

ROMSEY MILL TRUST

**CONSOLIDATED REPORT AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021**

ROMSEY MILL TRUST

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

CONTENTS:	PAGE:
Board of Management Report	1 - 18
Auditor's Report	19 - 21
Consolidated Statement of Financial Activities	22
Consolidated Balance Sheet	23
Charity Balance Sheet	24
Consolidated Statement of Cash Flows	25
Notes to the Financial Statements	26 - 35

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Registered Charity Number: 1069905

Registered Company Number: 03556721

**BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021**

The trustees are pleased to present their annual Board of Management Report together with the financial statements of the charity for the year ending 31st March 2021 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued October 2019 (effective 1st January 2019).

BACKGROUND

Romsey Mill is a Cambridge based charity, creating opportunities with young people, children and families in Cambridgeshire and Peterborough. Established as a community organisation in 1980, to provide facilities and develop activities with young people, families, and the wider community as an expression of Christian faith in action, Romsey Mill Trust became constituted as a charitable company in 1998.

Today, Romsey Mill is creating a wide range of opportunities with young people, children and their families, and local communities, that include: growing social connections and relationships; developing positive and developmental activities; providing practical and emotional care; enabling learning and skills progression; supporting equity and participation; nurturing compassion and well-being; fostering joy and hope. The Romsey Mill team are alongside families with pre-school children, teenage mothers and young fathers, children and young people living through serious life challenges. Romsey Mill also collaborates with, and provides support and guidance to, a range of community groups and organisations.

DIRECTORS/TRUSTEES

The directors of the charitable company (the charity) are its Trustees and are collectively referred to as the Board of Management (the Board). The members of the Board of Management during the year were as follows:

Alistair Barry
Cara Cooper
Julian Hildersley
Kim Pearson
Tim Phipps
Marion Saunders
Angela Single (Chair of Trustees)
Nigel Taylor
Stewart Taylor

LEADERSHIP & MANAGEMENT

Neil Perry (Chief Executive Officer)
James Bennett (Programme Manager)
Diane Hicks (Operations & Resources Manager)
Neil Thompson (Fundraising & Communications Manager)

OBJECTIVES, ACTIVITIES AND PUBLIC BENEFIT

Romsey Mill's Vision, Mission and Objects:

Romsey Mill's vision is of transformed society where all young people, children, and families fully belong, positively contribute, and thrive.

Working to make this vision a reality, the mission and intent of Romsey Mill is to create opportunities with young people and families to overcome disadvantage, promote inclusion and develop personal, social, and spiritual wellbeing.

The current geographical focus of our charitable work is Cambridgeshire and Peterborough.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021

Romsey Mill's vision for the future and purpose in the present are inspired by beliefs and values rooted in Christian faith. We work openly and inclusively with people of any faith and of none. Romsey Mill's charitable Objects are set out in our Memorandum of Association and can be summarised as follows:

- (a) To advance education
- (b) To promote good citizenship for the public benefit with the commitment to promote equal opportunities for those individuals and groups who encounter discrimination
- (c) To advance the Christian faith
- (d) To provide help, advice, and positive support to those in economic or other need or hardship
- (e) To promote and fulfil such other charitable purposes as the Trustees may from time-to-time think fit

Principal Aims & Activities:

In pursuance of our charitable objectives and to achieve our strategic outcomes, Romsey Mill puts relationships at the heart of who we are and all that we do. In our commitment to overcoming disadvantage and growing opportunities and skills with young people children and families, we collaborate to develop more connected and resilient communities. We employ diverse and flexible ways of engaging with participants. For families with young children this includes early years care & education; parenting support at home and in community settings; adult learning and life skills courses. For young people this includes detached, tailored, and open access youth work; outreach into schools; mentoring 1-to-1 and in small groups; interest-based activities (including arts, music, music technology, sports); alternative education & vocational courses; leisure, cultural and outdoor residential experiences.

The Romsey Mill team builds relationships with young people, children and families in Cambridgeshire and Peterborough, particularly with those experiencing multiple life challenges and significant disadvantage. We are co-creating and continually shaping our programmes with participants and partners; we work to develop facilities that are local hubs of welcome, belonging and purpose.

During the 2020-21 year that this report relates to, Romsey Mill's activities were impacted to varying extents, depending on context, by the COVID pandemic. Even so our work continued to be developed, directed, and delivered within the following spheres:

- *Pre-School* – growing local community connections and directly supporting families by providing care and education for children from the term after their second birthday to when they start nursery or reception class at primary school. Operating from our two purpose-designed Ofsted registered settings, children enjoy being together, learning and growing through creative play and other shared activities. Our Early Years care and education includes communication and language; physical development; personal, social, and emotional development; literacy; mathematics; understanding the world; expressive arts and design.
- *Young Parents* – Coordinating the improvement of support available to young parents across Cambridgeshire and leading the direct provision of support, in Cambridge, for teenage and *young* parents (first-time mums 19 and under, dads up to 25). We provide expert personal, educational, health and parenting support (including advice about housing, finances, training, and employment) to equip young parents and their children for positive futures.
- *Aspire* – creating social space with enjoyable activities, providing learning support and mentoring, and developing life skills, with young people (age 9-18+ years) on the autistic spectrum. As a developmental spectrum condition, Autism affects people in very different ways. However, there are certain traits that most autistic people experience which affect the way they communicate, relate to others, and make sense of the world around them. Alongside developing positive group activities in response to the interests and needs of young people with autism, our *Aspire* team (staff and volunteers) model and teach practical life-skills that help the young people to prepare for and progress, as well as possible, into adulthood. Our staff members give parents direct support, link with schools, and sign-post families to other places of help and advice.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021

- *Youth Development* – building supportive relationships with 13-25-year-olds who are facing considerable life challenges, co-creating positive activities, offering advice, skills development and guidance into education, training, and employment. Our Youth Development Team's work integrates community-based activities and young-person led projects, 1-1 support and mentoring, Alternative Education in partnership with schools, personal & spiritual development initiatives in partnership with local churches, post-16 and post-19 progressions support/guidance.
- *Community Development* – Romsey Mill helps to grow relationally connected communities. We encourage and facilitate community members to come together and develop initiatives which generate solutions to common challenges (usually focussed on building stronger and more resilient local communities for young people, children, and families). We promote equality, inclusion, diversity and social justice, through the organisation, education, and empowerment of people within their communities. Romsey Mill manages community buildings and facilities that are available for full use by the general public. We have also set up and continue to run social enterprises offering a range of volunteering and training opportunities.

We work from a variety of community buildings and facilities across Cambridge, the South Cambridgeshire district, and in Hampton (Peterborough). *Romsey Mill Centre*, located in Cambridge city, is the main office for Romsey Mill's team.

Our work is financially resourced through donations from individuals and groups/organisations/businesses, grants from Trusts and Foundations, statutory grants & contracts, and Romsey Mill's own 'enterprise-income'. This social enterprise activity includes training courses, a charity retail shop offering a range of affordable clothing and household items, a community-run coffee shop, and the hire of meeting rooms and other facilities. For the most part our services are free of charge to participants; where there is a cost for some specific activities, concessions are made for people in financial need.

Romsey Mill engages in partnership working and collaboration with a broad range of groups and bodies including other voluntary organisations, churches, schools, colleges, universities, community-led groups, local businesses and larger companies, local authorities, and other public sector bodies. Partnership work offers more effective ways to engage with young people, children and families and grow community capacity and resilience than acting alone.

Staff and Volunteers:

On 31st March 2021, the Romsey Mill salaried staff team comprised 51 employees (2020 - 52): 19 full-time (2020 - 18); 32 part-time (2020 - 34); with a full-time-equivalent of 33.6 staff members (2020 - 33.7). Volunteers continue to fulfil vital roles within the life of Romsey Mill across many areas of our programme activities and operations. In the 2020-2021 year, our work benefitted from the commitment and skill of 75 regular volunteers (2020 - 74). Romsey Mill would usually be supported by 70+ volunteers at one-off events or activities but due to Covid restrictions we did not run our normal schedule of events. Students undertaking courses of study with Anglia Ruskin University, University of Cambridge, and local Sixth-Form Centres normally undertake placements with Romsey Mill as part of their learning. These opportunities were significantly reduced due to Covid, but we still had a student with us on long-term placement from Ridley Hall (University of Cambridge). Romsey Mill's trustees/company directors all give their time, experience, and skill on a voluntary basis.

