m. Unrestricted working capital funds at 31st January 2022 were £2.65m, which equates to approximately 4 months of expenditure cover. The Trustees have plans that will result in unrestricted reserves reducing over the coming year and they will continue to monitor both the reserves target and actual reserves level.

Reserves at 31 January were:

	2022 £'000	2021 £'000
Restricted funds		
Other restricted funds	1,228	1,327
Unrestricted funds		
Fixed assets	3,179	3,269
Working capital	2,658	3,100
	5,837	6,369
Total reserves	**7,065**	**7,696**

Investment Policy

The Charity has placed no cash into investments since 2010 and all funds are held as cash in current or deposit accounts.

Fundraising policy

With a policy of pricing its breaks at or below the cost of providing its services, Revitalise looks to its fundraising activities to finance both its support for guests who cannot afford a break, and the further development of its existing and proposed new centres.

Revitalise is registered with the Fundraising Regulator and follows its Code of Fundraising Practice.

Revitalise carries out fundraising activities itself and does not utilise the services of any professional fundraising organisations. Revitalise fundraising comes from:

- Applications to trusts and foundations;
- Legacies;
- The fundraising activities of each centre's supporters' friends' group;
- Corporate donations;
- Sponsorship monies from participants in events;
- Individual donations; and
- Grants from local councils.

The Revitalise approach to fundraising is to build long term relationships with supporters and not to make requests that are unreasonably persistent. In keeping with its fundamental activity of providing services to disabled people, Revitalise takes great care to ensure that it does not seek donations from vulnerable people. This approach is supported by the Revitalise Fundraising Promise:

- We will always tell you how your money is being spent, to show how you are helping provide an essential service to disabled people.
- We do not phone people to solicit money; we will never cold call you or anyone else to ask for donations.
- We will never sell your data or share it with anyone.
- If you say that you want to hear from us less, or not at all, we will make sure your wishes are honoured.

It is very rare for Revitalise to receive a complaint about its fundraising activities. In fact, we received no complaints in 2021/22. Should a complaint be received, it would follow our Complaints Policy, which in summary is:

- Initial response within 10 working days
- Full response within 20 working days
- If not satisfied, escalate to the Chief Executive
- If still not satisfied, escalate to the Fundraising Regulator

Risk Management and Internal Control

Revitalise maintains a comprehensive Risk Register. This register is the principal tool for the management of risk and the Finance, Audit & Risk Committee monitors the key risks identified.

The principal risks facing the Charity are:

- **Governance and Strategy** – Revitalise draws a large proportion of its income from members of the public through donations and the use of its charitable services. Because of this it takes every step to communicate regularly with stakeholders. It also seeks to portray a positive image in the media through regular events, press releases and promotional materials. Ensuring the organisation is well-governed, with appropriately qualified and experienced Trustees is key to managing this risk as is setting a clear strategy whose progress is regularly monitored and evaluated.

- **Quality and People** - The Charity works with a wide range of different client groups in a variety of settings, involving many staff and volunteers. This provides the organisation with a large number of potentially serious risks to manage, including health and safety and the welfare of all involved. These are managed through a programme of clinical and care training, policies and procedural guidance, audits and checks. We have carried out a review of our Safeguarding procedures and have implemented changes, including refreshing our Safeguarding training. The Executive Team lead on ensuring our services are fit for purpose. Our operational policies and procedures have been improved and are now linked to CQC's KLOE plan, supported by a programme of internal audits. Our Board has been strengthened by the addition of a new Trustee with a care background.



› **Business and Financial** – While the Charity operates with a robust set of financial controls and a strong balance sheet, it continues to operate in cyclical and potentially vulnerable markets. The Charity remains committed to developing a long term sustainable financial model, holding sufficient reserves to manage through periods of reduced activity as well as to continue to invest in the future of the organisation. Regular reviews of in-year and longer-term financial plans and budgets take place to ensure that financial risks are minimised. The Charity uses a 5-year plan, an annual detailed budget, monthly accounts and reforecasts, cash flow forecasts and other regular reports, to help mitigate these financial risks.

› **External (including Covid-19, Regulatory and Technology)** – in early 2020 the world was faced with a global pandemic which had an impact on every area of life across the whole world. Two years on, the Charity has weathered the pandemic and put in place a range of measures that enabled it to continue to support guests throughout. As with all organisations, we face external threats associated with our use of technology and we are working to improve our infrastructure and information security as well as educate our colleagues to safely operate online.

As part of this risk management process, the Trustees acknowledge their responsibility for the Charity's system of internal controls and for reviewing its effectiveness. Their response to these risks is stated in the Reserves Policy (page 30).

Staff and Volunteers

Staff

Revitalise aims to be a great place to work. We know that our staff get an enormous amount of satisfaction from making such a big difference to the lives of our guests. The work can also be challenging, and we are committed to providing staff with a working environment that genuinely reflects our stated values. We expect our staff to be absolutely guest-centred and to work hard, demonstrating high levels of skill and confidence. In return, and to enable this, we seek to pay and treat people fairly and transparently, support the development of their skills and care for their physical and mental wellbeing. All staff have access to our 24/7 Employee Assistance Programme for free counselling and advice. We set clear standards for the ways in which we expect our managers to support the performance, development and wellbeing of staff and we aim to give them the tools, resources and training to do all this well. We ensure managers and staff are accountable to their stakeholders through our 360-degree feedback process for continuous improvement in everything they do.

We aim to keep staff informed of and proud about our plans and what we are achieving, and to give every individual a voice. We have a staff newsletter and a regular two-way cascade briefing and engagement process through which everyone can be included in conversations about how we can be a great service provider and employer. Our CEO and members of the Executive Team regularly visit our centres and shops to engage with our staff as well as with guests and customers.

We are actively committed to promoting diversity and inclusion at work as in service delivery. We have policies and procedures in place to ensure that recruitment and promotion are based on aptitude and ability, and that people are treated fairly, without bias and with respect, at all stages of their employment. All of our people policies are assessed in diversity impact terms before roll out. Manager and staff accountability for promoting inclusion in the workplace is built in to our new performance management and development scheme. 83% of our Executive Team and 75% of those holding our highest paid roles are women. We work closely with our occupational health advisors to ensure that we make the right adjustments to support our staff with disabilities to join us and carry out their roles effectively.

Volunteers

Volunteers play a critically important role at Revitalise; our guests give us feedback on how much our volunteers help to enhance their enjoyment by socialising, engaging them in activities and supporting with excursions. We have been welcoming them back to our centres since the mandated vaccine programme was lifted. Our shop volunteers continue to help us generate much needed additional income to add to the quality of the holiday experience. We have restructured our centre management functions to ensure that there is capacity to focus on the recruitment, induction and support of volunteers, including careful attention to their health and safety. We are in the process of launching a recognition scheme to give thanks and organisation-wide exposure to some of the exceptional contributions that individual volunteers make locally.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Revitalise Respite Holidays 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 the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company, and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

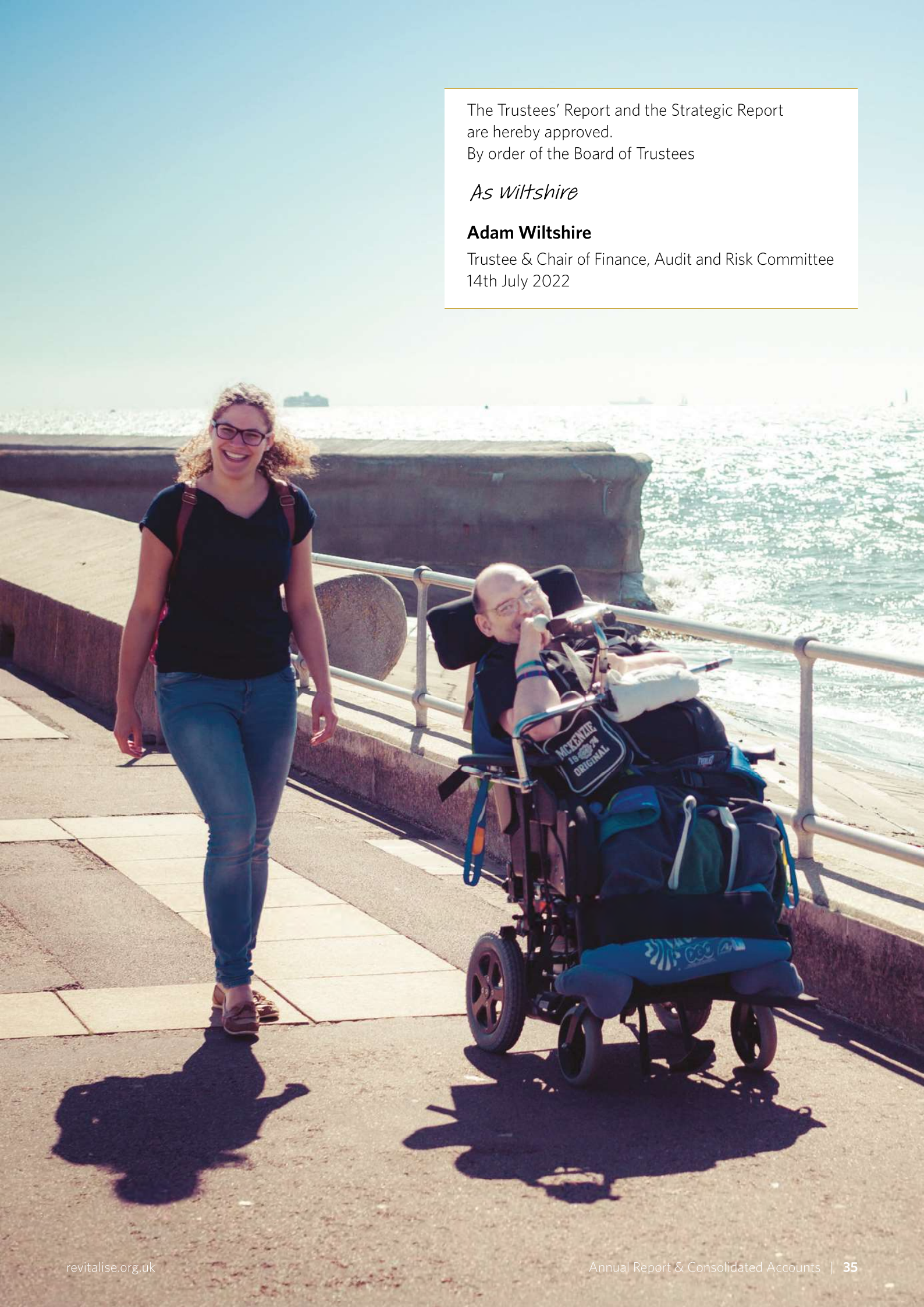
The Trustees of the Charity guarantee to contribute an amount not exceeding £1 to the assets of the Charity in the event of winding up. The total number of such guarantees at 31st January 2022 was 6. The Trustees are Members of the Charity, but this entitles them only to voting rights. The Trustees have no beneficial interest in the group or the Charity.

The Trustees' Report and the Strategic Report are hereby approved.
By order of the Board of Trustees

As Wiltshire

Adam Wiltshire

Trustee & Chair of Finance, Audit and Risk Committee
14th July 2022



Independent Auditors' Report

to the Members of Revitalise Respite Holidays

Opinion

We have audited the financial statements of Revitalise Respite Holidays for the year ended 31 January 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 January 2022 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

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

- adequate accounting records have not been kept by the charitable company; or
- the charitable 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which includes the strategic report and the directors' 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.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 34, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the use of restricted funds, care quality compliance and compliance with employment law, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and Charities SORP.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to depreciation charges. Audit procedures performed by the engagement team included:

- Inspecting minutes of Trustees' meetings;
- Reviewing calculations for depreciation including reviewing estimated useful economic lives;
- Reviewing allocations and disclosures relating to restricted funds;
- Reviewing the latest CQC reports;
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates. These related to depreciation and the pension deficit funding liability.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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.

For and on behalf of Haysmacintyre LLP,
Statutory Auditor

10 Queen St Place
London
EC4R 1AG



Lee Stokes

Senior Statutory Auditor

Date: 7 September 2022

Revitalise Respite Holidays

Statement of Financial Activities (SOFA)
for the year ended 31 January 2022

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2022 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2021 £'000
Income from:							
Donations and legacies	2	**339**	**461**	**800**	3,687	780	4,467
Charitable activities:	1g	**5,158**	**-**	**5,158**	5,537	-	5,537
Other trading activities		**984**	**-**	**984**	590	-	590
Investment income		**2**	**-**	**2**	5	-	5
Total income		**6,483**	**461**	**6,944**	9,819	780	10,599
Expenditure on:							
Costs of raising funds		**338**	**-**	**338**	322	-	322
Charitable activities		**5,816**	**560**	**6,376**	7,928	626	8,554
Other trading activities		**862**	**-**	**862**	838	-	838
Total expenditure	3,4&5	**7,016**	**560**	**7,576**	9,088	626	9,714
Net (Expenditure)/Income		**(533)**	**(99)**	**(632)**	731	154	885
Other Recognised Gains and Losses							
Gains unrealised loss on investments	10	**1**	**-**	**1**	5	-	5
Net Movement in Funds		**(532)**	**(99)**	**(631)**	736	154	890
Reconciliation of Funds:							
Fund balances brought forward At 1 February 2021		**6,369**	**1,327**	**7,696**	5,633	1,173	6,806
Fund balance carried forward							
At 31 January 2022	15,16	**5,837**	**1,228**	**7,065**	6,369	1,327	7,696

There were no other recognised gains or losses, other than the above.
The accompanying notes are an integral part of this statement of financial activities.

Revitalise Respite Holidays

Company Number: 2044219

Balance Sheet
for the year ended 31 January 2022

	Notes	2022 £'000	2021 £'000
Fixed Assets			
Tangible assets	9	**3,143**	3,234
Investments	10	**36**	35
		3,179	3,269
Current Assets			
Stocks	11	**12**	18
Debtors	12	**914**	362
Bank deposits and cash	13	**4,465**	4,948
		5,391	5,328
Liabilities			
Creditors: Amounts falling due within one year	14	**(1,476)**	(781)
Net Current Assets		**3,915**	4,547
Total Net Assets Less Current Liabilities		**7,094**	7,816
Creditors – amounts falling due after more than one year	14	**(29)**	(120)
Total Net Assets		**7,065**	7,696
The Funds Of The Charity			
Restricted funds	15	**1,228**	1,327
Unrestricted funds			
Fixed assets	16	**3,179**	3,269
Working capital	16	**2,658**	3,100
		5,837	6,369
Total Charity Funds		**7,065**	7,696

The financial statements were approved by the Board of Trustees and authorised for issued and are signed on 14 July 2022 on their behalf by:

George Blunden

George Blunden, Chair

Revitalise Respite Holidays

Cash Flow Statement
for the year ended 31 January 2022

	2022 £'000	2021 £'000
Cash Flows From Operating Activities		
Net cash used in operating activities	**(378)**	1,865
Cash Flows From Investing Activities		
Dividends, interest and rents from investments	**2**	5
Purchase of investments	**-**	(28)
Purchase of plant, plant and equipment	**(107)**	(110)
Disposal of fixed asset	**-**	1
Net cash (used in)/provided by investing activities	**(105)**	(132)
Change In Cash And Cash Equivalents In The Reporting Period	**(483)**	1,733
Cash and cash equivalents at the beginning of the reporting period	**4,948**	3,215
Cash and cash equivalents at the end of the reporting period	**4,465**	4,948

	2022 £	2021 £
Reconciliation of net income to net cash Flow from operating activities:		
Net income from the reporting as per the Statement of financial activities	**(631)**	890
Adjusted for:		
Depreciation charge	**198**	186
Dividends, interest and rent from investments	**(2)**	(5)
(Gains) on investments	**(1)**	(5)
Decrease in stocks	**6**	5
(Profit) on the disposal of fixed assets	**-**	(1)
(Increase) / Decrease in debtors	**(552)**	1,262
Increase / (Decrease) in creditors	**695**	(432)
Decrease in defined benefit pension scheme liability	**(91)**	(35)
Net cash (utilised) by operating activities	**(378)**	1,865

Notes to the Accounts
for the year ended 31 January 2022

1. Accounting Policies

A General information

Revitalise Respite Holidays is a private charitable company limited by guarantee incorporated in England (company number 2044219, charity number 295072). The registered office and principal place of business is at Stroke Association House, 240 City Road, London, EC1V 2PR.