Public Benefit Statement:

Through clear planning, review, and reporting processes, our Board of Trustees take into consideration, on a continual basis, how activities will contribute to the charitable objects, mission, and strategic priorities of Romsey Mill. The Board also re-evaluates the strategic priorities of the charity from time to time to ensure that they meet current needs and remain focused on the charity's stated purposes. In doing this Romsey Mill Trustees confirm that they have complied with their duty to have due regard to the Charity Commission's general guidance on public benefit. The 'Achievements and Performance' section of this report provides a summary of how Romsey Mill's activities have provided benefit to a broad range of people.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021

Specific objectives set for 2020/2021:

- Implement the new 'Development Matters' Early Years curriculum within Romsey Mill settings.
- Continue development of partnership working and secure new sources of funding, including from Trust Funders and local community, for our Youth Development Team's work with vulnerable young people in Peterborough and Cambridge.
- Increase Romsey Mill's delivery of accredited youth work training opportunities for volunteers and career youth workers in Cambridgeshire and Peterborough.
- Grow new opportunities to support *Aspire* young people in their formal education, including through exploring the possibility of funded work from schools / colleges to support young people on their rolls who participate with Romsey Mill groups.
- Build on the success of securing Short Breaks contract and increase awareness and support for Romsey Mill's *Aspire* Programme, in particular from the local community.
- Respond to Young Parents Support contract recommissioning process to secure new multi-year funding for YPP from January 2021.
- Commence the new Comic Relief 'Children Survive and Thrive: Rise and Shine' project with parents and their children.
- Continue partnership work to progress building plans and funding for a new Youth Building in Cambourne.
- Broaden partnership relationships in Peterborough to help embed sustainable Romsey Mill presence.
- Complete configuration and implementation of new Donorfy CRM system and launch new Romsey Mill website.
- Further develop Romsey Mill's understanding and articulation of our Theory of Change, with a focus on the Youth Development Team in 2020.
- Continue research and development of Relational thinking and practice within Romsey Mill, recognising that when relationships are valued and put at the heart of what we do, people are happier and healthier, and services are more effective and efficient.

Achievements and Performance

The following details includes general achievements and performance as well as progress against the specific objectives set for 2020/2021:

The spread of the Covid pandemic through 2020 and into 2021, with the consequent lockdowns and social distancing as well as transmission of the virus, had an impact on all sectors including the charity sector. Throughout the year, Romsey Mill's operational priority remained the safeguarding of vulnerable and at-risk children, young people, and families; our teams adapted their approaches to the provision of services and support accordingly. We moved to online platforms and used a range of digital tools and applications for communication, engagement, and delivery. Our staff team transitioned to home working environments, whilst Romsey Mill Centre continued to operate as a hub for a core team of staff. Later in the year we adapted again, enabling staff team members to carry out their work both from Romsey Mill buildings and home working spaces.

During the first period of the National lockdown, most members of Romsey staff team were initially furloughed. Exceptions to this were the Leadership and Management Team and our Finance Officer, our *Aspire* Co-ordinator, our Pre-School Co-ordinator and three other members of Pre-School team, and our YPP Lead Development Worker. Thereafter, as we worked through the year, the Romsey Mill team responded to government guidance (both national and local) carefully, and we opened up our support and services as soon and as much as we were permitted to.

We continued to support young people and families, particularly those facing food poverty, mental health difficulties and safeguarding issues (CSE, domestic violence, abuse etc.), responding to challenges and crises as they arose. We provided Early Years care and education to the children of key workers. Romsey Mill also performed an important role in helping to coordinate and support local community responses to the crisis in Petersfield and Coleridge; and offering advice to the mutual aid group in Romsey, as and when requested.

The Romsey Mill team worked with care, flexibility, and resilience through this testing period. In line with Romsey Mill's charitable objects, the following were key achievements during the 2020-21 year:

**BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021****Advancing education:**

Learning opportunities, informal and more structured, continued to be delivered across all of our Programmes. Romsey Mill acted effectively in response to circumstances, either adapting delivery to virtual spaces or rescheduling in-person activities to later in the year when lockdown restrictions were eased. Even through this difficult period, the content of learning activities continued to be developed with the young people, children, and families that Romsey Mill team are alongside. Our team responded to challenges, needs and opportunities with determination and dedication.

During the initial lockdown, we operated our *Pre-School* care and education from a single setting, focussing on support for vulnerable families and for children of Keyworkers. Due to the lower numbers of children attending and opening only one setting during this time, we took the decision to run our Pre-school with three staff members on a rolling rota with other staff members being furloughed. As lockdown restrictions changed (with the Government guidance stipulating that Early Years settings were no longer required to keep children in small, consistent groups of below 16) we re-opened both settings. Staff team members continued to support all the families who were registered with us through weekly 'Safe and Well' phone calls to help ensure families weren't becoming isolated. The team also supported families to access Foodbank and other welfare provision.

Across our two *Pre-School* care and education settings (both in Cambridge city) we had 56 children on register (previous year: 67). Of these, 32 children were eligible for the 2-year-old funding entitlement for disadvantaged families (previous year: 25). Most of our other children were in receipt of the Government's 3-year-old funding grant, with only 2 families paying any fees. Some children who were due to start with us for the first time in 2020 didn't come because of Covid lockdowns and some other children, already registered and attending pre-Covid, didn't return after the first lockdown as parents were too nervous about coming back. As recognised in the Duchess of Cambridge's research on early years, good quality early education has a positive impact on young children's development, while childcare more broadly enables parents and carers to work and often gives children the opportunity to interact with other children and try new things in a safe space. Childcare providers have been a vital part of the nation's response to COVID-19 and councils worked closely with them to ensure that vulnerable children and critical workers had the childcare they need. Updates to the Early Years Foundation Stage Statutory Framework, which defines the standards that school and childcare providers must meet for the learning, development, and care of children from birth to 5, came in during the first 6-months of 2020. Romsey Mill's Pre-School Coordinator and other staff have worked to revise our curriculum to meet new requirements.

Prior to Covid, Romsey Mill's *Family Work* had offered weekly drop-in sessions, where babies and pre-school children played together whilst their parents/carers benefited from opportunities to grow friendships and access higher level support, as needed, from our Family Worker. The numbers participating in these 'Little Millers' sessions had grown to around 280 families attending each term. Due to the need to work within social distancing restrictions and because we prioritised our support to the most vulnerable families, we decided to re-direct our family worker to support participants who were with our Young Parents Programme. We will consider the needs and opportunities for re-establishing our wider family work in 2022.

Romsey Mill's *Young Parents Programme* (YPP) adapted our offer of educational courses in response to the remarkable circumstances brought about by the pandemic. The overall number of participants engaging in structured learning opportunities was understandably lower than for the previous year, but we were encouraged with the number of parents who managed to move on-line for our rolling Ante-natal courses.

- The 'SHINE' self-esteem and confidence building course didn't happen because of initial lockdown restrictions.
- Our 'Healthy Cooking on a Budget' course (10 weekly sessions) was postponed but did run in the Autumn of 2020 when we welcomed four young mums, attending in-person.
- Our 'Arts Award' (Bronze level, 10 weekly sessions) delivered in collaboration with the Fitzwilliam Museum, ran on-line from Romsey Mill Centre between Jan-Mar 2021. We welcomed a smaller group of three learners. Numbers were low partly because of social distancing and partly because many parents were anxious about venturing out, even with risk assessments and protections in place.

**BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021**

- We ran five 'Antenatal' courses online, with a total of 21 mums and 5 dads participating. The last of these courses was completed after the end of the reporting year. This level of engagement was very positive, particularly given that many young parents didn't have access to a laptop or good wi-fi and so had to use their mobile phones to join.
- In November of 2020, a 'First Aid' course was delivered online with 4 mums and 2 dads attending.
- Having gained confidence in learning on a short course in a supportive environment, a significant number of young parents normally choose to continue their development by starting a full-time/ part-time college course or engaging in work. There were fewer young parents progressing on into college in the autumn of 2020, due in the main to lower confidence and aspiration brought about through the severe circumstances of Covid.

Romsey Mill responded to Cambridgeshire County Council's Young Parents Support Contract recommissioning process, and we successfully secured new multi-year funding for YPP from January 2021. The focus of activity under this new contract shifted from the previous contract; Romsey Mill is now funded to provide support for other agencies and organisations across Cambridgeshire, to improve the offer of tailored support and guidance to young parents county-wide. Additionally, at the start of 2021 Romsey Mill commenced the new Comic Relief funded 'Children Survive and Thrive: Rise and Shine' project with young parents and their children in Cambridge city.