The charitable company's principal activity is creating revitalising holidays for disabled people and carers – everything you'd expect from a holiday backed up by excellent nurse-led care and an army of brilliant volunteers to get the party started – and keep it going.

B Basis of accounting

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", the requirements of the Companies Act 2006 and under the historical cost convention, except as modified for the annual revaluation of fixed asset investments. Within the definitions of FRS 102, the charitable company is a public benefit entity. The financial statements have been prepared in accordance with the accounting policies set out in more detail below, to comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association of the charitable company, and Accounting and Reporting by Charities: the Statement of Recommended Practice for Charities (Second Edition, effective 1 January 2019). Figures are presented in sterling and rounded to the nearest pound.

C Going concern

The Charity's activities, current financial position, and factors likely to affect its future are set out in the Trustees' report. The Trustees have reviewed forecasts and cash reserves, and concluded that the Charity has sufficient cash reserves to continue in operation for at least 12 months after the signing of the accounts. Although it is not certain that these efforts will be successful, the Trustees have taken action to mitigate the known uncertainties and are not aware of any material uncertainties regarding the Charity's ability to continue as a going concern and deliver its charitable objectives for at least the next 12 months. Therefore, the accounts have been drawn up on a going concern basis.

These financial statements show the results of the charitable company only. The accounts of the dormant companies have not been consolidated.

Notes to the Accounts
for the year ended 31 January 2022

1. Accounting Policies (Continued)

D Donations

Donations and gifts are included in full in the statement of financial activities when received.

E Grants

Revenue grants are credited to the statement of financial activities when received or receivable whichever is earlier.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the Charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the Charity can meet such conditions, the income is deferred.

F Legacies

Income from legacies is accounted for on a receivable basis and is recognised in full in the financial statements in the period in which probate is granted, and where there is certainty of entitlement and the sum to be received.

G Income from charitable activities

Fees from breaks, holidays, continuing care and day services are recognised in the financial statements in the year in which the break or holiday occurs or the service is provided.

H Other Trading Activities

Income from the sales of goods and services is derived from ordinary activities and is stated net of VAT.

Notes to the Accounts
for the year ended 31 January 2022

1. Accounting Policies (Continued)

I Gifts in kind

Gifts in kind represent assets donated for distribution or use by the Charity. Assets given for use by the Charity are recognised when receivable. Gifts in kind are valued at the amount the Charity would otherwise have paid for the assets. Donated goods for resale through Charity shops are not recognised in the financial statements as gifts in kind.

J Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis and, because the Charity is unable to recover any UK Value Added Tax paid, inclusive of that irrecoverable VAT. Expenditure is allocated to the particular activity where the cost relates directly to that activity. Overhead and other costs not directly attributable to particular functional activity categories are apportioned over the relevant categories on the basis of the activities given below.

Cost type	Basis of allocation
Office and HQ costs	Space and facilities
Operational Management	Activity numbers in Centres e.g. guest weeks
Information technology	Resources supported per department
Volunteer recruitment	Volunteer numbers supplied
Booking services	Numbers of guests booked
Marketing	Proportion of resources used

The costs shown under charitable activities by objective are the gross costs of running services. Staff are not allowed to carry forward holidays and therefore no provision is required. Staff termination costs are accounted for in the year in which they fall due.

Notes to the Accounts
for the year ended 31 January 2022

1. Accounting Policies (Continued)

K Fundraising costs

Fundraising costs consist of the payroll costs of fundraisers together with their office costs and specific fundraising expenditure. Also included are associated IT and premises costs as well as an element of common central costs as above.

L Governance costs

These are the costs associated with the governance arrangements of the Charity which relate to the general running of the Charity as opposed to costs associated with fundraising or charitable activities. The costs will normally include external audit, legal advice for Trustees and costs associated with constitutional and statutory requirements such as the cost of Trustee meetings.

M Operating leases

Rentals payable under operating leases are charged to the Statement of Financial Activities over the period of the lease on a straight-line basis.

N Pension costs

The charitable company operates two defined contribution pension schemes with Nest and the Pensions Trust. The assets of the schemes are held separately from those of the charitable company in independently administered funds. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. There were no outstanding or prepaid contributions at the balance sheet date.

Notes to the Accounts
for the year ended 31 January 2022

1. Accounting Policies (Continued)

O Capitalisation policy and depreciation

Fixed assets, being assets with a useful life greater than one year, are stated at cost. Items purchased with a value greater than £500 are capitalised.

Depreciation is provided on fixed assets capitalised in the financial statements in order to write off the cost of each asset over its expected useful life on a straight-line basis, as follows:

Cars	3-5 years
Buses	3-5 years
Building equipment	5 years
Office equipment	5 years
IT systems	3 years
Operating equipment	5 years
Freehold and leasehold buildings:	
Freehold Buildings	50 years
Freehold Improvements	10 years
Leasehold Buildings	length of lease
Leasehold Improvements	length of lease - 10 years

Leasehold properties are amortised on a straight-line basis over the period of the leases.

Work in progress is not depreciated as the asset has not been brought into full economic use.

Notes to the Accounts
for the year ended 31 January 2022

1. Accounting Policies (Continued)

P Value of land and buildings

The charitable company's interests in freehold and leasehold property are stated in the balance sheet at their current market valuations.

Q Stocks

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks. No value has been placed on donated goods held for resale.

R Deferred income

Income relating to future financial periods has been deferred and is shown in note 14 below. Income is deferred if the activity that it relates to takes place in a future period.

S Restricted funds

Such funds are subject to specific restrictions imposed by donors. The purposes and uses of such funds are set out in note 15 to the accounts.

T Unrestricted funds

Such funds are general funds or have been set aside at the discretion of the Trustees for specific purposes as set out in note 16 to the accounts. The Fixed Asset Fund represents the net book value of tangible fixed assets after the deduction of depreciation and taking into account any additions and disposals in the year.

Notes to the Accounts
for the year ended 31 January 2022

1. Accounting Policies (Continued)

U Foreign currencies

Transactions in foreign currencies are recorded at the rate prevailing at the date of the transaction. Monetary assets and liabilities are re-translated at the rate of exchange ruling at the balance sheet date. All differences are taken to the Statement of Financial Activities.

V Transfers between funds

Transfers are made from or between restricted funds when this is allowed by the terms of the donation or where permission has been obtained from the donor. Transfers are made from or between unrestricted funds following approval by the Trustees.

W Debtors / Creditors Policy

Short term debtors are measured at transaction price, less any impairment. Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

X Significant Judgements Policy Statement

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Company's accounting policies. In the opinion of the trustees, the only estimate considered to be critical is estimating the useful economic life of tangible fixed assets.

Notes to the Accounts
for the year ended 31 January 2022

2. Donations and Legacies

	Unrestricted £'000	Restricted £'000	**Total 2022 £'000**
Donations, Grants and Gifts	321	461	**782**
Legacies	18	-	**18**
Total	339	461	**800**

	Unrestricted £'000	Restricted £'000	Total 2021 £'000
Donations, Grants and Gifts	3,566	775	4,341
Legacies	121	5	126
Total	3,687	780	4,467

	2022 £'000	2021 £'000
Donations received from the Trustees during the year	**1**	4

3. Total Expenditure

This is stated after charging:

	2022 £'000	2021 £'000
Audit fees	**25**	24
Depreciation	**198**	186
Operating rentals		
- Equipment	**71**	100
- London Office rental	**52**	71
- Other assets	**181**	195

During the year 2 Trustees (2021: 2) received reimbursement of travel costs including those paid direct by the Charity totalling £585 (2021: £173) but no emoluments.

During the year, Trustees' indemnity insurance was provided at a cost of £773 (2021: £1,932).

Notes to the Accounts
for the year ended 31 January 2022

4. Support costs directly attributed to services and fundraising activities

	Central Admin £'000	Reservations £'000	Volunteers Department £'000	IT £'000	Marketing £'000	2022 Total £'000
Funding costs	**40**	**-**	**-**	**16**	**8**	**64**
Breaks for disabled people and carers	**1,176**	**260**	**-**	**117**	**395**	**1,948**
Total	**1,216**	**260**	**-**	**133**	**403**	**2,012**

	Central Admin £'000	Reservations £'000	Volunteers Department £'000	IT £'000	Marketing £'000	2021 Total £'000
Funding costs	57	-	-	20	5	82
Breaks for disabled people and carers	1,525	310	7	147	465	2,454
Total	1,582	310	7	167	470	2,536

For details on apportionment basis see note 1j above.



Notes to the Accounts
for the year ended 31 January 2022

5. Analysis of total expenditure

	Direct Staff Costs £'000	Overheads & Support Costs £'000	Other £'000	Direct Depreciation £'000	Discounts/ Subsidiaries £'000	2022 Total £'000
Raising funds						
Investment for future	-	-	67	2	-	69
Management	-	64	-	-	-	64
Legacies	-	-	3	-	-	3
Trusts	-	-	105	-	-	105
Corporate and Events	-	-	97	-	-	97
Total	**-**	**64**	**272**	**2**	**-**	**338**
Charitable activities in Furtherance of the Charity's objectives:						
Breaks for disabled people and carers	2,322	1,948	1,664	187	232	6,353
Governance costs	-	-	23	-	-	23
Total	**2,322**	**1,948**	**1,687**	**187**	**232**	**6,376**
Other trading activities						
Costs of charity shops	460	-	379	9	-	848
Costs of other activities	-	-	14	-	-	14
Total	**460**	**-**	**393**	**9**	**-**	**862**
Total expenditure	**2,782**	**2,012**	**2,352**	**198**	**232**	**7,576**

Notes to the Accounts
for the year ended 31 January 2022

	Direct Staff Costs £'000	Overheads & Support Costs £'000	Other £'000	Direct Depreciation £'000	Discounts/ Subsidiaries £'000	2021 Total £'000
5. Analysis of total expenditure						
Raising funds						
Investment for future	-	-	14	-	-	14
Management	222	82	-	-	-	304
Legacies						
Trusts	-	-	1	-	-	1
Corporate and Events	-	-	3	-	-	3
Total	222	82	18	-	-	322
Charitable activities in Furtherance of the Charity's objectives:						
Breaks for disabled people and carers	3,100	2,454	1,933	170	874	8,531
Governance costs	-	-	23	-	-	23
Total	3,100	2,454	1,956	170	874	8,554
Other trading activities						
Costs of charity shops	439	-	371	16	-	826
Costs of other activities	-	-	12	-	-	12
Total	439	-	383	16	-	838
Total expenditure	3,761	2,536	2,357	186	874	9,714

The 'Overheads and support costs' shown above include the full costs of providing accommodation and management support for the fundraising department, along with the costs of providing marketing, public relations and communications for the department.

The total direct staff costs and the direct depreciation costs shown above include only those costs which can be directly attributed to an activity. The total staffing costs for the organisation are shown in note 6 below which incorporates the costs of both direct and indirect staffing. Governance costs comprise audit costs as per note 3.

Notes to the Accounts
for the year ended 31 January 2022

	2022 £'000	2021 £'000

6. Staff Costs

Staff costs and numbers were as follows:

Salaries	**4,034**	4,790
Social security costs	**344**	382
Other pension costs	**56**	100
Redundancy/Termination costs	**66**	26
	4,500	5,298
Total emoluments paid to staff (excluding social security costs)	4,156	4,916

During the year the Charity also spent £305,383 (2021: £294,272) on agency staffing.

The number of employees whose emoluments amounted to more than £60,000 in the year was as follows:

	2022 No.	2021 No.
£150,000 - 159,999	**1**	1
£100,000 - 109,999	**-**	-
£90,000 - 99,999	**-**	1
£80,000 - 89,999	**2**	1
£70,000 - 79,999	**-**	-
£60,000 - 69,999	**3**	1

Total pension contributions for these employees were £16,528 (2021: £9,672).

Total remuneration paid to key management in the year was as follows:

	2022 £'000	2021 £'000
Remuneration paid to key management	**549**	457

Key management are as described in the Trustees' Report

The average number of employees in the years was as follows:

	2022	2021
Individuals: All employees	**207**	260

Full time equivalents:

Breaks for disabled people and carers	**91**	128
Fundraising	**5**	4
Support services	**21**	20
Charity shops	**21**	21
	138	173

Notes to the Accounts
for the year ended 31 January 2022

	2022 £'000	2021 £'000
7. Major component parts of expenditure		
Cost of sales	**8**	9
Staffing, agency, training and uniform costs	**4,948**	5,875
Rents	**288**	308
Property maintenance and cleaning	**263**	291
Telephones and postage	**64**	126
Water and energy costs	**273**	257
Event costs	**6**	20
Food costs	**114**	155
Medical sundries	**96**	93
Volunteer fares	**-**	4
Insurance	**196**	190
Vehicle running costs	**84**	128
Stationery and printing	**103**	154
Professional & consultancy fees	**298**	402
Depreciation	**198**	186
Marketing	**173**	313
Guest Subsidies / Discounts	**232**	874
Profit on Sale of Fixed Asset	**-**	(1)
Other	**232**	330
Total	**7,576**	9,714

8. Taxation

The Charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Notes to the Accounts
for the year ended 31 January 2022

	Freehold Land & Buildings £'000	Leasehold Land & Buildings £'000	Furniture & Equipment £'000	Motor Vehicles £'000	Total £'000
9. Tangible fixed assets					
Cost at book value					
At 1 February 2021	6,503	2,100	497	343	9,443
Additions	22	41	39	5	107
At 31 January 2022	**6,525**	**2,141**	**536**	**348**	**9,550**
Depreciation					
Cost at book value					
At 1 February 2021	3,553	1,941	372	343	6,209
Charge for the year	118	34	46	-	198
At 31 January 2022	**3,671**	**1,975**	**418**	**343**	**6,407**
Cost at book value					
At 1st February 2021	2,950	159	125	-	3,234
At 31 January 2022	**2,854**	**166**	**118**	**5**	**3,143**