Throughout 2020-2021 our *Youth Development Team* modified and tailored their programmes to continue to create informal learning opportunities and deliver more structured education sessions with young people in local communities, so that they could gain experience and grow skills. The range of regular learning activities was more targeted towards the most vulnerable young people. Open-Access Youth Clubs could not operate through the pandemic and so our engagement with young people was focussed on one-to-one and smaller group work with those most at risk. In the first part of the year most of this was on-line and in open spaces. As we moved through the year the range of support and activities we were permitted to offer changed, and so we were able to re-establish group work indoors alongside the outside sports and small-group music studio sessions. The adventurous activities and educational trips that are normally part of the offer we create with and for young people, did not happen during the year due to Covid restrictions.

During the year we developed, in a notable way, our Youth Work Training courses:

- 46 learners completed a Level-2 course with 36 learners achieving the qualification.
- 7 learners completed the Level-3 course with 5 learners achieving the qualification.
- We ran four online 'Detached Training' workshops for youth workers within the county, funded by Cambridgeshire County Council and the City Council with 33 learners attending.
- In January 2021 we ran an online seminar for staff from another organisation (Youth for Christ) as part of their annual conference on 'Reaching young people on the margins' with over 60 people in attendance.

Children and young people in our *Aspire Programme* have an autistic spectrum condition, which affects people in very different ways. However, there are certain traits that most people with autism experience to some extent including:

- Difficulty recognising or understanding other people's emotions and expressing their own.
- Being over- or under-sensitive to things like loud noises and bright lights and finding crowded noisy spaces challenging.
- Preferring familiar routines and finding unexpected changes to those routines challenging or distressing.
- Having intense and specific interests in things.
- Difficulties reading body language, understanding sarcasm and facial expressions.

**BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021**

All of these traits can be experienced to lesser or greater degrees and can have a detrimental impact on a young person's engagement with and progression in education. Romsey Mill's *Aspire* team moved our regular group meetings online as lockdown ensued. The level of engagement from young people was very good. For those who were most vulnerable and did not engage virtually in the first few months of Covid, we put in place steps to provide in-person one-to-one support as soon as we could. Across the year, we engaged 142 young people (previous year: 126) in positive activities and one-to-one mentoring sessions, online and in-person, that helped them grow self-efficacy and confidence and improve vital communication skills and other social aptitudes. *Aspire* team members undertook a survey with children/young people and their parents in City and South Cambridgeshire (55 children/young people and 70 parents responded to the survey), and their feedback included the following comments linked to education:

- 88% of children and young people strongly agreed or agreed that they sometimes feel stressed, anxious or overwhelmed at school; 94% of parents strongly agreed or agreed that this is true for their child.
- 58% of children and young people strongly agreed or agreed that being at an *Aspire* youth club helps them cope better with school; 78% of parents strongly agreed or agreed that this was the case for their child.

In the autumn term 2020 and spring term 2021 we began delivering school-based mentoring to support autistic young people who had struggled to remain engaged in education after the first lockdown. We provided weekly one-to-one sessions for 6 young people, which were funded by schools. From within our *Aspire Plus* group, we also supported 2 young people as they progressed on to university during the year.

Promoting good citizenship for the public benefit with the commitment to promote equal opportunities for those individuals and groups who encounter discrimination:

Romsey Mill are intentional about working in ways that help to ensure that individuals and groups who encounter discrimination more often have equal opportunity to contribute to and benefit from support. We are also motivated to promote commitment and active social responsibility in local areas, to meet needs and to enhance community capabilities.

Over the year, in spite of all the Covid challenges, Romsey Mill created opportunities with young people, children, and families from diverse social, cultural, and ethnic backgrounds. Though volunteering opportunities were restricted and negatively impacted because of social distancing requirements, our teams made the most of creating opportunities and responding to offers of support.

Romsey Mill's *Pre-School and Young Parents Programme* teams were helped by 9 volunteers (previous year: 14) who participated in the provision of early years care & education and family support.

Our *Aspire* Programme benefitted from 8 volunteers (previous year: 31) including 4 volunteers who have autism themselves and were participants within *Aspire* when they were younger. Creating volunteering opportunities with people who have Autism continued to be a very important part of our work to promote and improve equal opportunities.

The numbers of young people that our *Youth Development Team* regularly engaged with was lower than in previous years, with 766 young people in Romsey Mill facilitated positive support and activities (previous year: 1116). However, our time and efforts were directed to those young people in greatest need who were regularly facing significant crisis situations. We continued to practice a positive relationships and strengths-based approach so that the young person and the youth worker develop opportunities, responses and outcomes that draw on the young people's strengths and abilities. During the reporting year, 14 young people acting as young leaders, plus a further 53 volunteers, were involved in supporting Romsey Mill's Youth Development Team activities, all within the safety requirements of Covid. This expression of active citizenship enhances Romsey Mill's capacity to create opportunities with young people in local communities.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021

Our overall group of volunteers comes from and is largely representative of the diverse communities where Romsey Mill is present and active. All of our work is improved through the time, skills, and resources that individuals and teams of volunteers contribute. In addition to enriching Romsey Mill's Programme activities, volunteer endeavours provide vital support to fundraising, administrative, and governance functions.

Advancing the Christian faith:

It was a group of local people and churches, energised by their shared Christian faith, that came together to establish Romsey Mill in 1980. Today, many different people, groups, and organisations are active in the work of Romsey Mill. Christian beliefs and values continue to shape our vision and mission with young people, families, and communities in supporting local need and strengthening one another. We consider each and every person to be unique and valuable and therefore we work inclusively with people of any faith and of none, through activities that promote social justice (how society can be fairer) and contribute to personal and community transformation.

Some of Romsey Mill's activities combine opportunities to explore the Christian message of faith, hope and love with the outworking of that message through social action. These are made possible because of our partnership with and specific funding from local churches and grant making trusts. Our *Deeper Residential* for young people, normally led by the Youth Development Team, didn't take place in 2020 due to restrictions, but Romsey Mill continued existing work or developed new partnership opportunities with other Christian charities and churches including:

- *Shelford & Stapleford Youth Initiative*: developing and managing local youthwork.
- *Beacon Youth Trust*: developing and managing local youthwork in Linton.
- *Christ the Servant King CofE Church*: developing and managing local youthwork in Hampton, Peterborough.
- *Diocese of Ely*: Romsey Mill provides professional youth work supervision to youth workers employed within the Diocese who are part of the Thrive youthwork initiative.
- *The Besom in Cambridge*: provided New Baby Bundles for families within our Young Parents Programme and offer other support.
- *Cambridge Youth Work Collective*: a Cambridge-wide network for Youth Workers from churches and Christian charities. Romsey Mill is involved on the steering group for this partnership.
- *Youth for Christ*: in February 2021 we led an online seminar on detached youth work at one of their national conferences.
- *Mum2Mum in Cambridge*: a befriending project that supported some of our young parents.
- Local churches and Trusts partnered with Romsey Mill by supporting our work financially and through providing food parcels, Christmas hampers and other gifts that were distributed by Romsey Mill to families and young people in economic need.

Providing help, advice, and positive support to those in economic or other need or hardship:

The team of staff and volunteers with Romsey Mill provided help, advice, and support on a daily basis to those experiencing economic difficulties or other need or hardship. And we did this throughout a year that brought with it the exceptional challenges of Covid.

Of the 56 children cared for in our *Pre-School* during the 2019-2020 year, 32 children were in receipt of the disadvantaged 2-year-old funding entitlement. Children from birth until the end of Reception year at Primary school, who have significant and complex additional needs or disability and require ongoing specialist support from across education, health, and care, can be assessed to receive Early Help Support. This includes children who have great difficulty communicating, have sensory, learning, or physical difficulties and / or complex health needs. Romsey Mill's Pre-School had three children attending our settings who were receiving Early Support and our team helped to provide this. We continued to support a boy with diagnoses of autism in our Ross Street setting, employing a 1-1 staff member for him during Summer 2020 (with SENIF funding). We also continued to support a girl with complex physical and communication needs (no mobility or speech) in our Hemingford Road setting. Again, SENIF funding for her allowed us to employ another 1-1 assistant during Summer 2020.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021

We completed an Education and Health Care Plan (EHCP) for both children, and each subsequently received full funding moving on to school in September 2020. (An EHCP is a document which sets out the education, healthcare and social care needs of a child or young person for whom extra support is needed in school, beyond that which the school can provide. It was formerly known as a 'statement of special educational needs'.) In total, Romsey Mill's Pre-School welcomed 11 children with English as an additional language. We supported three children in our Pre-School receiving Early Support. The Early Support Pathway aims to improve the delivery of services for children with a disability or significant and complex additional needs and their families. The Early Support Pathway follows a child and family centred approach which aims to get the best possible outcomes for both children and families. A further three children within our Pre-School were from families receiving higher level Social Care involvement (one Child Protection case and two Child in Need cases).

Within our *Young Parents Programme* (YPP) the staffing capacity we had previously was significantly reduced during the first wave of the Pandemic due to having a vacant role and one staff member on long-term sick leave. To help counter this challenge, we redeployed our Family Worker to give support to families within our Young Parents Programme. Towards the end of the year, we were able to recruit a new Fathers Worker and a new Development worker to the team but they didn't start in post until after the end of this reporting period. Even so, tailored care and guidance was given to 70 young parents (65 mothers and 5 fathers) facing significant challenge. We supported 12 families who had children with higher level Social Care involvement (eight Child Protection cases and four Child in Need cases). Within our Young Parents Programme information, advice, and other support was given to parents regarding matters such as housing, benefits, education, mental health, domestic abuse, substance misuse, and progression into education and / or employment.

In total, across the year, our *Youth Development* and *Aspire* teams supported 908 young people experiencing economic hardship or other significant challenges (previous year: 1175). Of these young people, 117 (previous year: 107) received one-to-one mentoring support with a Romsey Mill team member. This reflects our focussed approach, giving most support to those in greatest need. Of the total number of young people who engaged with our Aspire Programme, the team provided support for 42 young people funded by the Disabled Children's Referral and Access Team (DCRAT – formerly the Disabled Children's Early Help team/Short Breaks). Our Youth Development Teams supported 78 young people when they were facing crisis situations (in areas such as housing, finance, lack of food, domestic violence, mental health needs).

Within our Aspire Programme, 50 parents received a support call or one-to-one meeting, including 8 families who were supported to apply for PIP or DLA benefits for their child (all successful applications). Most of the parents we support don't have other avenues of support, so this assistance comes out of our existing relationship with them. Further feedback from the survey that our Aspire team members undertook with children/young people and their parents in City and South Cambridgeshire (referred to earlier in the report), included the following regarding mental well-being:

- 85% of children and young people who attend our services strongly agree or agree that their Aspire youth club helps them feel more cheerful, optimistic or happy when they attend
- with 63% strongly agreeing or agreeing they feel more cheerful, optimistic or happy *during the rest of the week* as a result of attending
- 78% of children and young people strongly agree or agree that their Aspire youth club helps them feel less lonely
- 100% of parents strongly agree or agree that attending our youth clubs improve their child's mental well-being

Romsey Mill linked up with many statutory agencies and community organisations that were able to offer help to some families and young people we supported across our Programmes. These included Midwifery and Health Visiting Services, Child and Family Centres, Social Care, Housing Support, Perinatal Mental Health Team, Independent Domestic Violence Advisors, Family Nurse Partnership, MIND, the Besom in Cambridge, Citizens Advice, Cambridge Central Aid Society, Female Welfare Fund, and Foodbanks.

**BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021**

Due to the Covid Lockdowns, the work of our charity shop was negatively impacted for significant periods of time. As Lockdowns were lifted, and as permitted within the Covid restrictions, Romsey Mill's Charity Shop continued to provide affordable clothing and household goods to local people and made donations to those in need. Through Lockdown our Charity Shop Community Development Lead also supported several vulnerable people (who under more normal circumstances are volunteers at our shop) helping to reduce their isolation, manage mental health difficulties, and improve wellbeing.

Local churches and Trusts partnered with Romsey Mill by supporting our work financially and through providing food parcels, Christmas hampers and other gifts that were distributed by Romsey Mill to families and young people in economic need.

Other charitable purposes beneficial to the Community:

The provision of community facilities to local people, groups, charities, and service providers, at Romsey Mill Centre and Ross Street Community Centre were hugely affected through the pandemic. Having completed our first full year managing operations at Ross Street Community Centre just prior to the first Lockdown, we had a growing group that regularly used our community facilities. Closing our centres to the general public for a considerable period of time during the year was necessary but also hugely disheartening. No groups were permitted to use the buildings from April to July 2020, or from January to March 2021 due to the national Lockdowns.

There were 4 (previous year: 21) distinct community groups using the facilities at Romsey Mill Centre (evenings and weekends). Of these 3 are regular hirers and 1 was for a one-off training event. At Ross Street, there were 11 distinct community groups (previous year: 49) that made use of the Centre, 7 of these are regular hirers, 4 were for one-off hires. All of the groups in both buildings took place between August and December 2020. In addition, the local Probation Service relocated some of their staff to Ross Street Community Centre between August 2020 and March 2021, as due to Covid they were unable to use their usual work space facilities.

In November 2019, Romsey Mill submitted a successful tender Cambridge City Council to take on the management of a new Community Centre, working with Petersfield Area Community Trust (PACT). According to initial discussions with the City Council about the building works schedule it was estimated that the building would be ready for us to take on from September 2021. Due to delays brought on because of the Covid Lockdown and supply-chain issues for the building contractors, the likely opening date has been revised a couple of times. The likely building hand-over date is now May 2022. Romsey Mill continued to work with Cambridge City Council and PACT during the year, to agree specification on building fit-out and to progress community engagement.

Through the year we worked with three local Cambridge City wards (Petersfield, Romsey and Coleridge) to provide emergency community response to the Covid crisis.

- In Petersfield we were the organisation coordinating local support. The response was based on mutual aid, with strong neighbourhood networks set up for local people to support others living in the same street. Romsey Mill was the central point of contact. We also provided support for individuals who needed to raise any safeguarding concerns, with Romsey Mill's Operations and Resources Manager being the named Safeguarding lead for Petersfield ward.
- Romsey Mill attended committee meetings for Romsey Mutual Aid, which was the lead organisation in Romsey ward. Our Operations and Resources Manager was the named Safeguarding lead for Romsey Mutual Aid.
- We held grant monies for Coleridge ward and worked closely with the City Council Community Development Officer for the area, to ensure financial accountability for grants and to order supplies required for their volunteers to run the community fridge.

**BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021**

The hospitality, advice and support available through our *Romsey Mill Charity Shop* is well established and very beneficial to local people. After the first almost-full year of trading, *Cara Coffee* in South Cambridgeshire had also become a much-valued community enterprise, bringing direct and indirect social benefit. Both ventures had to close during the times of Lockdown, and thereafter we were required to run limited operations during the extended period of restrictions and social distancing. During the times when we were permitted to open, we provided welcome, friendship and service to local communities, including people experiencing isolation and loneliness. Both initiatives also created volunteering and work experience opportunities, though these were also limited due to Covid.

Performance against other specific objectives set for 2020/2021:

During the reporting year, Romsey Mill continued work with Cambourne Youth Partnership to engage Cambourne Town Council in progressing building plans and funding for a new Youth Building in Cambourne. The demands brought on by Covid meant that Cambourne Town Council were not able to advance this project very much during the year. An indication was given by the Town Council that progress would speed up in 2021.

Plans to broaden partnership relationships in Peterborough, to help embed Romsey Mill's presence and active youth development work in the city, were constricted due to Covid. We did develop new links with Sports Connections Foundation, a charity using sport to help and inspire children. Romsey Mill also strengthened working relationships with the Parish Council in Hampton.

Work to complete the configuration and implementation of new Donorfy CRM system and to launch a new Romsey Mill website wasn't progressed as swiftly as we had hoped. This work will continue in 2021 with the aim of having the new system and website set up and integrated for our end of year appeal.

Romsey Mill secured funding from the Youth Endowment Fund to develop Romsey Mill's understanding and articulation of our Theory of Change, with a focus on the Youth Development Team. In early 2020 we contracted NPC, a think tank and consultancy for the charity sector, to work with us on this, but the project start was delayed until October 2020. Once underway, work continued through the Autumn of 2020 and the Spring of 2021 and was completed a short time after the end of this report year, in April of 2021. The outputs from this project were: a full Theory of Change tool for our Youth Development Team, a set of measurement recommendations, some usable measurement tools, and a next-steps outline plan. The learning and outputs from this project were being applied as the project progressed and has already led to improvements in youth work practice, outcomes measurement, and funding applications.

The Romsey Mill team believes that when relationships are valued and put at the heart of what we do, people are happier and healthier, and services are more effective and efficient. Research and development regarding relational thinking and practice continued during the year. Information and resources, from a range of research and development organisations leading in this area, were gathered together and the papers and tools most relevant to Romsey Mill were identified. Work commenced to utilise these resources within our Theory of Change project and in other areas. This work will continue in 2021 and beyond.