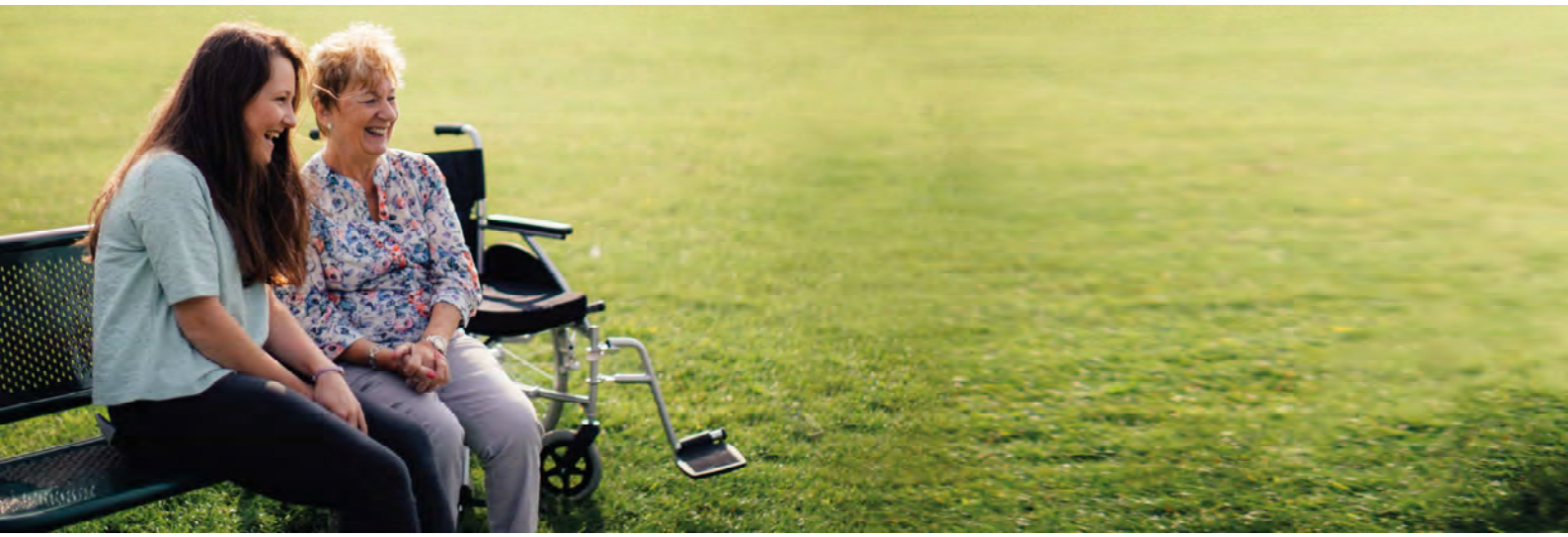


Notes to the Accounts
for the year ended 31 January 2022

	2022 £'000	2021 £'000
10. Investments		
Investment movements during the year are as follows:		
Market value as at 1 February	**35**	2
Investments gifted during the year	**-**	28
Revaluation	**1**	5
Market value as at 31st January	**36**	35
11. Stocks		
Goods for resale	**7**	13
Food Stocks	**5**	5
Total	**12**	18
12. Debtors		
Trade debtors	**390**	184
Other debtors	**13**	5
Prepayments	**475**	99
Accrued income	**36**	74
	914	362
13. Bank deposits and cash		
Deposits held by the Charity	**2,227**	2,225
Current accounts	**2,237**	2,721
Cash holdings	**1**	2
	4,465	4,948

Notes to the Accounts
for the year ended 31 January 2022

	2022 £'000	2021 £'000
14. Creditors		
Amounts falling due within one year:		
Trade creditors	**342**	223
Other creditors	**292**	10
Accruals	**127**	89
Taxation and social security	**93**	111
Deferred income	**609**	310
Defined benefit pension scheme liability	**13**	38
	1,476	781
Amounts falling due after one year:		
Defined benefit pension scheme liability	**29**	120
The movement in deferred income is analysed as follows:		
As at 1st February	**310**	551
Transferred to the income and expenditure account	**(124)**	(533)
Income received in advance	**423**	292
As at 31st January	**609**	310



Notes to the Accounts
for the year ended 31 January 2022

	As at 1 Feb 2021 £'000	Income £'000	Expenditure £'000	As at 31 Jan 2022 £'000
15. Restricted Funds				
The following funds are derived from donations given for particular purposes				
Balcombe trust	30	-	(30)	-
Capital Campaign	947	-	-	947
Interest	23	-	-	23
Joan Brander	73	-	(11)	62
Longleigh Foundation	20	13	(18)	15
National Lottery Fund	67	-	(67)	-
Royal Air Force Benevolent Fund	3	-	-	3
Other	164	448	(434)	178
Total restricted fund	**1,327**	**461**	**(560)**	**1,228**

	As at 1 Feb 2020 £'000	Income £'000	Expenditure £'000	As at 31 Jan 2021 £'000
Balcombe trust	-	30	-	30
Barclays charitable trust	-	100	(100)	-
Capital Campaign	947	-	-	947
Clothworkers' Foundation	13	-	(13)	-
Garfield Weston	-	300	(300)	-
Interest	23	-	-	23
Joan Brander	87	-	(14)	73
Longleigh Foundation	-	20	-	20
National Lottery Fund	-	109	(42)	67
Royal Air Force Benevolent Fund	8	-	(5)	3
Other	95	221	(152)	164
Total restricted fund	**1,173**	**780**	**(626)**	**1,327**

Notes to the Accounts
for the year ended 31 January 2022

15. Restricted funds (continued)

The categories of funds above are defined as follows:

Other Revenue funds

These funds are predominantly held for supporting guests with financial needs or for those from specific geographical areas in taking a break at a Revitalise Centre. The largest such fund is the Joan Brander Memorial Fund. Other revenue funds held are generated from restricted donations to support the work of Revitalise in other ways.

Capital Campaign

These funds have been received in response to the Charity's capital campaign for the construction of a fourth respite centre.



Notes to the Accounts
for the year ended 31 January 2022

	As at 1 Feb 2021 £'000	Income £'000	Expenditure & investment losses £'000	Net income/ (expenditure) £'000	Transfers £'000	As at 31 Jan 2022 £'000
16. Unrestricted funds						
Tangible Fixed Asset						
Fund	**3,269**	**108**	**(198)**	**(90)**	**-**	**3,179**
Working Capital Fund	**3,100**	**(107)**	**198**	**91**	**(533)**	**2,658**
Net Movement in Funds	**-**	**6,483**	**(7,016)**	**(533)**	**533**	**-**
	6,369	**6,484**	**(7,016)**	**(532)**	**-**	**5,837**

	As at 1 Feb 2020 £'000	Income £'000	Expenditure & investment losses £'000	Net income/ (expenditure) £'000	Transfers £'000	As at 31 Jan 2021 £'000
16. Unrestricted funds						
Tangible Fixed Asset						
Fund	3,312	148	(191)	(43)	-	3,269
Working Capital Fund	2,321	(148)	197	49	730	3,100
Net Movement in Funds	-	9,818	(9,088)	730	(730)	-
	5,633	9,818	(9,082)	736	-	6,369

Tangible Fixed Asset Fund

The Tangible Fixed Asset Fund incorporates the value of fixed assets held by the Charity and used in the provision and administration of services. Any assets purchased by the Charity are paid for by the Working Capital Fund and the value of these is then transferred to the Fixed Asset Fund. Conversely the value of depreciation charged on fixed assets for the year and impairment are passed back from the Fixed Asset Fund to the Working Capital Fund.

During the year the sum of £1k was disinvested in capital expenditure.

Working Capital Fund

See reserves policy on page 30 of the Trustees' report.

Notes to the Accounts
for the year ended 31 January 2022

17. Share capital

The Charity is a company limited by guarantee and has no share capital.

18. Assets and liabilities representing funds

	Fixed Asset Fund £'000	Working Capital Fund £'000	Restricted Funds £'000	2022 Total £'000
Represented by				
Fixed assets	3,179	-	-	3,179
Net current assets	-	2,687	1,228	3,915
Creditors - due after 1 year	-	(29)	-	(29)
	3,179	2,658	1,228	7,065

	Fixed Asset Fund £'000	Working Capital Fund £'000	Restricted Funds £'000	2021 Total £'000
Represented by				
Fixed assets	3,269	-	-	3,269
Net current assets	-	3,220	1,327	4,547
Creditors - due after 1 year	-	(120)	-	(120)
	3,269	3,100	1,327	7,696

19. Lease commitments

The future minimum operating lease payments for the group and the Charity are as follows;

	2022 £'000	2021 £'000
Within one year	**330**	294
Between two and five years	**332**	321
	662	615

Notes to the Accounts
for the year ended 31 January 2022

20. Capital Commitments

As at 31 January 2022 the Charity had capital commitments totalling £ Nil (2021: £0).

21. Pension Scheme

The Charity's current employees are members of two defined contribution schemes, with Nest and Series 4 of the Pensions Trust multi-employer scheme. In previous years the Charity had employees in Series 1, 2 and 3 of the Pensions Trust multi- employer scheme. These series of the scheme are defined benefit schemes in the UK.

It is not possible for the company to separately identify its assets and liabilities to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme under FRS 102.

The company is required to pay additional recovery plan contributions in line with the estimated share of the Series 1 and Series 2 scheme liabilities. During the year the contributions totalled £61,752 (2021: £35,701).

The recovery plan will be reviewed at each triennial valuation. The last such valuation was carried out at 30 September 2020. The next two being in 2023 and 2026, which could result in a change in the contribution value.

At 30 September 2020 the valuation showed assets of £800m, liabilities of £832m and a deficit of £32m. The equivalent valuation at 30 September 2017 showed assets of £795m, liabilities of £926m and a deficit of £131m.

There is a requirement to provide in the accounts for the deficit contributions to be made under the recovery plan. This liability is stated in note 14 and the reconciliation of opening and closing provisions is as follows:

	2022 £'000	2021 £'000
Provision at start of period	**158**	192
Unwinding of the discount factor (interest expense)	1	1
Deficit contribution paid	**(38)**	(37)
Remeasurements – impact of any change in assumptions	**(1)**	2
Remeasurements - amendments to the contribution schedule	**(78)**	-
Provision at end of period	**42**	158

The provision for the defined pension scheme liability has been discounted by 1.60% as of 31 January 2022 (31 January 2021: 0.37%).



0303 303 0145 info@revitalise.org.uk revitalise.org.uk

Revitalise Respite Holidays, Stroke Association House, 240 City Road, London, EC1V 2PR

Registered charity number: 295072 | Company number: 2044219

@RevitaliseCharity /RevitaliseCharity @RevitaliseNow

REVITALISE RESPITE HOLIDAYS

England & Wales - Charity number 295072

Accounts

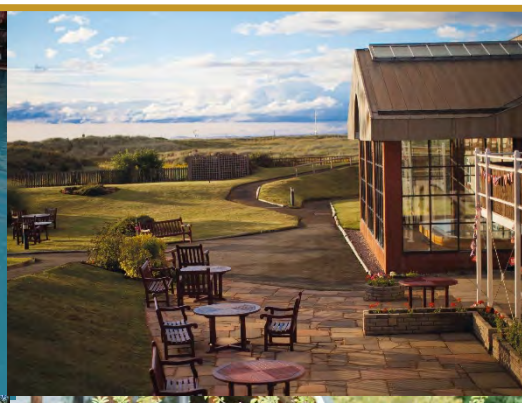
Revitalise

We're the people who create revitalising holidays
for disabled people and carers.

Revitalise Respite Holidays

Annual Report and Consolidated Accounts for the year ended 31st January 2021.








Company Number 2044219.
Registered Charity Number 295072.

Our Mission

We are the people who create revitalising holidays for disabled people and carers – everything you'd expect from a holiday backed up by excellent nurse-led care and an army of brilliant volunteers to get the party started – and keep it going.

Our Vision

So much of life is other people. And disability can so often get in the way of having the energy and opportunity to create and look after those relationships which matter so much. We're here to offer those opportunities – filled with fun, new experiences, fresh faces – and the security of 24-hour care in environments that are fully – and invisibly – accessible.

The Team

Trustees

At the date of signing of these accounts the Trustees of Revitalise are:

George Blunden Chair of the Board of Trustees

George joined the Revitalise Board of Trustees as Chair on 5th February 2020, taking over from Mindy Sawhney. He began working life as an adventure playground worker before establishing his career in the banking, investments and insurance sectors where he has held a number of senior executive and non-executive positions including with Warburg Securities, Union PLC and AllianceBernstein. George has a long association with the housing and care sectors in particular, having held a number of non-executive positions whilst working in the City, including as Chair of an alms-houses group in the 1980s, followed by the Chairmanship of Southern Housing Group; a position he held from 1992 - 2006. For the last nine years, he has been the Senior Independent Director of the insurance company Beazley plc, the Chair of Charity Bank, the specialist retail bank which lends to charities and social enterprises, and the Chair of Stonewater Housing Association. He continues as a non-executive director of the Lloyd's subsidiary of Beazley and has recently become Chair of The Housing Finance Corporation, which funds social housing.

George has a flat in Venice and likes to escape there whenever he can, to enjoy the most extraordinary city in the world.

Jane Kennedy Chair of the People Committee

Jane joined the Board in 2019 and is Chair of the People Committee. She left her Executive role in July 2017 to pursue a portfolio career which has become varied and exciting including HR and Operations consultancy services for a range of clients, Executive coaching, NED for NHS Property Services and Progress, alongside a Vice Chairman role for Age UK (Hythe and Lyminge). She was previously Chief Operating Officer and HR Director of Just Group and Partnership Assurance Services. Jane has also held senior roles in Saga Services, Colonial Mutual Life Assurance, GHL Group, Barclays Retail Mortgages and Scottish Widows. Jane has two sons and lives on the coast with her husband, two dogs and a cat. Outdoors is where

Jane is happiest, and she loves long walks in the Kent countryside and along the beaches and is a keen skier. She also enjoys the theatre, ballet and live music.

William Maughan Chair of the Brand & Commercial Development Committee

William joined the Board on 29 January 2020 and is a member of both the Brand & Commercial Development and People Committees. He is the co-founder of the right brain management consultancy Industrial Clairvoyants, where he has acted as Managing Partner for over 20 years. The consultancy uses right brain approaches to unlock and realise potential for clients including The Radisson Hotel Group, John Lewis Partnership and Virgin Holidays, with a focus on helping organisations to create emotionally intellgent strategies. William has advised senior leaders and clients in areas including consumer and employee insight, employee engagement and well-being, employee proposition and service proposition development. William's ideal holiday is without a watch, keys and phone. It's hot and sunny with some sport or exercise but much more relaxation, so that he and his partner get to escape the routines of everyday life.

Adam Wiltshire Chair of the Finance, Audit & Risk Committee

Adam joined the Board on 28th April 2020 and is Chair of the Finance Audit and Risk Committee. He is a Chartered Accountant and member of the Association of Corporate Treasurers. Adam started his finance career with Price Waterhouse working in both audit and consultancy, before moving into industry, where he worked for National Grid for eighteen years. During this time, he had a range of roles including Finance Director of the gas distribution division and Group Treasurer. He also gained Trustee and non-executive experience as Chair of the National Grid UK Pension Scheme and of Aerion Fund Management. Adam's ideal holiday involves a journey with a sense of freedom and adventure, exploring the world with his family by camper van, car or bicycle.

Kevin McGuirk

Kevin re-joined the Board in 2019, having previously been a Trustee until 2011/12, and is a member of the Finance, Audit & Risk Committee. A qualified Chartered Accountant and Board Director, he spent much of his early career with KPMG, working with clients on large business transformation projects in Europe, New Zealand and Asia, and ran their Telecom Consulting practice in Hong Kong. Since leaving KPMG, Kevin has held Regional Director Finance & Resources roles for Verizon Business in both Asia Pacific and EMEA, worked as COO for a fast-growing consulting business, as Commercial Director for a highly leveraged private equity owned SME, as well as European CFO for a medium sized multi-layer marketing organisation based in the Netherlands, and CFO of The Kennel Club in London. Kevin is a keen hiker and tennis player.