Performance of material fundraising activities against the fundraising objectives set:

With the exception of the Romsey Mill's Fundraising and Communications Manager, other members of Romsey Mill's fundraising team were furloughed during the first months of Lockdown. Later, as the flexible furlough scheme came into operation, some members of the team began to return to their work with Romsey Mill. However, two members of our fundraising team (Part-time Partnerships & Events Fundraiser and Full-time Community & Individuals Fundraiser) left their roles, in the second quarter of the year, to take up full-time employment outside of Romsey Mill. These were both positive moves for the individuals.

Many of our Social Enterprise and Community Fundraising activities were adversely affected by the pandemic restrictions. *Bridge the Gap*, one of our main fundraising events, organised in partnership with a Hospice Charity, did take place. But in view of the closure of University of Cambridge Colleges to the public and restrictions on mass participation events, this event was adapted to become a small group self-guided walk. The revised fundraising target we achieved was half the level of income that is normally raised from the event.

**BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021**

Because of the Lockdown restrictions, Romsey Mill's planned 40th Anniversary events, originally scheduled for March 2020, then provisionally rescheduled for October, were cancelled. Plans for other in-person events (Golf Day, Gala Dinner) were also stopped, but we were able to trial some new online fundraising activities.

Donations from supporters – individuals, churches, and local companies - held up very well through the year, and following a targeted appeal to parents and families of young people in our Aspire programme, there has been an increase in the total number of people making regular monthly donations. New donors also came through relationships made by Cara Coffee.

Notwithstanding the loss of capacity in our fundraising staff team, Romsey Mill was able to raise support through the year from a range of sources. Indeed, the year-end financial position was remarkably different from what we had been contemplating at the start of the year. Factors contributing to this included:

- Government's furlough /job retention scheme and rate relief grant funding for buildings that were closed.
- Greater success than anticipated with applications for 'Emergency Covid Funding' from Trust Funds and TNL.
- Higher than anticipated income generated from the Romsey Mill Charity Shop and Cara Coffee, when operations were permitted.
- Reductions in staffing costs where Romsey Mill team members moved on to positive new opportunities.
- Lower costs because of fewer activities taking place (venue hire, travel costs, materials, etc).

Revised income and expenditure budgets set in May of 2020 forecast a large deficit of £116k at the year-end. However, as a result of the exceptionally hard work of the core staff team, the surprisingly significant financial intervention coming from Government, the amazingly generous support from a range of Trusts Funders and individual donors, and unanticipated cost savings during the year, the financial position for Romsey Mill end of the 2020-21 was very positive. Our reserves were added to, moving the amount of unrestricted funds held from a minimal level up to a level that gives greater stability for Romsey Mill work over the next two years.

Financial Review

Sources of Income and Expenditure in 2020/21:

A large group of people, organisations, charities, businesses, and grant-making foundations form a diverse relational network connected with Romsey Mill and contributing to the furtherance of our vision and mission. Support comes through the sharing of time, skills, experience, and other resources, the funding of specific activities, and the financial donations in support of our cause.

Overall income for the year was £1,385,807 (2019-20: £1,259,979). Romsey Mill receives and generates income in a variety of ways and from a range of sources:

- Trusts and foundations that make grants for charitable purposes contributed £482,372 (2019-20: £468,918); this represented 35% of Romsey Mill's income.
- Our social enterprise and community fundraising activities generate 22% of income totalling £302,208 (2019-20: £394,866).
- Statutory grants and contract payments for work across *Pre-School, Young Parents, Aspire, and Youth Development* add up to 43% of income at £594,677 (2019-20: £327,697).
- Earned income of £6,550 (2019-20: £68,498) for charitable services, largely relating to our Alternative Education provision and some of our Pre-School work.

During the year Romsey Mill received the following amounts directly related to Covid funding, which are included in the above figures: Government Furlough Funding £188,219; National Lottery £90,914; Julia and Hans Rausing Trust £67,613; CAF Resilience £33,147; ECCET £15,000; CCF Recovery Fund £20,000; Local Council Grants £10,450; and Business Rate Relief Grants £103,650.

**BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021**

Full expenditure for the year was £1,002,548 (2019-20: £1,262,680). 79% of this expenditure directly related to our charitable work with young people, children, and families; the remaining 21% of expenditure covered costs associated with unrestricted fundraising and governance. Direct employment costs continued to be the main item of expenditure and remained fairly constant as a percentage of overall spend at 79% (2019-20: 74%). This points to the relational emphasis of our work, as staff team members engaged with young people, children and families who experience a complex range of challenges yet also embodying great aptitude and potential. Additionally, staff members supported a significant number of volunteers who multiplied our capacity and contributed effectively to our charitable activities. The expenditure budget Romsey Mill set in March 2020, ahead of the start of the 2020/21 financial year and prior to the pandemic, was revised in May 2020 in light of Covid challenges. Even so, as the year unfolded our forecasts changed with each quarter. As certain staff team members moved from Romsey Mill to new roles with other organisations, and with significantly lower non-staff expenditure during the months of the first national lockdown, overall expenditure at the year-end was 20% lower than the previous year.

Our forecasts for 2021-2022 show that expenditure will increase by around 17% on the previous year as the level of our activities have grown with the lifting of social distancing measures. Given that Covid continues to create significant uncertainty for some of Romsey Mill's unrestricted income generating activities (particularly public fundraising events), we will be monitoring our progress in making applications to Trusts and Foundations and generating earned income through our social enterprises. We are thankful for income received from individuals, churches, and community donations, which has remained constant during the first 6 months of the year. We are currently forecasting a deficit at the year-end and plan to use around £95k of reserves, which have been designated within a Covid Contingency Fund.

As we look forward to 2022-2023, Romsey Mill faces a level of uncertainty regarding potential sources of income and the likelihood of increased costs due to inflation. Romsey Mill has secured several multi-year grants which gives us better stability than we might otherwise experience. Given our existing reserves and the forecast year-end position for 2021-22, Romsey Mill are currently assured that we will have sufficient funds to continue through next year, making provision to spend some additional reserves as needed, without needing to plan for any reduction in activity and service.

Value for Money:

Romsey Mill's approach to Value for Money is designed to ensure that:

- What we do is relevant and leads to benefits for young people (spend wisely).
- How we work is efficient and effective, so we don't waste time or money (spend less).
- We get a good return from what we spend and make wise choices (spend well).

We achieved this during the year by monitoring and reviewing the outcomes and benefits of our work with young people and families, by retendering certain utilities and service contracts to get better value for money, by carrying out regular reviews of other costs, and by bringing in additional funding to improve services.

Reserves Policy:

Romsey Mill recognise that setting and monitoring a Reserves Policy is an important part of maintaining our charity's financial resilience. This is because establishing a reserves policy requires an understanding of both the financial risks faced by Romsey Mill and of the funds that the trustees can draw on in case of need and opportunity.

In order to provide for less predictable circumstances and changes, particularly associated with the impact of Covid, which may result in reduced income or additional expenditure, Romsey Mill's trustees designate a level of funds as reserves.

**BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021**

Having a clearly defined Reserves Policy with a realistic level of designated funds enables Romsey Mill to:

- absorb setbacks and take advantage of change and opportunity
- demonstrate that we are effectively managing our resources and have thought through how we might secure our viability beyond the immediate future and provide reliable services over the longer term

Based on current and forecast level of expenditure, a prudent assessment of the financial impact of risk events on reserves is estimated at £400k-£500k. Adding to this an amount of working capital reserves and opportunity reserves (£50K total), a target reserve level of £500k +/- £100k is assessed as striking an appropriate balance between the need to spend income when it is received and maintaining operational integrity. This level of reserves is consistent with Romsey Mill's business model and financial impact of key risks. It is important to retain some flexibility in the range from median, due to variation in actual outturn versus plan and potential for uneven cash-flow on working capital. Additionally, given the significant uncertainties linked to the ongoing Covid pandemic, for at least the next 12 months Romsey Mill's Trustees consider it sensible to aim to keep reserves closer to the top end of the flexible range.

A modest amount of Romsey Mill's unrestricted funds has been designated for particular uses during 2021-22. This will be reviewed by the Trustees at the end of the financial year and revised if the Trustees determine that Romsey Mill should not or does not need to continue with the use for which they were designated.

Financial procedures:

Quarterly management accounts are produced and presented to the Finance Committee, along with any other relevant financial reports as required, who then report on to the Full Board of Trustees.

In the day-to-day of Romsey Mill's financial activity, all income and expenditure transactions are recorded in Romsey Mill's online SAGE accounts system, with bank reconciliations being completed twice monthly.

Two signatories are required for all cheques or payments through online banking and if the amount is above £2,000 one signatory must be the CEO or a Trustee.

Trustees oversee an annual salary review process and approve any changes. They also authorise the creation of any new posts. Any major capital projects or other undertaking that will have a significant short- or long-term financial impact also require Board of Trustee approval.

Strategic aims and plans for April 2021 to March 2022

Romsey Mill has an existing strategic plan that sets out our strategic aims. Trustees determined that the time period this plan covers should be extended by two years through to March 2023, to help with the management of Covid related challenges. During the next two-year period, new business plan objectives have been set.

Current strategic aims extended to March 2023:

- *What we aim to achieve with young people, children, and families:*
 1. We will continue developing the heart of our work in Cambridge and surround area, focussing on depth of relationships and sustainable presence over time.
 2. We will create new opportunities for Romsey Mill's work to be proven beyond Cambridgeshire.
- *How we will work and develop as an organisation to support these aims:*
 3. We will strengthen awareness and communication of who Romsey Mill is and what we do.
 4. We will enhance understanding of how we make the biggest difference and better demonstrate the impact of our work.

BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021

5. We will improve our methods of generating effective business models for growing programme work.
6. We will consider how to convey Romsey Mill's Christian Ethos most effectively and extend collaborative opportunities with local churches and other groups.
7. We will advance our fundraising work and grow the wider community contribution to our activities.

Between April 2021-March 2023 our objectives are to:

- Reconfigure our Young Parents Programme staff team and delivery model for new Cambridgeshire County Council Contract, taking into account Comic Relief funding for the Children Survive and Thrive: Rise and Shine project.
- Undertake focussed work to secure new sources of funding, including from Trust Funders and local community, for our Aspire programme and our Youth Development Teams' work with vulnerable young people in Peterborough.
- Complete contract agreement with Cambridge City Council to run new Mill Road Community Centre (in collaboration with PACT); establish a management group and produce budget and business plan; complete fit-out; appoint staff; open centre.
- Continue work in partnership with CYP and Cambourne Town Council to finalise funding arrangements enabling commencement of building work for new youth facility.
- Complete a business plan for Youth Work training and secure additional and more sustainable funding for the ongoing delivery and development of accredited youth work training and mentoring opportunities by Romsey Mill, for volunteers and career youth workers in Cambridgeshire, Peterborough and beyond.
- Refresh identity/brand map/logo taking into account the relational DNA of Romsey Mill's work.
- Apply learning from the Youth Development Team's Theory of Change capacity building project with NPC and develop a Theory of Change with Aspire and Young Parents Programmes.
- Identify / develop the set of measurement tools we are using to measure outputs, outcomes, and impact.
- Review current operational and administrative capability and function, then develop and implement an improvement and capacity building plan.
- Undertake thinking and planning to grow leadership capacity and ensure capability development (particularly regarding Coordinator and LMT roles) and to strengthen our retention and succession planning.
- Complete research and then implement 'Relational thinking and practice' within Romsey Mill, focusing on how our attitudes, behaviours and actions can help to grow stronger relationships and looking at how we might measure this alongside other monitoring and measurement work, linking with our Theory of Change work.
- Carry out a review and assessment of Romsey Mill's current approaches to diversity, inclusion, equalities and participation related to Romsey Mill's governance, employment practice and programme activities, leading to the development and implementation of an improvement plan.
- Implementation of Donorfy CRM and new Romsey Mill website, followed by sustained effective utilisation with review and development after 6 months of going 'live', and annually thereafter.

Romsey Mill recognises that we must remain financially robust in order to cope with continuing Covid challenges and other uncertainties and to fully engage with our participants and communities. Our current level of unrestricted reserves and those we forecast at the year-end give us assurance that we will have sufficient funds to remain stable and solvent over the coming year.

**BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021****Governance, Structure and Management
Governing Document:**

Romsey Mill Trust is constituted as a charitable company, limited by guarantee, registered with the Charity Commission (charity number 1069905) and Companies House in England and Wales (company number 3556721) on 1st May 1998. Romsey Mill Trust is governed by its Memorandum and Articles of Association, first published in May 1998 and revised in April 2013.

Organisational structure:

The Directors / Trustees (hereafter referred to as *Trustees*) of Romsey Mill Trust (usually known as Romsey Mill), form the Board of Management. The Trustees have collective control of the charity and are responsible for ensuring Romsey Mill continues to fulfil its charitable objects. Romsey Mill's Trustees give their time freely and do not receive remuneration or other financial benefits.

To facilitate the effective running of the charity, the Trustees have established committees with delegated responsibility for specific areas of work. The committees acting during the 2020-2021 year were: Finance; Programme; Fundraising & Communications; and Operations & Resources.

The day-to-day operations of Romsey Mill are delegated to the Chief Executive Officer (CEO) and a Leadership & Management Team (LMT). Appointments to these roles within the LMT are made by the Trustees. During the 2020-2021 year there were no changes to personnel within the Leadership & Management Team which comprised CEO, Programme Manager, Operations & Resources Manager, and Fundraising & Communications Manager.

Recruitment and appointment of Trustees:

Romsey Mill's Board of Trustees has a minimum of three and a maximum of twelve members. Existing Trustees, led by the Chair of Trustees, review on a regular basis how the Board of Trustees can be strengthened through new appointments and seek individuals who are able to provide additional and complementary skills and experience to existing Board Members. Trustees think it is vital that the leadership of Romsey Mill is shared with people who have lived experience of the issues faced by the communities we are helping to support. To carry out all duties efficiently and effectively, the Board of Trustees requires breadth and depth of skills, relevant knowledge and experience, a reasonable balance of age and gender, and the ability to actively promote the vision, values, and activities of Romsey Mill.

As set out in Romsey Mill's Articles of Association, new members of the Board of Trustees are appointed by existing Trustees. Existing Trustees, with support from Romsey Mill's CEO, pay careful attention to the Charity Commission and the National Council for Voluntary Organisations' guidance on recruiting, appointing and equipping Trustees. Prospective Trustees may be suggested by existing Trustees, staff, supporters, and users, or may come forward following wider advertising. Romsey Mill's Trustees will also look to identify potential new Trustees from among our programme participants (service users) where possible. This process allows due consideration of the person's eligibility, personal competence, specialist knowledge and skills.

Trustees serve for a period of no longer than five years from the date of their appointment. On the expiration of their term, they are eligible for reappointment by majority decision of the remaining Trustees.

Induction and training of Trustees:

Following appointment, induction of new Trustees is the responsibility of the Chair of Trustees supported by the Chief Executive Officer. The induction process for new Trustees is intended to familiarise them with the work of Romsey Mill, the context in which the charity operates, and the responsibilities of board members. New Trustees work through a 'Trustee Induction Pack' with the Chair of Trustees and CEO and also receive other general publications from the Charity Commission and the NCVO. New Trustees will typically be asked to become active on one of the committees and to assist with particular activities and projects. Board members can attend relevant and appropriate external training events and conferences.

**BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021****General Management:**

Romsey Mill's Trustees normally convene a full board meeting every three months. These meetings can happen in person or virtually through video conferencing. They approve the strategic and business plans, annual budgets, and year-end accounts. Trustees receive management accounts and quarterly financial projections, enabling them to monitor income and expenditure against budgets and cash flow. Capital projects that are not included within existing adopted budgets need to be approved by the Trustees as do the creation of any new staff posts or operational expenses which constitute a significant financial commitment (more than £10k p.a.).

All the committees, with delegated responsibility for specific areas of work, are chaired by a Trustee. Romsey Mill employees in relevant roles participate in these meetings on a regular basis. Other people with relevant skills and experience, including our programme participants (service users), can also be invited to join committees for occasional meetings or more regularly. These committees are focussed on operational management matters, usually meet four times a year, and provide written or oral reports back to Full Board Meetings. The committees review and update existing organisational policies linked to their areas of work. New policies, prepared by members of the Leadership and Management Team, are also approved by the relevant committee before being adopted by the Full Board of Trustees as required. The Operations & Resources Committee review staff salary scales on an annual basis, with new salary levels being considered by a Remuneration Group (made up of Operations & Resources and Finance Committee members) and approved by the Board of Trustees.

At the invitation of the Trustees, the CEO and other members of Romsey Mill's Leadership & Management Team normally attend all Full Board Meetings. There is a standing 'restricted business' item on the agenda so that Trustees can discuss matters without employees present when required. Other members of Romsey Mill's staff team attend Trustee meetings by invitation on an occasional basis. All Leadership and Management Team attend and actively support specific committees (referred to previously) relevant to their job roles.