Catherine Fallon

Catherine joined the Board in September 2020. She has worked for 43 years in psychiatric nursing and social care in both England and Scotland where she latterly worked as a Managing Director for the Wheatley Group. Her experience lies in

transforming care services for special needs groups through re-shaping organisations to achieve long term sustainability. Catherine, originally from Ireland, has lived in Glasgow since 1990 where she is the chairperson of the Mungo foundation and a member of the State Hospitals Board in Scotland. Her passions include football, tennis, and snooker. Her ideal holiday is either in Seahouses in Northumberland, or Tavira in Portugal; a place she has been visiting with her partner for many years.

Deborah Wheeler

Deborah, who joined the Board in September 2020, trained as a nurse at St Bartholomew's Hospital in London, spending her clinical career in orthopaedic nursing before moving into nursing management. She has been director of nursing at several NHS trusts in London and became Deputy Regional Chief Nurse for NHS England South Region. More recently she moved back to a Director of Nursing post at the North Middlesex Hospital in North London, before retiring from full time work at the end of 2019. She is a Florence Nightingale Foundation Leadership Scholar and received the Chief Nursing Officer's Gold Award for lifetime achievement in 2019. Deborah has two adult sons and lives on the London/Essex border. She is a Non-Executive Director of East London NHS Foundation Trust (a mental health and community trust), and is a Trustee of the charity Epilepsy Society, in addition to Revitalise. Deborah is churchwarden for her local church, where she is also a service leader. In her spare time she is an avid crafter, making handmade cards which she sells to raise funds for the church.

Trustees who also served during the year to 31st January 2021 are:

Mindy Sawhney	Former Chair of the Board of Trustees, retired 5th February 2020
Victoria Schneider	Trustee, retired 12th March 2020
Mike Ashton	Former Chair of the Brand and Commercial Development Committee, retired 2nd February 2021
Lesley Lindberg	Former Chair of the Guest Quality Committee, retired 19th May 2021
Linda Beaney	Vice Chair, retired 31st March 2021
Philip White	Vice Chair, retired 31st March 2021

Senior Management Team

None of the following are directors within the meaning of the Companies Act.

At the date of signing of these accounts the senior team at Revitalise are:

Janine Tregelles	Chief Executive Officer

Andy Simons	Director of Marketing and Fundraising
Kate McLeod	Chief Financial Officer
Rebecca Young	Director of Strategy and Governance and Company Secretary

Patron

Samantha Cameron

Vice Presidents

Dame Judi Dench CH DBE	Dame Esther Rantzen DBE
Hugh Kemsley OBE	Denis Green
Tim Prideaux JP DL	John Spence CBE DL
The Rt. Hon. The Lord Crawshaw	Arthur Smith
Sir Andrew Buchanan Bt	

Honorary Ambassadors

Dan Bentley

Dan has been involved with the sport of Boccia for over 12 years, being a member of the Paralympics GB team in London in 2012 and winning a gold medal at the Paralympics in Beijing in 2008.

Nick Skelton CBE

Nick's incredible show jumping achievements include a team show jumping gold medal at the London 2012 Olympics, surpassed by an individual gold in Rio in 2016 – making him the oldest British Olympic gold medallist since 1908. Nick received an OBE for services to equestrian sport in 2012, later elevated to a CBE.

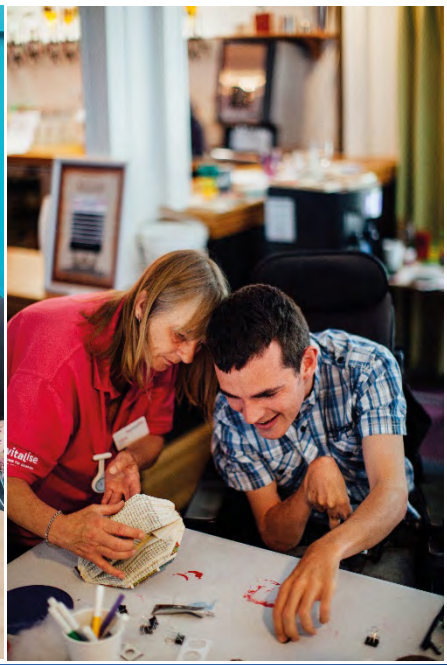
David Smith MBE

David is the joint most successful British Boccia player in history. He was a member of the British Boccia team that won a gold medal at the 2008 Summer Paralympics in Beijing. David competed in the 2012 Summer Paralympics in London, winning a team bronze medal and an individual silver medal. At the 2016 Rio Summer Paralympics, David won an individual gold medal.











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Thank you to all our supporters

Revitalise is very fortunate to be supported by many different individuals, trusts, local councils and companies. Our warmest thanks go out to all the kind individuals who have made generous donations to Revitalise and those who have arranged or participated in fundraising events on our behalf. We would also like to thank the following trusts, foundations, grant making bodies and companies for their generous support during the 2020/21 financial year:

Balcombe Charitable Trust

Barclays 100x100 UK COVID-19 Community Relief Programme

Broome Family Charitable Trust

Bruce Wake Charity

Calleva Foundation

Charles S French Charitable Trust

Derby & Derbyshire Disabled Soldiers Settlement

Epping Forest District Council

Eveson Charitable Trust

Garfield Weston Foundation

Jessie Spencer Trust

John James Bristol Foundation

Longleigh Foundation

Loppylugs & Barbara Morrison Charitable Trust

Millichope Foundation

National Lottery Community Fund

Newlands Fund

Peacock Charitable Trust

Queen Mary's Roehampton Trust

Richard Lawes Foundation

Royal Air Force Benevolent Fund

Royal Naval Benevolent Trust

Royal Navy & Royal Marines Charity

Sobell Foundation

Victoria Convalescent Trust

Weston-super-Mare Town Council

We also thank the many hundreds of volunteers who gave their time and energy, fun and compassion, through their work at the Revitalise Shops. It has been incredibly frustrating not to be able to welcome volunteers in our centres this year, but you are all, unquestionably, at the heart of the Revitalise magic.

Every donation helps more disabled people and carers to get the break they deserve and need.

To make a donation or find out more about the volunteering opportunities we offer, please visit www.revitalise.org.uk or telephone 0303 303 0147.



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Chair's Review

What an extraordinary year; my first year as Chair of Revitalise. Like so many of the team, I joined the charity because I passionately believe in the enormous impact of breaks and holidays for disabled people and their families. I have seen first-hand the incredible outcomes delivered by regular access to breaks, from reducing loneliness and isolation, to improving mental health and wellbeing and heartbreakingly, sometimes also preserving life.

Revitalise goes beyond what can be described as traditional 'respite' care, offering our guests a proper holiday experience, filled with activities, excursions, entertainment, fun and laughter, supported by 24-hour care and an army of brilliant volunteers from all over the world. With a new Chair and Chief Executive as of January 2020, the start of the year was filled full of discussions about developing a new strategy to broaden Revitalise's reach and impact across the UK and futureproof the charity for the next 60 years.

Within six weeks, COVID-19 hit the UK and it quickly became clear that the potential impact on society, on Revitalise's guests and on the charity's ability to survive was significant. The Board and Executive were faced with the difficult decision to suspend our usual holiday operation, much to the concern and dismay of our colleagues and guests.

At the same time, we saw the crisis caused for disabled people and their families by the closure of so many essential services as resources were re-directed to support the Health Service. We were determined to ensure that we could support them throughout the crisis and play our part in reducing the strain on the NHS. Accordingly, the Board laid out a three-phased approach to the future: survival, rebuilding and growth – reflecting our desire to safeguard the charity whilst also continuing to look to the future and develop our new 3-year strategy,

To that end, our Jubilee Lodge and Netley Waterside House centres were quickly re-purposed as Step-Down services, taking patients from four London hospitals and two hospitals in the South West, to free up beds and support people to return home, whilst our Sandpipers centre began to offer emergency respite to those in desperate need of a break. Concurrently, we began a large strategy research project, aimed at understanding the current and future needs of Revitalise guests and to assist us in shaping the future as we emerged from the crisis.

By July, our survival plans were dealt a blow when Public Health England updated its guidance to require a 14-day isolation period for anybody entering a care setting from the community. These were blanket guidelines which made no specific reference to respite and essentially prevented disabled people and carers at breaking point from seeking specialist respite breaks, in turn threatening Revitalise's existence.

Our response was to advocate for disabled people and carers in the strongest terms by launching our Care for Carers campaign, with a dual aim of raising awareness of the desperate plight of those we support and generating £1m to support people to access respite at our centres. The campaign was hugely successful, and I am delighted to enclose its achievements within the Strategic Report.

In November of 2020, Revitalise was once again given the opportunity to support the NHS, by turning Netley Waterside House into the first of Hampshire's 'Designated Settings', taking non-acute COVID-19 positive patients from local hospitals in order to free up beds for acute care. This entailed a huge training exercise amongst our teams and heightened procedures for managing the very real risk of a COVID outbreak within the centre.

Within weeks of the first COVID-19 patients arriving, the tables turned once again when our insurers declined to continue indemnifying the Designated Setting and no other private insurer would take the risk. This became a sector-wide issue which essentially left Designated Settings across the UK, set up at the Government's request, uninsured! Once again, we campaigned in the strongest terms, pressuring the Government on behalf of the sector. The campaign culminated in a slot on BBC News as well as national coverage and ultimately, insurance indemnity provided by the Government to all Designated Settings providers across the country.

At the time of writing, Revitalise continues to support the NHS via our Step-Down services and private guests through Emergency Respite. With the vaccination programme continuing apace, we are now turning our attention to the future and to providing holidays once more. Our strategy research has told us of the incredible need for specialist holiday provision and the challenges that disabled people and their carers face in taking breaks and we are determined to meet these through our new organisational strategy and three-year plan.

This will include a large-scale refurbishment of our centres to create short breaks centres of excellence in their local communities, an ambitious new fundraising strategy which will include a significant capital fundraising campaign and the development of a new Quality Practice Framework, grounded in impact, to ensure outstanding experiences are at the heart of our guest experience.

I am absolutely delighted that we were able to confirm Jan Tregelles, previously our Interim Chief Executive, into the permanent role this year. Jan's huge experience in supporting people with disabilities, her energy and her dedication to creating a more inclusive society are a perfect fit for Revitalise.

There are always so many people to thank, but never more so than this year. My enormous gratitude goes to everyone who has contributed to preserving and steering Revitalise through 2020's challenges but in particular to the Board of Trustees, who rallied so brilliantly to support the charity and who ensured that every decision taken had our guests at its heart, to the Executive team for their incredible resilience, tenacity and determination in ensuring the charity's survival and to all of my Revitalise colleagues who have remained steadfast in their determination to enable so many disabled people and their families to have a safe and relaxing haven in our centres.

I would also like to thank outgoing Trustees and Vice Chairs Linda Beaney and Philip White who both retired in 2021 after an incredible 13- and 12-years' service respectively, Mike Ashton, former Chair of the Brand & Commercial Development Committee who retired in February after 6 years and Lesley Lindberg, former Chair of the Guest Quality Committee who resigned in May after 4.5 years. Finally, our enormous thanks and gratitude go to Tim Prideaux, former Chair of the Enterprises Committee, who retired in March after more than two decades of service to the charity, including a period as our Chief Executive. Tim, the charity owes you so much and we are delighted that you remain one of our Vice Presidents.

So, to the future and to many more years of magical Revitalise holidays for all those who need us,

George Blunden
Chair of the Board of Trustees
8th July 2021



Chief Executive's Review

It gives me great pleasure to submit my Chief Executive's Report for the 2020 financial year and as our Chair has said, what a challenging year it has been. We have all felt the seismic impact of the COVID-19 pandemic, but for the most vulnerable in society including many of Revitalise's guests, it has been devastating. The Emergency Coronavirus Act, passed in March of 2020, has allowed Local Authorities to downgrade duty of care responsibilities towards disabled and elderly people. Desperate families have been stripped of vital home and community support at a time when they have needed it most. Day centres have closed, in-home support reduced, and millions of disabled people and carers have had to shield for as much as 12 months, with little contact with the outside world.

The result has been that disabled people have been more likely to be lonely, worried about the pandemic and anxious. A much greater proportion of disabled people have reported the deterioration of their mental health during this period than non-disabled people. The explanation that many COVID-19 deaths arise from underlying health conditions – intended as a reassurance to the majority – has left many disabled people feeling frightened and othered.

In addition, disabled people have been among the hardest hit in terms of deaths from the virus. The ONS's findings show that 6 out of 10 people who have died with COVID-19 have been disabled. This is a truly shocking statistic.

There has been much rhetoric from the current Government about 'Building Back Better' and levelling up society; however, the Chancellor's March 2021 Budget yet again failed to set out any long-term plan for social care. Whilst the February 2020 Health and Social Care White Paper stated that the Government would bring forward 'proposals' later in the year, it has been making such pledges since promising that a Green Paper would be published by the end of 2017. Without such plans, disabled people will continue to endure discrimination, exclusion, hardship and isolation. This is unacceptable and Revitalise will continue to play our part in advocating for our guests in the strongest terms.

I am incredibly proud of what has been achieved at Revitalise this year, in the most difficult of circumstances. Whilst navigating a fast-paced external environment, we have also focused intensively on building the charity's core infrastructure to ensure that Revitalise emerges from the pandemic a robust organisation, ready for a new and ambitious strategy. We have updated all of our internal policies and procedures and reviewed and enhanced our Governance arrangements substantially including new processes, a Trustee induction and training programme, Trustee, Board and Committee performance reviews and regular skills audits to ensure the right balance of skills at Trustee level. All of our reporting across the Committees has been significantly improved to ensure appropriate visibility and assurance measures to support best-in-class Governance arrangements. We have also comprehensively reviewed our risk register to ensure it reflects the key strategic and operational risks of the current time and implemented a new system for monitoring and responding to risk.

Following the difficulties at Netley in 2019, we conducted a major safeguarding review and have improved safeguarding arrangements across the charity. This includes the establishment of a Safeguarding Forum, the appointment of a Lead Trustee for Safeguarding and delivering training for all Trustees and senior leaders, as part of our commitment to establishing safeguarding as 'Everybody's Business.'

People have been a key focus of this year. Whilst supporting our teams with wellbeing and wellness programmes, we have also conducted a substantial review of our People arrangements, the recommendations from which will form the basis of our new People Strategy in 2021. This has been accompanied by a significant internal listening project, 'The Big Listen', to understand colleagues' experience of working at Revitalise and identify how we can ensure that our people are at the heart of everything we do.

We successfully reopened Netley to support the NHS's efforts, training our teams to run an entirely different service from our usual holiday operation with the added challenge of new and rigorous infection control practices. When subsequently asked to open Hampshire's first Designated Setting and one of the first in the UK, we again retrained all of our teams and repurposed the centre to care for COVID-positive patients! Our appearance on BBC news as we lobbied for the Government to indemnify Designated Settings was an incredible achievement for any charity, let alone one of our size, as was the achievement of that insurance on behalf of the whole sector.

We have also conducted Revitalise's first major research project to support our strategy redevelopment. This has entailed engaging with disabled people and carers across the UK, seeking their views about the barriers they face to taking a break and the types of breaks and holidays they need and want. We have also engaged specialist support, generously funded by The Balcombe Trust, to begin to develop a new Theory of Change and Impact Measurement Framework for Revitalise, which will continue in 2021 as part of the strategy redevelopment process.

We are extremely pleased to have provided responsive advocacy for guests throughout the year, supporting people experiencing difficulty with accessing their statutory entitlements to realise their rights and have their funding restored. This is a major departure for Revitalise, as was the establishment of a temporary befriending service via our Bookings team, to provide support and contact to guests shielding at home, alone.