Risk Management:

Romsey Mill's Leadership & Management team undertake an annual organisational risk assessment, on behalf of Trustees, identifying the major risks by area, considering the level and likelihood of exposure, and proposing the steps necessary to manage these. From this assessment the Board of Trustees update the Risk Register which is then kept under review via Trustee committees. This helps towards ensuring that we are paying due attention to the stability of our operations and to our duty of care for staff, volunteers, and programme participants. This process also helps to ensure that effective systems and procedures are maintained to manage the risks identified. Appropriate Disclosure and Barring Service (DBS) checks are made for all staff members and volunteers who work directly with children, young people, and vulnerable adults across our programmes. Financial systems and processes are approved by Trustees and scrutinised both by Trustees and our auditors. Romsey Mill's IT systems are secure, and data is regularly backed-up remotely. Suitable public liability, professional indemnity and buildings & content insurance cover are in place for all Romsey Mill's services and activities.

STATEMENT OF BOARD OF MANAGEMENT RESPONSIBILITIES

The Board of Management are required by company law to prepare financial statements each financial year which give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that year. In preparing those financial statements the Board of Management are required to:

- (a) Select suitable accounting policies and then apply them consistently;
- (b) Make judgements and estimates that are reasonable and prudent;
- (c) Prepare the financial statements on a going concern basis unless it is inappropriate to assume that the Charity will continue in operation;
- (d) State whether the policies adopted are in accordance with the Companies Act 2006 and with applicable accounting standards and statements of recommended practice, subject to any material departures disclosed and explained in the financial statements;
- (e) Observe the methods and principals of the Charities SORP.

**BOARD OF MANAGEMENT REPORT
FOR THE YEAR ENDED 31ST MARCH 2021**

The Board of Management are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006.

The Board of Management are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board of Management confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities.

STATEMENT OF DISCLOSURE OF INFORMATION TO AUDITORS

In the case of each of the persons who are on the Board of Management at the time when the Board of Management report is approved;

- (a) So far as the Board of Management are aware, there is no relevant audit information (information needed by the Charity's auditors in connection with preparing their report) of which the Charity's auditors are unaware, and
- (b) Each member of the Board of Management has taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Amounts are presented within items in the statement of financial activities and balance sheet in accordance with generally accepted accounting principles or practice, the Board of Management Members having had regard to the substance of the reported transaction or arrangement.

The Auditors, Prentis & Co LLP, will be proposed for re-appointment in accordance with Section 485 of the Companies Act 2016

APPROVAL

On behalf of the Board of Trustees/Directors


.....
A Single (Chair)

15.12.21.
Date:

INDEPENDENT AUDITORS REPORT TO THE BOARD OF MANAGEMENT OF ROMSEY MILL TRUST AND GROUP**FOR THE YEAR ENDED 31ST MARCH 2021****Opinion**

We have audited the group financial statements of Romsey Mill Trust for the year ended 31st March 2021, which comprise Statement of Financial Activities, Group and Charity Balance Sheets, Cash Flow Statements 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 Standards 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group and Charity's affairs as at 31st March 2021 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis of Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group and Charity in accordance with 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 group financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and charity'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 other information. The other information comprises the information included in the annual report other than the financial statements and our Auditor's report therein. 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.

INDEPENDENT AUDITORS REPORT TO THE BOARD OF MANAGEMENT OF ROMSEY MILL TRUST AND GROUP**FOR THE YEAR ENDED 31ST MARCH 2021****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 annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the annual report has 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 Group and Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Annual 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 or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the Trustees

As explained more fully in the trustees' responsibilities statement set out on page 16 the trustees 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 they 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 Group and Charity'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 Group or Charity or to cease operations, or have no realistic alternative but to do so.

Our 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 it 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Identifying and assessing potential risks related to irregularities

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:

- We have considered the nature of the industry and sector, control environment and business performance, including the design of the Charity's remuneration policies
- We have enquired with management in regards to their own assessment of the risks of irregularities, including fraud
- We have obtained relevant documentation and representations in order to form an opinion on potential irregularities, including fraud

INDEPENDENT AUDITORS REPORT TO THE BOARD OF MANAGEMENT OF ROMSEY MILL TRUST AND GROUP

FOR THE YEAR ENDED 31ST MARCH 2021

- Our audit work is limited to samples inherently used under International Auditing Standards, therefore not all transactions are reviewed so the detection of irregularities, including fraud is limited to this
- Any matter we identified having obtained and reviewed the Charity's documentation of their policies and procedures relating to:
 - o Identifying, evaluating and complying with laws and regulations and whether they are aware of any non-compliance
 - o Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud
 - o The internal controls established to mitigate risks of fraud or non-compliance with laws and regulations

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud is in relation to the overstatement of revenue. In common with all audits under ISAs (UK). We are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory environment and frameworks in which the Charity operates, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act, Charity SORP and local tax legislation.

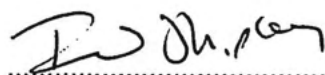
In addition, we considered provisions of other laws and regulations which do not have a direct effect on the financial statements, but compliance which may be fundamental for the Charity to operate.

Relevant identified laws and regulations were communicated within the engagement team so they remained alert throughout the audit for indications of fraud or non-compliance.

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 Group and Charity'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 Group and Charity's members those matters, we are required to state to them in a 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 Group and Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



.....
Ian Shipley FCCA, Senior Statutory Auditor
for and on behalf of Prentis & Co LLP, Chartered Accountants and Statutory Auditors

15 December 2021

115c Milton Road
Cambridge
CB4 1XE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2021

Note		Restricted Funds			Total 2021 £	Restricted Funds			Total 2020 £
		Unrestricted Funds £	Romsey Mill Centre Funds £	Other Restricted Funds £		Unrestricted Funds £	Romsey Mill Centre Funds £	Other Restricted Funds £	
	Income								
2a	Donations and legacies	203,187	-	17,305	220,492	115,408	-	8,219	123,627
2b	Other trading activities	151,676	-	63,331	215,007	190,026	-	-	190,026
	Investment income	2,212	-	-	2,212	1,405	-	-	1,405
	Charitable activities:								
11	Youth Development and Alternative Education	49,575	-	412,852	462,427	61,982	-	586,087	648,069
	Aspire	73,336	-	82,815	156,151	47,669	-	9,242	56,911
	Young Parents Programme	71,616	-	74,880	146,496	88,886	-	22,368	111,254
	Pre-Schools	83,848	-	19,412	103,260	93,306	-	-	93,306
	Community activities	5,686	-	-	5,686	34,026	-	-	34,026
	Family work	-	-	-	-	1,355	-	-	1,355
	Other income	-	-	74,076	74,076	-	-	-	-
	TOTAL INCOME	641,136	-	744,671	1,385,807	634,063	-	625,916	1,259,979
	Expenditure								
	Expenditure on raising funds:								
	Cost of generating voluntary income	52,775	-	17,305	70,080	102,968	-	-	102,968
	Cost of activities for generating funds	73,509	-	63,331	136,840	162,308	-	-	162,308
3	Charitable activities:								
	Youth Development and Alternative Education	555	-	457,583	458,138	64,495	-	537,410	601,905
	Aspire	21,832	-	82,165	103,997	104,121	-	12,211	116,332
	Young Parents Programme	28,263	-	54,880	83,143	97,463	-	22,368	119,831
	Pre-Schools	85,575	-	19,412	104,987	120,837	-	500	121,337
	Community activities	-	-	-	-	13,964	-	-	13,964
	Family work	-	-	-	-	24,035	-	-	24,035
	Other expenditure	-	-	45,363	45,363	-	-	-	-
	TOTAL EXPENDITURE	262,509	-	740,039	1,002,548	690,191	-	572,489	1,262,680
6	Net income/(expenditure)	378,627	-	4,632	383,259	(56,128)	-	53,427	(2,701)
	Reconciliation of funds								
	Total funds brought forward	403,830	881,381	124,404	1,409,615	459,958	881,381	70,977	1,412,316
	Total funds carried forward	782,457	881,381	129,036	1,792,874	403,830	881,381	124,404	1,409,615