In our services, it has been incredible to see the outcomes we have supported. Some of our guests have come to Revitalise in the most desperate of circumstances and we have worked with them to reduce their sense of isolation, fear of COVID-19 and to assist them in building relationships and accessing the local community once more. We are humbled by the trust they have placed with us at some of the most difficult moments in their lives.

2020 has been a challenging financial year for Revitalise, as it has been for charities and businesses across the UK. Despite this we were able to finish the year with a surplus of £890k. This was achieved through a hugely generous legacy from the

Trustees of the Newland's Fund and a combination of rigorous cost control, our successful Care for Carers £1m fundraising campaign, our Local Authority contracts, without which we would have had to close our centres, and our amazing shops, which have bounced back from every lockdown and which are truly at the hub of their local communities.

We continue to be amazed by the incredible generosity of our donors and supporters, all of whom helped disabled people and carers to enjoy breaks with us this year. Thank you to everyone who raised funds for us in 2020 and in particular to the Trustees of The Garfield Weston Foundation, whose grant of £300,000 helped so many disabled people and carers in crisis to access respite at our centres throughout the pandemic.

My thanks to everyone who has so tirelessly supported us this year – my colleagues, our volunteers, supporters, partners, and of course our guests – you are all the beating heart of Revitalise.

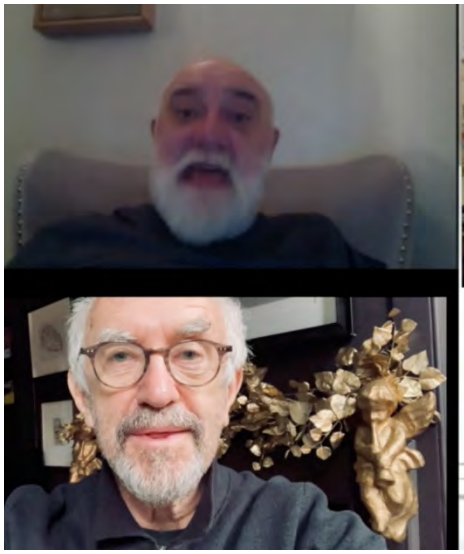
Janine Tregelles
Chief Executive Officer
8th July 2021














Revita






ANDY SIMONS
Revitalise
itv NEWS

Hear from the people who have benefited from a Revitalise break this year

People like Grace and her husband Andrew



Grace is 30 years old and has various disabilities and a congenital heart defect. She is currently waiting for surgery. All of this has affected her wellbeing and mental health. Her husband Andrew had a motorbike accident 13 years ago which resulted in a brain and spinal injury. They live at home but need support to enable them to do this. Grace tells us her story:

"It's been very difficult having my physical health decline and I haven't been able to do the things I used to enjoy. It's very important to us that we keep independent. We are fortunate enough to have carers that come in and help.

We have family that live nearby, and they provide emotional support because it can be difficult living with chronic disability. Sometimes I wake up and I feel so depressed because I'm in pain.

Since I became unwell a lot of things in my life have changed. I have felt quite isolated as I'm unable to go into work anymore, and I'm not able to get out of the house very often."

The impact of COVID-19:

"The coronavirus pandemic has had a big impact on my life really. When the pandemic started, I was alerted that I was high risk, so I had to start shielding at home. I became very isolated and depressed because I couldn't go out at all. My mental health team were no longer able to come to my home, previously I'd seen them once or twice a week. Another barrier that me and my husband faced was struggling to get food and access to things that we needed because we couldn't go out. It was quite a stressful time, and we didn't know where to turn."

The impact of access to a safe respite break:

Grace stayed at Sandpipers, our centre in Southport for 8 weeks, from April through to June.

"Since the day I arrived at Sandpipers I just felt like a huge weight had been lifted. I was so alone at home and coming here I'm surrounded by wonderful staff and other guests, who I can spend time with and socialise.

There's been an excellent programme of activities each day to keep us occupied and I've enjoyed doing the arts and crafts, that's just been wonderful. I really feel that I've made some friends for life during my time here and I just don't know what

I'd have done if I hadn't been able to come. During this time, I really feel Revitalise has been a lifeline for me, and all the staff have helped me get through this period of lockdown and I'm really grateful, thank you."

For people like Simon, it is a vital lifeline



Simon is a wheelchair user living with cerebral palsy. He spent much of his childhood moving around the UK, as his father was in the RAF. "I dreamed of following in my father's footsteps," he says. However, being at school was a considerable challenge for Simon, and as he got older, he struggled more and more with his mobility.

After his parents passed away, his younger sister moved in to take care of him. Although they have a close relationship, as well as providing for Simon's care needs, his sister also has a young son to look after. Each day is relentless and exhausting, and the unchanging routine has put their relationship under strain.

"I have found it much harder as an adult with a disability to make new friends, and it can be lonely."

After months of shielding, the family reached a breaking point. Unable to go out, and with the loss of his independence, Simon's mental health drastically deteriorated.

"I wanted to kill myself. I can't get out and enjoy myself as other people can."

The whole family needed a break. At a crisis point, Simon was able to visit our Sandpipers Centre.

Taking a break with Revitalise has helped him to build connections, feel supported and included. He's found a place where he can belong.

"I don't feel like a guest. I feel like part of the family."

Public benefit This year we have provided financial assistance totalling over £875,000 to subsidise the cost of breaks for our guests. Access to funding for a break is a critical issue for disabled people after many years of cuts to social care funding. We are determined to make a break as financially accessible as we can, for as many people as we can.

Over £550,000 of this funding was specifically to support people who needed somewhere safer during the pandemic, who could not access safe support at home, or who were at breaking point from the months of isolation and shielding. The balance was used to provide funding for a break by application for those guests in financial need, or to offer reductions to attract those less able to pay.

In total 967 breaks were provided with some form of financial subsidy applied.

Strategic Report

Review of Activities in the Year

Achievements in 2020:

- We transformed our usual holiday services to welcome patients from local NHS hospitals into the care of our nursing teams. Hundreds of people from the Essex and Hampshire area across 5 different hospitals came to us in order to free up beds to support the COVID-19 effort. This allowed us to keep our colleagues gainfully employed in helping the national response to the virus, whilst reducing our reliance on the Government's Job Retention Scheme and ensuring our financial sustainability.

- We kept a proportion of our respite beds open and available for disabled people - even during the strictest lockdown periods - for the provision of vital care for those left vulnerable by the crisis. We provided support to thousands of people in difficult circumstances, many of whom had been unable to access care support at home, or who were suffering serious deterioration of their mental wellbeing as a result of isolation and shielding.

- Our fundraising income was heavily reduced due to the limitations on public events like the London Marathon, restrictions on community fundraising activity, and the periods of closure for our charity shops which were classed as 'non-essential retail'. Despite this we exceeded our budgeted fundraising income by focusing our efforts on grant applications for disabled people particularly affected by COVID-19, utilising the funding to directly support our beneficiaries.

- The Government introduced care home safety measures to protect residents, which meant that even for a short respite break of a few days, disabled people were required to isolate in a single bedroom for 14 days. This prohibited the majority of disabled people and carers from accessing any form of respite care. We lobbied the government to change its policy and allow respite to

take place and worked with our insurers and legal advisors to launch an innovative and safe alternative solution, using a mix of regular testing, temperature checks, and infection control measures to reduce the isolation requirement.

- Our Care for Carers campaign achieved broad television, radio and newspaper coverage, drawing public attention to the challenges faced by disabled people and their families, generating over £1,000,000 of income towards respite breaks.

- We transformed Netley Waterside House into one of the first Designated Settings in the UK.

- We successfully lobbied for policy change when the Government refused to provide indemnity for Designated Settings, at a time when private insurers also would not provide cover. After an appearance from Revitalise on the BBC national news, the Government intervened to offer a cover solution, allowing patients to continue receiving care at Revitalise and many other organisations running these settings.

- Our 14 charity shops worked hard to follow the evolving COVID-19 guidance, closing and reopening efficiently and safely in order to generate as much income as possible for Revitalise's services during the challenging circumstances.

- All Revitalise Centres retained their Good CQC ratings.

- We were supported by a number of celebrities and influencers who were new to us, inspired by our adaptations and our work to support the NHS, including Rory Kinnear and Joanna Lumley.

- Our teams kept in touch with our beneficiaries to offer any support that we could during their periods of isolation and shielding, including offering funded respite stays for those who could not be kept safe in their homes.

Strategy Redevelopment

In 2020, following the change in Chair and Chief Executive Officer, the Board commissioned a major review of the charity's position and redevelopment of the three-year strategic plan. This review recognised the changing external environment and the need for the charity to evolve in order to achieve long-term sustainability.

Following a substantial research project across the autumn of 2020, Revitalise learned that:

- There is a huge and increasing need for the short breaks and holidays provided by Revitalise.

- We are now one of the only providers of specialist holidays with 24-hour care for disabled adults.

- Many of Revitalise's core, target audience experience hardship and have become even more financially squeezed by the dual impacts of Brexit and COVID-19.

- Those who need Revitalise the most can least afford us.

- Awareness of specialist holiday provision including Revitalise is extremely low amongst disabled people and their families.

- Our environments require transformation to ensure we can continue to pioneer specialist, accessible holidays in the decades to come.

Work to redevelop the strategy continues and it is anticipated that this will be approved by the Board of Trustees in the summer of this year.

Re-opening of Netley Waterside House

In 2019 we reported the challenges experienced at Netley Waterside House including a number of safeguarding incidents, which led to Revitalise voluntarily closing the centre on a temporary basis in October 2019. Under the new Chief Executive Officer, Jan Tregelles, a rapid improvement plan was put in place to step change quality. This led to Waterside House re-opening in March 2020 to support the NHS by taking Step-Down patients from local hospitals, thus freeing up space for patients acutely unwell with COVID-19.

Any and all restrictions on the centre operating have now been lifted. The most significant impact of the closure was the loss of income, which was notified to the Charity Commission in line with our reporting obligations. We thank all of the statutory agencies in Hampshire for their support and faith in us during this time.

In November, Waterside House became the first 'Designated Setting' in Hampshire, taking non-acute COVID-positive patients from local hospitals, thus freeing up beds for those who were acutely ill. In addition, the centre supported the NHS across the autumn with a new 'Step-Down' contract, working with eight agencies across Hampshire. This was a remarkable turnaround, and we look forward to the centre continuing to go from strength-to-strength, in particular as we look to upgrade our environments in preparation for returning to holidays.

Future Plans

Emerging from COVID-19

The COVID-19 crisis has been challenging for Revitalise, as it has for the majority of the charity sector, but the successful adaption of the charity's operations, marketing, fundraising and communications efforts have mitigated a substantial degree of the impact we would otherwise have felt. At the time of writing, Revitalise continues to provide a combination of respite care and Local Authority contracts; however, with the success of the vaccination driving COVID-19 cases and deaths downwards and the Government's roadmap out of lockdown advancing, we are looking to the future and to the ability to deliver our amazing holidays once more.

Reshaping the future

The principle focus of the Executive team in 2021/22 is the redevelopment of the corporate strategy and enabling strategies. At the time of writing, workshops are taking place across the charity to review Revitalise's core offering and how it might be adapted to meet the needs of our audience now, and over the coming decade.

At the core of the strategy work is the creation of a new Theory of Change and Social Impact Framework for Revitalise to ensure that impact remains at the heart of all of the charity's activities. The strategy is being co-produced with colleagues across the organisation and with disabled people and their families. It is our ambition, in the future, that co-production will be at the heart of all of Revitalise's activities. In addition, a new Vision, Purpose and Values for Revitalise are currently in development.

Regional Centres of Excellence

A key pillar of the new strategy will be the transformation of all three of Revitalise's centres, re-envisioning the future and creating three exemplary 'short breaks' centres across the UK. These buildings will provide the regional hub headquarters for the organisation and will demonstrate to UK businesspeople, government and the general public the possibility of providing 'hotel' accommodation without the trappings of exposed disabled support equipment and systems. The buildings will inspire others, demonstrate how buildings can be designed to be 'flexible' and meet a range of people's needs using technology and creativity. The buildings will also be a place that people can visit to understand and engage with us more fully through offering our building resources to the wider community, to ensure we at Revitalise contribute to removing the isolation of disability for individuals and carers.

The impact of COVID-19 on our finances and the scale of our ambitious plans for our centres necessitate a major capital fundraising campaign to fund the redevelopment work and this will be a significant focus for the fundraising team across 2021.

Investing in people

People are at the heart of Revitalise and 2021 will see the development of our People Strategy, building on the investment already made in our colleagues in 2020. Our priorities in this regard are to shape organisational capabilities and ensure that processes are developed to support our colleagues which fully reflect our values and ambitions.

Raising awareness

Our strategy redevelopment research has told us that awareness of specialist holiday provision for disabled people and their families is extremely low across the UK. This is a significant barrier to people accessing breaks and holidays and our new strategy will seek to address this both through our own marketing and campaigning and via

partnerships within our sector. We are determined that no disabled person should face barriers to escaping, relaxing and having fun on holiday.

Trustees' Report

The Trustees, who are also Directors of the charity for the purposes of Company Law, present their Annual Report and Financial Statements for the year ending 31st January 2021. The Annual Report serves the purposes of both a Trustee Report and a Director's Report under Company Law.

Objects and Public Benefit

Our objects are to promote the welfare and rehabilitation of physically disabled persons and promote other charitable purposes.

Our vision So much of life is other people. And disability can so often get in the way of having the energy and opportunity to create and look after those relationships which matter so much. We're here to offer those opportunities – filled with fun, new experiences, fresh faces – and the security of 24-hour care in environments that are fully – and invisibly - accessible.

Our mission We are the people who create revitalising holidays for disabled people and carers – everything you'd expect from a holiday backed up by excellent nurse-led care and an army of brilliant volunteers to get the party started – and keep it going.

Our services are the provision of short breaks for people with disabilities and carers at our accessible centres, offering on-call 24-hour care, personal support and a choice of activities and excursions. Short breaks are run from Revitalise Jubilee Lodge in Essex, Revitalise Netley Waterside House in Southampton, and Revitalise Sandpipers in Southport.

Our partnerships enable us to work with others to achieve our aims, as this contributes both to service relevance and to the cost-effective realisation of our purpose. We have active working relationships with a number of organisations, including the Multiple Sclerosis Society, Newlands Fund, Simplyhealth, the Stroke Association and Dementia Action Alliance, all of which are designed to make our services more accessible to the people who will most benefit from them.

Our public benefit can be measured first by the number of people with disabilities to whom Revitalise provides essential services, together with their carers; second, the inspirational opportunities we offer to volunteers; and third, the financial assistance we provide to help those in financial need.

The Charity Commission's general guidance on public benefit is referred to by the Trustees when reviewing the Charity's aims and objectives and in planning its future activities. In particular, the Trustees consider that the new planned activities will contribute to the aims and objectives that have been set.

Structure, Governance and Management

The Charity is governed by its Memorandum and Articles of Association, which were last amended in 2020.

Board of Trustees

The Board of Trustees ("the Board") is responsible for the overall governance of the Charity. Trustees are appointed and although the number of Trustees is currently limited to 20, it is within the power of the Board to amend this figure if appropriate. Trustees serve for an initial term of three years, after which they can be elected by the Board to serve for a further two terms of three years each. In exceptional circumstances, they may serve for another period beyond the nine-year term, with the length to be agreed by the Board and to be no more than 3 years.

Board meetings take place 4 times a year. The Board normally meets with the Charity's Senior Management Team, but it also has closed sessions. It is the responsibility of the Board to develop organisational strategies in partnership with the Senior Management Team and to review operational performance, to set budgets and approve operating plans. New Trustees who join the Board receive an induction to help them understand the work of the Charity and the environment in which it operates. This aids effective and informed decision-making.

The Board delegates the exercise of certain powers in connection with the management and administration of the Charity. This is controlled through regular reporting back to the Board so that the Trustees can oversee all decisions made under delegated powers. The Committees and individuals to which the delegation takes place are shown below.

The Board delegates powers to the following Committees and individuals.

- Finance, Audit & Risk Committee

  The Finance, Audit and Risk Committee comprises at least three Trustees, together with up to three co-opted members, and is attended by the Chief Executive and the Chief Financial Officer along with other staff members as necessary. Its role is to provide the Board with impartial advice on the effectiveness of the Charity's financial performance, risk and control arrangements. It provides scrutiny of the Charity's systems and processes, ensuring that these are robust and fit for purpose and ensures that risks are catalogued, along with their control systems, investigating on behalf of the Board, anything that threatens or adversely affects the accomplishment of the Charity's aims and objectives.

- Brand & Commercial Development Committee

  The Brand & Commercial Development Committee comprises at least two Trustees, together with up to one co-opted member, and is attended by the

Chief Executive, the Chief Financial Officer and the Director of Marketing and Fundraising. Its role is to review income generation, communications and marketing plans, to support the Senior Management Team in developing new income generation, marketing and communications initiatives and to monitor subsequent performance. In addition, the Committee is responsible for reviewing industry trends, seeking new commercial opportunities and exploring innovations that have the capacity to generate income for the Charity.

- Guest Quality Committee

  The Guest Quality Committee comprises at least three Trustees, together with up to one co-opted member and is attended by the Chief Executive, Director of Quality (commences in post in the autumn of 2020) and the Chief Operating Officer. Its role is to ensure Revitalise puts the guest experience, which is a combination of high quality and safe care and excellent hospitality, at the heart of the service we offer, to assure the Board that the organisation is compliant with all regulatory and legal matters in relation to guest experience, and to ensure that the Charity has all the necessary systems and processes in place to effectively deliver quality throughout the guest experience.

- People Committee

  The People Committee comprises at least two Trustees together with the Chief Executive, Chief Operating Officer, Chief Financial Officer and the Senior HR Officer. The Committee is responsible for setting and monitoring the organisation's people strategy, ensuring that pay policies are fair and competitive so that the Charity attracts and retains colleagues with the right talent and skills, and making certain that the Charity has the right Trustees and senior leaders to govern, lead and deliver objectives. In setting pay, the Committee considers available market information, the performance of the Charity in achieving its financial objectives, and statutory obligations such as National Living Wage. In addition, the Committee maintains a strategic overview of people issues and organisational development across the Charity.

- Enterprises Committee

  The Enterprises Committee was formed after the activities of Revitalise Enterprises Limited (REL) were transferred to Revitalise Respite Holidays Limited in mid-2018. All members of REL are now members of the Enterprises Committee. The Committee oversees all the activities of the shops and bars. In 2020, on the announcement of the retirement of the Committee's Chair, Tim Prideaux, the Enterprise Committee became part of the Brand & Commercial Development Committee with a shared Terms of Reference.

- Portfolios

  There are agreed portfolios whereby individual Trustees act as a gateway for Revitalise expertise on key areas. Portfolio holders are able to convene working

groups, when needed, in consultation with the Chair. There are currently no portfolios.

- Chief Executive

  The Chief Executive is responsible for the day-to-day management of the Charity's affairs and for implementing policies agreed by the Board. The Chief Executive is assisted by a Senior Management Team and other staff.

- Senior Management Team

  The Senior Management Team assists the Chief Executive and carries out the day-to-day management of the Charity's affairs and implements policies agreed by the Board. It is comprised of the Chief Operating Officer, the Chief Financial Officer, the Chief Operating Officer, the Director of Marketing and Fundraising and the Director of Strategy and Governance.

Group structure

The Charity has a wholly owned subsidiary company, Revitalise Enterprises Limited, which ceased trading on 31 January 2017. On 1st February 2017, all its assets and activities were transferred to the parent charity, Revitalise and the company is now dormant. Previously Revitalise Enterprises Limited carried out non-charitable trading activities to raise funds, donated under Gift Aid, to the Charity.

Financial Review

Financial performance

The financial statements for the year show a surplus of £890k compared with a deficit of £472k a year earlier, supported by a very welcome donation from the Newlands Trust. Income was £10,599k up from £9,781 in 2020. Expenditure in the year was £9,714k down from £10,204k in 2020.

Outlook

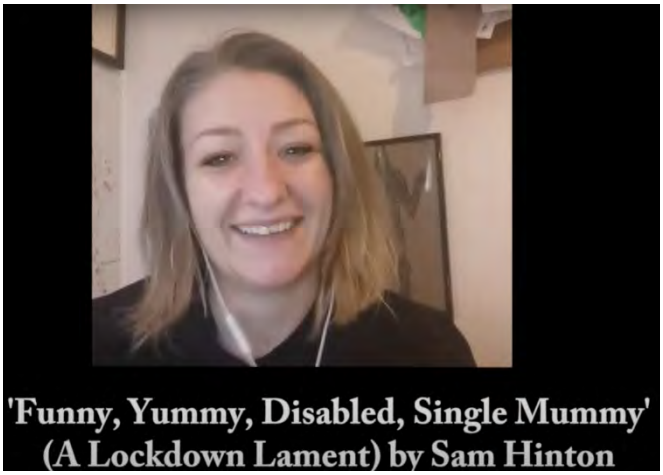
2020/21 was a challenging year. The impact of COVID 19 led to temporary changes to our offering to guests, which is described above. We were able to support the NHS by offering our Centres as step down services for several hospitals, as well as offering respite breaks to guests. Our shops were closed for much of the year, with the loss of income partially offset by Covid grants. The financial impact of the pandemic was further offset by the receipt of trust income of £2.5m from The Newlands Trust which has been reflected in the financial statements. As the country reopens, we are increasing the number of guests we are welcoming into our Centres as well as looking at our longer-term operating model.

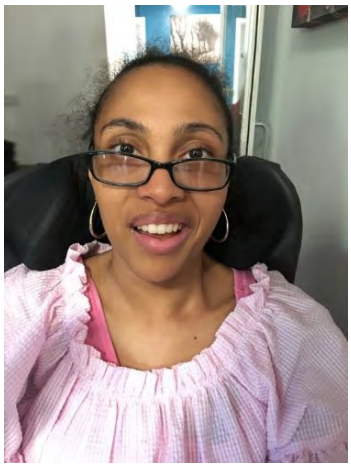









'Funny, Yummy, Disabled, Single Mummy'
(A Lockdown Lament) by Sam Hinton





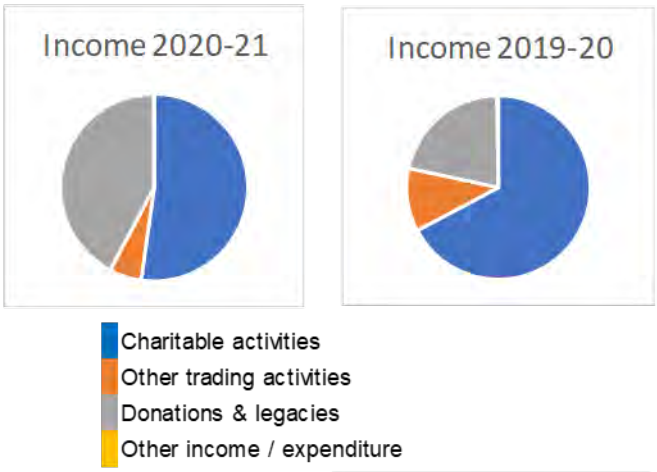




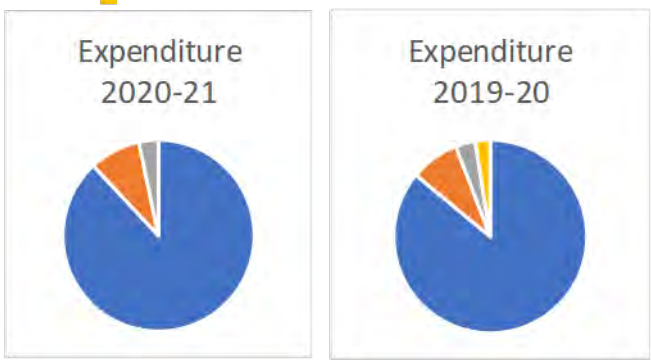
Sources of Revenues and Use of Expenditure

Our sources of revenues and use of expenditure are as follows:

Income	2020-21	2019-20
	£'000	£'000
Charitable activities	5,537	6,578
Other trading activities	590	1,088
Donations & legacies	4,467	2,091
Investment income	5	24
	10,599	9,781



Expenditure	2020-21	2019-20
	£'000	£'000
Charitable activities	8,554	8,774
Other trading activities	838	837
Donations & legacies	322	336
Business development	0	257
	9,714	10,204



Reserves Policy

The Charity needs reserves so that it can continue its operations in the event of an unforeseen shortfall in income or increase in costs. This is important in order that we can continue to support our guests and their carers, whilst also moving forward our long term project to add additional Revitalise centres. The Charity also requires reserves in order to cover potential timing differences between the receipt of its revenues and its expenditure, which is largely fixed in nature.

Looking at the historical and budgeted cash flow trends, the Charity considers that a policy of maintaining unrestricted reserves equivalent to its expenditure on charitable activities for a period of at least 3 months is appropriate; for this year this equates to a minimum reserve target of £2.1m. Unrestricted working capital funds at 31st January 2021 were £3.1m, which equates to approximately 4.4 months of expenditure cover. The Trustees will continue to monitor both the reserves target and actual reserves level.

Reserves at 31 January were:

		2021 £000	2020 £000
Restricted funds	Other restricted funds	1,327	1,173
		1,327	1,173
Unrestricted funds	Fixed assets	3,269	3,312
	Working capital	3,100	2,321
		6,369	5,633
Total reserves		7,696	6,806

Investment Policy

The Charity has placed no cash into investments since 2010 and all funds are held as cash in current or deposit accounts.

Fundraising policy

With a policy of pricing its breaks at or below the cost of providing its services, Revitalise looks to its fundraising activities to finance both its support for guests who cannot afford a break, and the further development of its existing and proposed new centres.

Revitalise is registered with the Fundraising Regulator and follows its Code of Fundraising Practice.

Revitalise carries out fundraising activities itself and does not utilise the services of any professional fundraising organisations. Revitalise fundraising comes from:

- Applications to trusts and foundations;
- Legacies;
- The fundraising activities of each centre's supporters' friends' group;
- Corporate donations;
- Sponsorship monies from participants in events;
- Individual donations; and
- Grants from local councils.

The Revitalise approach to fundraising is to build long term relationships with supporters and not to make requests that are unreasonably persistent. In keeping with its fundamental activity of providing services to disabled people, Revitalise takes great care to ensure that it does not seek donations from vulnerable people. This approach is supported by the Revitalise Fundraising Promise:

- *We will always tell you how your money is being spent, to show how you are helping provide an essential service to disabled people.*
- *We do not phone people to solicit money; we will never cold call you or anyone else to ask for donations.*
- *We will never sell your data or share it with anyone.*
- *If you say that you want to hear from us less, or not at all, we will make sure your wishes are honoured.*

It is very rare for Revitalise to receive a complaint about its fundraising activities. In fact, we received no complaints in 2020/21. Should a complaint be received, it would follow our Complaints Policy, which in summary is:

- Initial response within 10 working days
- Full response within 20 working days
- If not satisfied, escalate to the Chief Executive
- If still not satisfied, escalate to the Fundraising Regulator

Risk Management and Internal Control

Revitalise maintains a comprehensive Risk Register. This register is the principal tool for the management of risk and the Finance, Audit and Risk Committee monitors the key risks identified.

The principal risks facing the Charity are:

- Reputational – Revitalise draws a large proportion of its income from members of the public through donations and the use of its charitable services. Because of this it takes every step to communicate regularly with stakeholders. It also seeks to portray a positive image in the media through regular events, press releases and promotional materials. Ensuring the organisation is well-governed, with appropriately qualified and experienced Trustees is key to managing this risk.

- Operational - The Charity works with a wide range of different client groups in a variety of settings, involving many staff and volunteers. This provides the organisation with a large number of potentially serious risks to manage, including health and safety and the welfare of all involved. These are managed through a programme of clinical and care training, policies and procedural guidance, audits and checks. We have carried out a review of our Safeguarding procedures and are implementing changes, including reviewing our Safeguarding training. The Executive team lead on ensuring our services are fit for purpose. Our operational policies and procedures have been improved and are now linked to CQC's KLOE plan. Our Board has been strengthened by the addition of new Trustees with a care background.

- Financial – While the Charity operates with a robust set of financial controls and a strong balance sheet, it continues to operate in cyclical and potentially vulnerable markets. The Charity remains committed to developing its reserves and reviewing financial plans and budgets to ensure that financial risks are minimised. The Charity uses an annual detailed budget, monthly accounts and reforecasts, cash flow forecasts and other regular reports, to help mitigate these financial risks.

- Covid-19 – in early 2020 the world was faced with a global pandemic which had an impact on every area of life across the whole world. The Charity considered a range of risks and issues emanating from the pandemic including:
    - Continuity of services and safety of our guests
    - Safety of our colleagues
    - Security of future income and cashflow
    - Liquidity
    - Increased risk of fraud and cyber attack as more colleagues worked from home

  Changes were made to the operating model to provide protection to guests and colleagues. Government support in the form of the Job Retention Scheme and grants to retail outlets were obtained. Regular financial reforecasts have been reviewed by Trustees

As part of this risk management process, the Trustees acknowledge their responsibility for the Charity's system of internal controls and for reviewing its effectiveness. Their response to these risks is stated in the Reserves Policy above.

Staff and volunteers

Staff

Revitalise is working towards being an employer of choice for our staff. As a service provider, our employees are the heart of what we do. We expect from them a commitment to our charitable mission and high levels of performance. In order to achieve this, we try to ensure that employees are kept informed about the Charity's strategy and objectives. We do this through many channels, including a staff newsletter, an online meeting forum called The Big Conversation which is chaired by the Chief Executive, as well as day-to-day news and events. As part of the strategy redevelopment process, the Chief Executive and Director of Strategy and Governance have been conducting roadshows across the country to directly involve all colleagues in hearing what our guest research has told us, and to work with us to shape the charity's future.

Revitalise strives for equal opportunities and has policies and procedures in place to ensure that recruitment and promotion are based on aptitude and ability without discrimination. The Charity is committed to the training and career development of

all employees, including the continued employment and retraining of employees who become disabled whilst employed by the organisation. An individual's personal and professional development is assisted through annual appraisal and supervision. Training programmes are provided to meet on-going needs, with the aim of developing employees for both their current and future roles. Staff are rewarded for gaining relevant qualifications.

Volunteers

Volunteers continue to play a critically important role at Revitalise. During the pandemic, we have been unable to welcome volunteers at our centres, but they have played a vital role in our charity shops. We look forward to welcoming them back to our centres as the vaccination programme progresses and domestic and international travel re-opens. Guests in our centres tell us that volunteers add a significant additional element to their breaks. Volunteers also hold fundraising events and support us in countless other ways. It is not possible to monetise the contribution of volunteers – but to our guests, they are priceless. To that end, our new People Strategy will also include a new Volunteer Strategy.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Revitalise Respite Holidays 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 the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company, and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company

and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and

- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

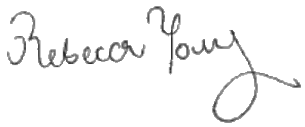
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees of the Charity guarantee to contribute an amount not exceeding £1 to the assets of the Charity in the event of winding up. The total number of such guarantees at 31st January 2021 was 11. The Trustees are Members of the Charity, but this entitles them only to voting rights. The Trustees have no beneficial interest in the group or the Charity.

Auditors

haysmacintyre LLP are the Charity's auditors.

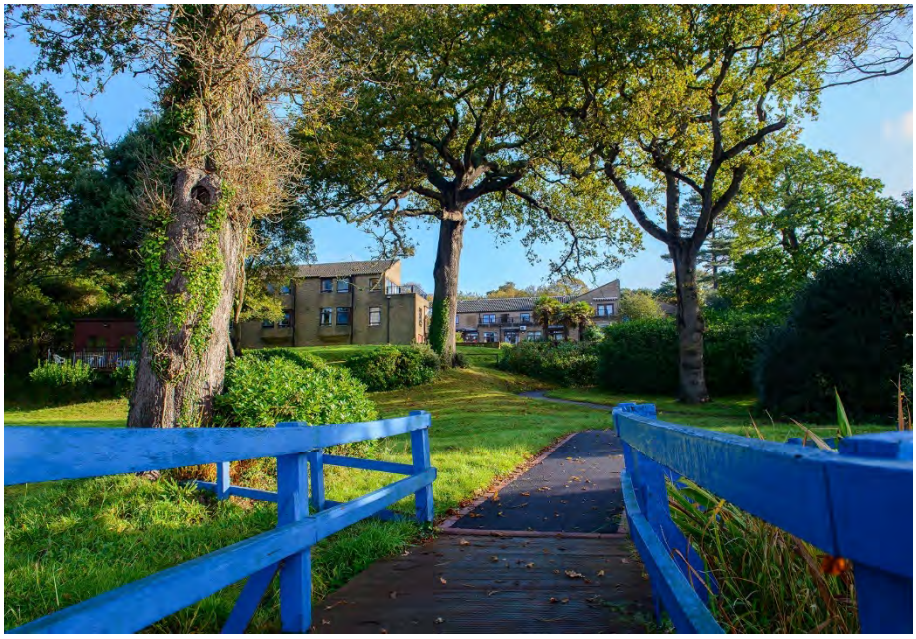
The Trustees' Report and the Strategic Report are hereby approved.
By order of the Board of Trustees



Rebecca Young
Company Secretary
8th July 2021


Revitalise








Revitalise
Revitalise
Jon: It's time to stick together, Great Britain needs to stick together,
stick by our carers, stick by our disabled people.

Independent Auditors' Report to the Members of Revitalise Respite Holidays

Opinion

We have audited the financial statements of Revitalise Respite Holidays for the year ended 31 January 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 January 2021 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report (which includes the strategic report and the directors' 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 the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

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

- adequate accounting records have not been kept by the charitable company; or
- the charitable 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 for the financial statements
As explained more fully in the trustees' responsibilities statement set out on page 32, 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the use of restricted funds, care quality compliance and compliance with employment law, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and Charities SORP.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to depreciation charges. Audit procedures performed by the engagement team included:

- Inspecting minutes of Trustees' meetings;
- Reviewing calculations for depreciation including reviewing estimated useful economic lives;
- Reviewing allocations and disclosures relating to restricted funds;
- Reviewing the latest CQC reports;
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical

accounting estimates. These related to depreciation and the pension deficit funding liability.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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.



Lee Stokes (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor

8 July 2021

10 Queen Street Place
London
EC4R 1AG

REVITALISE RESPITE HOLIDAYS

STATEMENT OF FINANCIAL ACTIVITIES (SOFA)

FOR THE YEAR ENDED 31 JANUARY 2021

	Notes	Un-restricted Funds £'000	Restricted Funds £'000	Total 2021 £'000	Un-restricted Funds £'000	Restricted Funds £'000	Total 2020 £'000
INCOME AND ENDOWMENTS FROM:							
Donations and legacies	**2**	**3,687**	**780**	**4,467**	1,696	395	2,091
Charitable activities:	**1g**	**5,537**	**-**	**5,537**	6,578	-	6,578
Other trading activities		**590**	**-**	**590**	1,088	-	1,088
Investment income		**5**	**-**	**5**	24	-	24
Other income							-
Total income		**9,819**	**780**	**10,599**	9,386	395	9,781
EXPENDITURE ON:							
Costs of raising funds		**322**	**-**	**322**	336	-	336
Charitable activities		**7,928**	**626**	**8,554**	8,495	279	8,774
Other trading activities		**838**	**-**	**838**	837	-	837
Business Development Costs	**3i**	**-**	**-**	**-**	257	-	257
Total expenditure	**3,4&5**	**9,088**	**626**	**9,714**	9,925	279	10,204
NET (EXPENDITURE)/INCOME BEFORE GAINS/(LOSSES) ON INVESTMENTS		**731**	**154**	**885**	(539)	116	(423)
Net gains/(losses) on investments		-	-	-	-	-	-
NET (EXPENDITURE)/INCOME		**731**	**154**	**885**	(539)	116	(423)
Transfers between funds							
Other Recognised Gains and Losses							
Gains/(losses) unrealised loss on investments		**5**	**-**	**5**	(49)	-	(49)
NET MOVEMENT IN FUNDS		**736**	**154**	**890**	(588)	116	(472)
RECONCILIATION OF FUNDS:							
Fund balances brought forward At 1 February 2020		**5,633**	**1,173**	**6,806**	6,221	1,057	7,278
Fund balance carried forward At 31 January 2021	**15,16**	**6,369**	**1,327**	**7,696**	5,633	1,173	6,806

There were no other recognised gains or losses, other than the above.

The accompanying notes are an integral part of this statement of financial activities.

REVITALISE RESPITE HOLIDAYS

BALANCE SHEET

FOR THE YEAR ENDED 31 JANUARY 2021

Company Number: 2044219

	Note	2021 £'000	2020 £'000
FIXED ASSETS			
Tangible assets	9	**3,234**	3,310
Investments	10	**35**	2
		3,269	3,312
CURRENT ASSETS			
Stocks	11	**18**	23
Debtors	12	**362**	1,624
Bank deposits and cash	13	**4,948**	3,215
		5,328	4,862
LIABILITIES			
Creditors: Amounts falling due within one year	14	**(781)**	(1,213)
NET CURRENT ASSETS		**4,547**	3,649
TOTAL NET ASSETS LESS CURRENT LIABILITIES		**7,816**	6,961
Creditors – amounts falling due after more than one year	14	**(120)**	(155)
Total net assets		**7,696**	6,806
THE FUNDS OF THE CHARITY			
Restricted funds	15	**1,327**	1,173
Unrestricted funds			
Fixed assets	16	**3,269**	3,312
Working capital	16	**3,100**	2,321
		6,369	5,633
TOTAL CHARITY FUNDS		**7,696**	6,806

The financial statements on pages 39 to 59 were approved by the Board of Trustees on 8 July 2021 and authorised for issued and are signed on their behalf by:

George Blunden
Chair

REVITALISE RESPITE HOLIDAYS

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 JANUARY 2021

	2021 £'000	2020 £'000
CASH FLOWS FROM OPERATING ACTIVITIES		
Net cash used in operating activities	**1,865**	(1,095)
CASH FLOWS FROM INVESTING ACTIVITIES		
Dividends, interest and rents from investments	**5**	24
Purchase of investments	**(28)**	(52)
Purchase of plant, plant and equipment	**(110)**	(425)
Disposal of fixed asset	**1**	282
Net cash (used in)/provided by investing activities	**(132)**	(171)
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of borrowings	**-**	(15)
Net cash used in financing activities	-	(15)
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD	**1,733**	(1,281)
Cash and cash equivalents at the beginning of the reporting period	**3,215**	4,496
Cash and cash equivalents at the end of the reporting period	**4,948**	3,215

	2021 £	2020 £
Reconciliation of net income to net cash Flow from operating activities:		
Net income from the reporting as per the Statement of financial activities	**890**	(472)
Adjusted for:		
Depreciation charge	**186**	125
Dividends, interest and rent from investments	**(5)**	(24)
(Gains)/losses on investments	**(5)**	49
Decrease in stocks	**5**	3
(Profit)/ loss on the disposal of fixed assets	**(1)**	-
Decrease /(Increase) in debtors	**1,262**	(785)
(Decrease)/ Increase in creditors	**(432)**	54
Decrease in defined benefit pension scheme liability	**(35)**	(45)
Net cash (utilised) by operating activities	**1,865**	(1,095)

1. ACCOUNTING POLICIES

A General information

Revitalise Respite Holidays is a private charitable company limited by guarantee incorporated in England (company number 2044219, charity number 295072). The registered office and principal place of business is at 212 Business Design Centre, 52 Upper Street, London N1 0QH.

The charitable company's principal activity is creating revitalising holidays for disabled people and carers – everything you'd expect from a holiday backed up by excellent nurse-led care and an army of brilliant volunteers to get the party started – and keep it going.

B Basis of accounting

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", the requirements of the Companies Act 2006 and under the historical cost convention, except as modified for the annual revaluation of fixed asset investments. Within the definitions of FRS 102, the charitable company is a public benefit entity. The financial statements have been prepared in accordance with the accounting policies set out in more detail below, to comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association of the charitable company, and Accounting and Reporting by Charities: the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2020). Figures are presented in sterling and rounded to the nearest pound.

C Going concern

The Charity's activities, current financial position, and factors likely to affect its future are set out in the Trustees' report. The Trustees are aware that the Covid-19 pandemic creates significant uncertainties for the organisation. To manage these uncertainties, the Trustees have modified the Charity's operating model, changing the way in which services are delivered, offering emergency respite care rather than providing holidays for disabled people. The Trustees have reviewed forecasts and cash reserves, which include two large donations, and concluded that the Charity has sufficient cash reserves to continue in operation for at least 12 months after the signing of the accounts. Although it is not certain that these efforts will be successful,the Trustees have taken action to mitigate the known uncertainties and are not aware of any material uncertainties regarding the Charity's ability to continue as a going concern and deliver its charitable objectives for at least the next 12 months. Therefore, the accounts have been drawn up on a going concern basis.

These financial statements show the results of the charitable company only. The accounts of the dormant companies have notbeen consolidated.

1. ACCOUNTING POLICIES (Continued)

D Donations

Donations and gifts are included in full in the statement of financial activities when received.

E Grants

Revenue grants are credited to the statement of financial activities when received or receivable whichever is earlier.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the Charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the Charity can meet such conditions, the income is deferred.

F Legacies

Income from legacies is accounted for on a receivable basis and is recognised in full in the financial statements in the period inwhich probate is granted, and where there is certainty of entitlement and the sum to be received.

G Income from charitable activities

Fees from breaks, holidays, continuing care and day services are recognised in the financial statements in the year in which thebreak or holiday occurs or the service is provided.

H Other Trading Activities

Income from the sales of goods and services is derived from ordinary activities and is stated net of VAT.

I Gifts in kind

Gifts in kind represent assets donated for distribution or use by the Charity. Assets given for use by the Charity are recognisedwhen receivable. Gifts in kind are valued at the amount the Charity would otherwise have paid for the assets. Donated goods forresale through Charity shops are not recognised in the financial statements as gifts in kind.

J Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis and, because the Charity is unable to recover any UK Value Added Tax paid, inclusive of that irrecoverable VAT. Expenditure is allocated to the particular activity where the cost relates directly to that activity. Overhead and other costs not directly attributable to particular functional activity categories are apportioned over the relevant categories on the basis of the activities given below.

Cost type	Basis of allocation
Office and HQ costs	Space and facilities
Operational Management	Activity numbers in Centres e.g. guest weeks
Information technology	Resources supported per department
Volunteer recruitment	Volunteer numbers supplied
Booking services	Numbers of guests booked
Marketing	Proportion of resources used

The costs shown under charitable activities by objective are the gross costs of running services. Staffare not allowed to carry forward holidays and therefore no provision is required. Staff termination costsare accounted for in the year in which they fall due.

1. ACCOUNTING POLICIES (Continued)

K Fundraising costs

Fundraising costs consist of the payroll costs of fundraisers together with their office costs and specific fundraising expenditure. Also included are associated IT and premises costs as well as an element of common central costs as above.

L Governance costs

These are the costs associated with the governance arrangements of the Charity which relate to the general running of the Charity as opposed to costs associated with fundraising or charitable activities. The costs will normally include external audit, legal advice for Trustees and costs associated with constitutional and statutory requirements such as thecost of Trustee meetings.

M Operating leases

Rentals payable under operating leases are charged to the Statement of Financial Activities over the period of the lease on a straight-line basis.

N Pension costs

The charitable company operates two defined contribution pension schemes with Nest and the Pensions Trust. The assets of the schemes are held separately from those of the charitable company in independently administered funds. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. There were no outstanding or prepaid contributions at the balance sheet date.

O Capitalisation policy and depreciation

Fixed assets, being assets with a useful life greater than one year, are stated at cost. Items purchased with a value greater than £500 are capitalised.

Depreciation is provided on fixed assets capitalised in the financial statements in order to write off the cost of each assetover its expected useful life on a straight-line basis, as follows:

Cars	3-5 years
Buses	3-5 years
Building equipment	5 years
Office equipment	5 years
IT systems	3 years
Operating equipment	5 years
Freehold and leasehold buildings:	
Freehold Buildings	50 years
Freehold Improvements	10 years
Leasehold Buildings	length of lease
Leasehold Improvements	length of lease - 10 years

Leasehold properties are amortised on a straight-line basis over the period of the leases.

Work in progress is not depreciated as the asset has not been brought into full economic use.

1. ACCOUNTING POLICIES (Continued)

P Value of land and buildings

The charitable company's interests in freehold and leasehold property are stated in the balance sheet at their current market valuations.

Q Stocks

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks. No value has been placed on donated goods held for resale.

R Deferred income

Income relating to future financial periods has been deferred and is shown in note 14 below. Income is deferred if the activity that it relates to takes place in a future period.

S Restricted funds

Such funds are subject to specific restrictions imposed by donors. The purposes and uses of such funds are set out in note 15 to the accounts.

T Unrestricted funds

Such funds are general funds or have been set aside at the discretion of the Trustees for specific purposes as set out in note 16 to the accounts. The Fixed Asset Fund represents the net book value of tangible fixed assets after the deduction of depreciation and taking into account any additions and disposals in the year.

U Foreign currencies

Transactions in foreign currencies are recorded at the rate prevailing at the date of the transaction. Monetary assets and liabilities are re-translated at the rate of exchange ruling at the balance sheet date. All differences are taken to the Statement of Financial Activities.

V Transfers between funds

Transfers are made from or between restricted funds when this is allowed by the terms of the donation or where permission has been obtained from the donor. Transfers are made from or between unrestricted funds following approvalby the Trustees.

W Debtors / Creditors Policy

Short term debtors are measured at transaction price, less any impairment. Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

X Significant Judgements Policy Statement

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Company's accounting policies. In the opinion of the trustees, the only estimate considered to be critical is estimating the useful economic life of tangible fixed assets.

REVITALISE RESPITE HOLIDAYS

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 JANUARY 2021

2. DONATIONS AND LEGACIES

	Unrestricted	Restricted	Total 2021
	£'000	**£'000**	**£'000**
Donations, Grants and Gifts	3,566	775	**4,341**
Legacies	121	5	**126**
Total	3,687	780	**4,467**

	Unrestricted	Restricted	Total 2020
	£'000	£'000	£'000
Donations, Grants and Gifts	487	393	880
Legacies	1,209	2	1,211
Total	1,696	395	2,091

	2021	2020
	£'000	£'000
Donations received from the Trustees during the year	**4**	4

3. TOTAL EXPENDITURE

This is stated after charging:

	2021	2020
	£'000	£'000
Audit fees	**24**	24
Depreciation	**186**	125
Operating rentals		
- equipment	**100**	62
- London Office rental	**71**	74
- Other assets	**195**	129

During the year 2 Trustees (2020: 5) received reimbursement of travel costs including those paid direct by the Charity totalling £173 (2020: £2,414) but no emoluments.

During the year, Trustees' indemnity insurance was provided at a cost of £1,932 (2020: £1,545).

3i Business Development Costs

These costs are written off from tangible fixed assets where they were classified as work in progress in 2019. They relate tothe investigation of the feasibility of acquiring a 4th Centre, a project which has now been abandoned for the time being.

4. Support costs directly attributed to services and fundraising activities

	Central Admin £'000	**Reservations £'000**	**Volunteers Department £'000**	**IT £'000**	**Marketing £'000**	**2021 Total £'000**
Funding costs	**57**	**-**	**-**	**20**	**5**	**82**
Breaks for disabled People and carers	**1,525**	**310**	**7**	**147**	**465**	**2,454**
Total:	**1,582**	**310**	**7**	**167**	**470**	**2,536**

	Central Admin £'000	Reservations £'000	Volunteers Department £'000	IT £'000	Marketing £'000	2020 Total £'000
Funding costs	44	-	-	20	29	93
Breaks for disabled People and carers	1,067	299	21	142	664	2,193
Total:	1,111	299	21	162	693	2,286

For details on apportionment basis see note 1h above.

5. Analysis of total expenditure

	Direct Staff costs £'000	Overheads & support costs £'000	Other £'000	Direct Depreciation £'000	Discounts/ Subsidiaries £'000	2021 Total £'000
Raising funds						
Investment for future	-	-	14	-	-	14
Management	222	82	-	-	-	304
Legacies						
Trusts	-	-	1	-	-	1
Corporate and Events	-	-	3	-	-	3
Total:	**222**	**82**	**18**	**-**	**-**	**322**
Charitable activities in Furtherance of the Charity's objectives:						
Breaks for disabled people And carers	3,100	2,454	1,933	170	874	8,531
Governance costs	-	-	23	-	-	23
Total:	**3,100**	**2,454**	**1,956**	**170**	**874**	**8,554**
Other trading activities						
Costs of charity shops	439	-	371	16	-	826
Costs of other activities	-	-	12	-	-	12
Total:	**439**	**-**	**383**	**16**	**-**	**838**
Business development costs	-	-	-	-	-	-
Total expenditure:	**3,761**	**2,536**	**2,357**	**186**	**874**	**9,714**

5. Analysis of total expenditure

	Direct Staff costs £'000	Overheads & support costs £'000	Other £'000	Direct Depreciation £'000	Discounts/ Subsidiaries £'000	2020 Total £'000
Raising funds						
Investment for future	-	-	25	-	-	25
Management	179	93	-	-	-	272
Legacies	-	-	5	-	-	5
Trusts	-	-	1	-	-	1
Corporate and Events	-	-	33	-	-	33
Total:	179	93	64	-	-	336
Charitable activities in Furtherance of the Charity's objectives:						
Breaks for disabled people And carers	3,858	2,183	1,737	125	848	8,751
Governance costs	-	-	23	-	-	23
Total:	3,858	2,183	1,760	125	848	8,774
Other trading activities						
Costs of charity shops	436	-	357	-	-	793
Costs of other activities	-	-	44	-	-	44
Total:	436	-	401	-	-	837
Business development costs	-	-	257	-	-	257
Total expenditure:	4,473	2,276	2,482	125	848	10,204

The 'Overheads and support costs' shown above include the full costs of providing accommodation and management support for the fundraising department, along with the costs of providing marketing, public relations and communications for the department.

The total direct staff costs and the direct depreciation costs shown above include only those costs which can be directly attributed to an activity. The total staffing costs for the organisation are shown in note 6 below which incorporates the costs ofboth direct and indirect staffing. Governance costs comprise audit costs as per note 3.

6 Staff Costs

	2021 £'000	2020 £'000
Staff costs and numbers were as follows:		
Salaries	**4,790**	4,518
Social security costs	**382**	347
Other pension costs	**100**	88
Redundancy/ Termination costs	**26**	1
	5,298	4,954
Total emoluments paid to staff (excluding social security costs)	4,916	4,606

During the year the Charity also spent £294,272 (2020: £413,129) on agency staffing.

	2021 No.	2020 No.
£150,000 - 159,999	**1**	-
£100,000 - 109,999	**-**	1
£90,000 - 99,999	**1**	1
£80,000 - 89,999	**1**	-
£70,000 - 79,999	**-**	1
£60,000 - 69,999	**1**	-

Total pension contributions for these employees were £9,672 (2020: £4,343).

Total remuneration paid to key management in the year was as follows:

	2021 £'000	2020 £'000
Remuneration paid to key management	**457**	411

Key management are as described in the Trustees' Report

The average number of employees in the years was as follows:

	2021 £'000	2020 £'000
Full time equivalents:		
Breaks for disabled people and carers	**128**	138
Fundraising	**4**	4
Support services	**20**	19
Charity shops	**21**	19
	173	180
Individuals:		
All employees	**260**	255

7 Major component parts of expenditure

	2021 £'000	2020 £'000
Cost of sales	**9**	23
Staffing, agency, training and uniform costs	**5,875**	5,616
Rents	**308**	329
Property maintenance and cleaning	**291**	373
Telephones and postage	**126**	116
Water and energy costs	**257**	338
Event costs	**20**	164
Food costs	**155**	288
Medical sundries	**93**	19
Volunteer fares	**4**	46
Insurance	**190**	183
Vehicle running costs	**128**	179
Stationery and printing	**154**	158
Professional & consultancy fees	**402**	296
Depreciation	**186**	125
Marketing	**313**	473
Guest Subsidies / Discounts	**874**	848
Profit on Sale of Fixed Asset	**(1)**	-
Business development costs	**-**	257
New centre	**-**	19
Other	**330**	354
Total	**9,714**	10,204

8. Taxation

The Charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

9 Tangible fixed assets

	Freehold Land and Buildings £'000	Leasehold Land and Buildings £'000	Furniture and Equipment £'000	Motor vehicles £'000	Total £'000
Cost at book value					
At 1 February 2020	6,419	2,090	481	454	9,444
Additions	84	10	16	-	110
Disposals	-	-	-	(111)	(111)
At 31 January 2021	**6,503**	**2,100**	**497**	**343**	**9,443**
Depreciation					
Cost at book value					
At 1 February 2020	3,435	1,899	349	451	6,134
Charge for the year	118	42	23	3	186
Disposals				(111)	(111)
At 31 January 2021	**3,553**	**1,941**	**372**	**343**	**6,209**
Cost at book value					
At 1st February 2020	2,984	191	132	3	3,310
At 31 January 2021	**2,950**	**159**	**125**	**-**	**3,234**

The value of land within land and buildings that is not depreciated amounted to £889,330 (2020 - £889,330).

10 Investments

	2021 £'000	2020 £'000
Investment movements during the year are as follows:		
Market value as at 1 February	**2**	-
Investments gifted during the year	**28**	52
Revaluation	**5**	(50)
Market value as at 31st January 2021	**35**	2

11 Stocks

	2021 £'000	2020 £'000
Goods for resale		
Food Stocks	**13**	17
	5	6
Total	**18**	23

12 Debtors

	2021 £'000	2020 £'000
Trade debtors	**184**	117
Other debtors	**5**	70
Prepayments	**99**	154
Accrued income	**74**	1,283
	362	1,624

13 Bank deposits and cash

	2021 £'000	2020 £'000
Deposits held by the Charity	**2,225**	1,185
Current accounts	**2,721**	2,028
Cash holdings	**2**	2
	4,948	3,215

14 Creditors

	2021	2020
	£'000	£'000
Amounts falling due within one year:		
Trade creditors	**223**	367
Other creditors	**10**	59
Accruals	**89**	87
Taxation and social security	**111**	112
Deferred income	**310**	551
Defined benefit pension scheme liability	**38**	37
	781	1,213
Amounts falling due after one year:		
Defined benefit pension scheme liability	**120**	155
The movement in deferred income is analysed as follows:		
As at 1st February 2020	**551**	440
Transferred to the income and expenditure account	**(533)**	(440)
Income received in advance	**292**	551
As at 31st January	**310**	551

15. Restricted Funds

The following funds are derived from donations given for particular purposes

	As at 1 Feb 2020 £'000	**Income £'000**	**Expenditure £'000**	**As at 31 Jan 2021 £'000**
Balcombe trust	**-**	30	-	**30**
Barclays charitable trust	**-**	100	(100)	**-**
Capital Campaign	**947**	-	-	**947**
Clothworkers' Foundation	**13**	-	(13)	**-**
Garfield Weston	**-**	300	(300)	**-**
Interest	**23**	-	-	**23**
Joan Brander	**87**	-	(14)	**73**
Longleigh Foundation	**-**	20	-	**20**
National Lottery Fund	**-**	109	(42)	**67**
Royal Air Force Benevolent Fund	**8**	-	(5)	**3**
Other	**95**	221	(152)	**164**
Total restricted fund	**1,173**	**780**	**(626)**	**1,327**

	As at 1 Feb 2019 £'000	Income £'000	Expenditure £'000	As at 31 Jan 2020 £'000
Joan Brander	87			87
ABF - The Soldiers Charity	-	57	(57)	-
Royal Air Force Benevolent Fund	-	12	(4)	8
The Royal Navy Benevolent Trust	-	11	(11)	-
Clothworkers' Foundation	-	32	(19)	13
Capital Campaign	947	2	(2)	947
Interest	23	-	-	23
Other	-	281	(186)	95
Total restricted fund	1,057	395	(279)	1,173

15 Restricted funds (continued)

The categories of funds above are defined as follows:

Ellerslie Court	These funds were received through the transfer of assets from the Southport & District Cerebral Palsy Association (SDCPA). The expenditure represents the depreciation charge on the Ellerslie Court property and assets, formerly owned by that Society.
Other Revenue funds	These funds are predominantly held for supporting guests with financial needs orfor those from specific geographical areas in taking a break at a Revitalise Centre. The largest such fund is the Joan Brander Memorial Fund. Other revenue funds held are generated from restricted donations to support the work of Revitalise in other ways.
Capital Campaign	These funds have been received in response to the Charity's capital campaign for the construction of a fourth respite centre.

16 Unrestricted funds

	As at 1 Feb 2020	**Income**	**Expenditure and investment losses**	**Net income/ (expenditure)**	**Transfers**	**As at 31 January 2021**
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Tangible Fixed Asset Fund	**3,312**	**148**	**(191)**	**(43)**	**-**	**3,269**
Working Capital Fund	**2,321**	**(148)**	**197**	**49**	**730**	**3,100**
Net Movement in Funds	**-**	**9,818**	**(9,088)**	**730**	**(730)**	**-**
	5,633	**9,818**	**(9,082)**	**736**	**-**	**6,369**

	As at 1 Feb 2019 £'000	Income £'000	Expenditure £'000	Net income/ (expenditure) £'000	Transfers £'000	As at 31 January 2020 £'000
Tangible Fixed Asset Fund	3,292	428	(408)	20	-	3,312
Working Capital Fund	2,929	(428)	516	88	(696)	2,321
Net Movement in Funds	-	9,386	(10,082)	(696)	696	-
	6,221	9,386	(9,974)	(588)	-	5,633

16 Unrestricted funds (continued)

Tangible Fixed AssetFund	The Tangible Fixed Asset Fund incorporates the value of fixed assets held by the Charity and used in theprovision and administration of services. Any assets purchased by the Charity are paid for by the Working Capital Fund and the value of these is then transferred to the Fixed Asset Fund. Conversely thevalue of depreciation charged on fixed assets for the year and impairment are passed back from the Fixed Asset Fund to the Working Capital Fund. During the year the sum of £1k was disinvested in capital expenditure.
Working Capital Fund	See reserves policy on page 28 of the Trustees' report.

17 Share capital

The Charity is a company limited by guarantee and has no share capital.

18 Assets and liabilities representing funds

	Fixed Asset fund £'000	Working Capital Fund £'000	Restricted funds £'000	2021 Total £'000
Represented by				
Fixed assets	3,269	-	-	3,269
Net current assets	-	3,220	1,327	4,547
Creditors - due after 1 year	-	(120)	-	(120)
	3,269	3,100	1,327	7,696

	Fixed Asset fund £'000	Working Capital Fund £'000	Restricted funds £'000	2020 Total £'000
Represented by				
Fixed assets	3,312	-	-	3,312
Net current assets	-	2,476	1,173	3,649
Creditors - due after 1 year	-	(155)	-	(155)
	3,312	2,321	1,173	6,806

19 Lease commitments

	2021 £'000	2020 £'000
The future minimum operating lease payments for the group and the Charity are as follows;		
Within one year	**294**	345
Between two and five years	**321**	504
	615	849

20 Capital Commitments

As at 31 January 2021 the Charity had capital commitments totalling £ Nil (2020: £0).

21 Pension Scheme

The Charity's current employees are members of two defined contribution schemes, with Nest and Series 4 of the Pensions Trust multi-employer scheme. In previous years the Charity had employees in Series 1, 2 and 3 of the Pensions Trust multi- employer scheme. These series of the scheme are defined benefit schemes in the UK.

It is not possible for the company to separately identify its assets and liabilities to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme under FRS 102.

The company is required to pay additional recovery plan contributions in line with the estimated share of the Series 1 and Series 2 scheme liabilities. During the year the contributions totalled £ 35,701 (2020 £33,427).

The recovery plan will be reviewed at each triennial valuation. The last such valuation was carried out at 30 September 2017. The next two being in 2020 and 2023, which could result in a change in the contribution value.

At 30 September 2017 the valuation showed assets of £795m, liabilities of £926m and a deficit of £131m. The equivalent valuation at 30 September 2014 showed assets of £793m, liabilities of £970m and a deficit of £177m.

There is a requirement to provide in the accounts for the deficit contributions to be made under the recovery plan. This liability is stated in note 14 and the reconciliation of opening and closing provisions is as follows:

21 Pension Scheme (continued)

	2021	2020
	£'000	£'000
Provision at start of period	**192**	237
Unwinding of the discount factor (interest expense)	**1**	-
Deficit contribution paid	**(37)**	(35)
Remeasurements - amendments to the contribution schedule	**2**	(10)
Provision at end of period	**158**	192

The provision for the defined pension scheme liability has been discounted by 0.37 % as of 31 January 2021 (31 January 2020 - 0.97%).

22 Post Balance Sheet Events

Following the year end it has been decided to temporarily close the Netley Waterside centre while extensive refurbishment is carried out to transform the property into a centre of excellence in accessible design and care support for people with disabilities, including innovative technological development. The financial impact of this project has an initial one off cost of £115k then from August 2021 to January 2022 ongoing costs of between £60k and £180k. Closing the centre reduces the forecast operating losses for the same period, as the building is not in a state to attract holiday guests.

This is considered a non-adjusting post balance sheet note event and the going concern statement within the accounting policies sets out what steps the trustees have taken to manage any associated risks and uncertainties with this project.


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LODGE




Anne Meader
Carers Together
Hello I'm Anne Meader and I work for Carers Together.