CONSOLIDATED BALANCE SHEET
AS AT 31ST MARCH 2021

	Note	2021		2020	
		£	£	£	£
FIXED ASSETS					
Tangible fixed assets	8		911,664		912,078
CURRENT ASSETS					
Debtors and prepayments	9	141,078		159,151	
Deposit accounts		163,000		248,000	
Cash at bank and in hand		666,848		193,646	
		<u>970,926</u>		<u>600,797</u>	
LIABILITIES					
Creditors: falling due within one year	10	<u>89,716</u>		<u>103,260</u>	
NET CURRENT ASSETS			881,210		497,537
NET ASSETS			<u>1,792,874</u>		<u>1,409,615</u>
THE FUNDS OF THE CHARITY					
Unrestricted funds:					
General funds		672,457		385,830	
Designated funds	13	<u>110,000</u>		<u>18,000</u>	
			782,457		403,830
Restricted funds:					
Other restricted funds	11	129,036		124,404	
Romsey Mill Centre funds	12	<u>881,381</u>		<u>881,381</u>	
			1,010,417		1,005,785
TOTAL CHARITY FUNDS			<u>1,792,874</u>		<u>1,409,615</u>

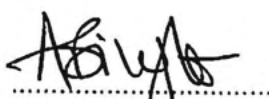
Approved by the Board of Management on 15 December 2021


A Single (Chair)

CHARITY BALANCE SHEET
AS AT 31ST MARCH 2021

	Note	2021		2020	
		£	£	£	£
FIXED ASSETS					
Tangible fixed assets	8		911,664		912,078
CURRENT ASSETS					
Debtors and prepayments	9	141,678		168,563	
Deposit accounts		163,000		248,000	
Cash at bank and in hand		666,848		193,646	
		<u>971,526</u>		<u>610,209</u>	
LIABILITIES					
Creditors: falling due within one year	10	<u>89,116</u>		<u>103,260</u>	
NET CURRENT ASSETS			<u>882,410</u>		<u>506,949</u>
NET ASSETS			<u>1,794,074</u>		<u>1,419,027</u>
THE FUNDS OF THE CHARITY					
Unrestricted funds:					
General funds		673,657		395,242	
Designated funds	13	<u>110,000</u>		<u>18,000</u>	
			783,657		413,242
Restricted funds:					
Other restricted funds	11	129,036		124,404	
Romsey Mill Centre funds	12	<u>881,381</u>		<u>881,381</u>	
			1,010,417		1,005,785
TOTAL CHARITY FUNDS			<u>1,794,074</u>		<u>1,419,027</u>

Approved by the Board of Management on 15 December 2021


.....
A Single (Chair)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31ST MARCH 2021

	Note	2021 £	2020 £
Net cash provided by/(used in) operating activities	16	398,104	71,524
Cash flows from investing activities:			
Interest received		2,212	1,405
Purchase of tangible fixed assets		(12,114)	(3,747)
Net cash used in investing activities		<u>(9,902)</u>	<u>(2,342)</u>
Change in cash and cash equivalents in the reporting period		388,202	69,182
Cash and cash equivalents at the beginning of the reporting period		<u>441,646</u>	<u>372,464</u>
Cash and cash equivalents at the end of the reporting period		<u>829,848</u>	<u>441,646</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

1. ACCOUNTING POLICIES

Basis of preparation and assessment of going concern

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these financial statements. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) issued October 2019 (effective January 2019) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

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

The Trustees consider that there are no material uncertainties about the Group's ability to continue as a going concern.

Group Financial Statements

These financial statements consolidate the results of the Charity and Cara Coffee Limited

Functional and Presentation Currency

These consolidated financial statements are presented in pounds sterling which is the Charity's and subsidiary's functional currency. All amounts have been rounded to the nearest pound, unless otherwise indicated.

Income Recognition

Income is recognised when the charity has entitlement to the funds, any conditions attached to the income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' or 'revenue' grants, is recognised when the charity has entitlement to the funds, any conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Expenditure Recognition

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of obligation can be measured reliably.

Expenditure incurred on fundraising and publicity to generate unrestricted income to support direct charitable activities is included in costs of generating funds. That incurred to generate restricted income is included in support costs (see note 4 below).

Allocation of Support Costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The basis on which support costs have been allocated are set out in note 4.

Depreciation

Depreciation is not provided on the freehold building as any provision (annual or cumulative) would not be material due to its expected remaining useful economic life and because its expected residual value is not materially less than its carrying value. The Trust has a policy of regular structural inspection, repair and maintenance and the building is therefore unlikely to deteriorate or suffer from obsolescence. Floor coverings within the building are depreciated over 10 years on a straight line basis.

Depreciation on all other assets is provided at the following rates in order to write off each asset over its estimated useful life down to its residual value:

- Fixtures and fittings - 20% straight line
- Motor vehicles - 20% straight line
- Computer equipment - over 3 or 5 years dependant on the asset use

Pension Costs

Romsey Mill contributes, on certain conditions, into employees' own pension schemes. Contributions payable are charged to the statement of financial activities in the period to which they relate.

Fund Accounting

Unrestricted funds are available to spend on activities which further any of the purposes of the charity. Designated funds are unrestricted funds which the trustees have decided at their discretion to set aside to use for a specific purposes. Restricted funds are for use solely as specified by the donor for particular areas of the charity's work.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

2. INCOME

	Unrestricted Funds		Restricted Funds		Total Funds 2021		Unrestricted Funds		Restricted Funds		Total Funds 2020	
	£		£		£		£		£		£	
a)												
Donations and legacies												
Donations from businesses	5,650		-		5,650		10,293		8,219		18,512	
Donations from individuals	99,672		-		99,672		61,745		-		61,745	
Tax reclaimed (gift aid)	12,808		-		12,808		7,287		-		7,287	
Donations from Churches and Chapels	10,104		-		10,104		6,876		-		6,876	
Donations from Community Groups	1,830		-		1,830		2,404		-		2,404	
Grants from Trusts	48,664		17,305		65,969		23,270		-		23,270	
Other income	24,459		-		24,459		3,533		-		3,533	
	203,187		17,305		220,492		115,408		8,219		123,627	
b)												
Other trading activities												
Room hire	5,686		-		5,686		29,059		-		29,059	
Charity shop	19,139		-		19,139		62,924		-		62,924	
Events	8,911		-		8,911		41,028		-		41,028	
Cara Coffee Shop	14,290		-		14,290		57,015		-		57,015	
Business support grants	103,650		-		103,650		-		-		-	
Furlough and other Covid-19 funds	-		63,331		63,331		-		-		-	
	151,676		63,331		215,007		190,026		-		190,026	

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

3. EXPENDITURE ON CHARITABLE ACTIVITIES

	Activities undertaken directly	Support costs (note 4)	Total 2021	Activities undertaken directly	Support costs (note 4)	Total 2020
Activity	£	£	£	£	£	£
Youth Development and Alternative Education	344,571	113,567	458,138	472,885	129,020	601,905
Aspire	79,988	24,009	103,997	89,637	26,695	116,332
Young Parents Programme	60,354	22,789	83,143	79,866	39,965	119,831
Pre-Schools	82,600	22,387	104,987	93,279	28,058	121,337
Community activities	-	-	-	6,982	6,982	13,964
Family work	-	-	-	16,205	7,830	24,035
	567,513	182,752	750,265	758,854	238,550	997,404

4. SUPPORT COSTS

	Administration Management	Raising Restricted Funds	Education & Awareness	Total 2021	Administration Management	Raising Restricted Funds	Education & Awareness	Total 2020
	£	£	£	£	£	£	£	£
Youth Development and Alternative Education	23,116	33,708	53,906	2,837	113,567	65,708	18,678	44,386
Aspire	14,297	3,365	5,966	381	24,009	8,114	3,674	8,923
Young Parents Programme	16,405	2,365	3,778	241	22,789	11,353	13,473	14,174
Pre-Schools	16,473	5,914	-	-	22,387	21,500	3,674	957
Community activities	-	-	-	-	-	4,685	2,297	-
Family work	-	-	-	-	-	3,885	1,225	2,431
	70,291	45,352	63,650	3,459	182,752	115,245	43,021	70,871
								9,413
								238,550

The Trust allocates its support costs as shown in the note above.

Administration is inclusive of general administration, office premises, finance and IT costs.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

5. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	709,408	842,067
Social security costs	49,855	61,167
Pension costs	30,219	35,907
	<u>789,482</u>	<u>939,141</u>

There are 19 (2020: 18) full time and 32 (2020: 34) part time members of staff who are all involved in direct charitable activities. This equates to 29 full time equivalent staff at 31st March 2021. No employee received £60,000 or more in the year. The charity's trustees received no remuneration during the year.

The charity considers its key management to be its leadership and management team comprising the CEO and 3 senior managers. The aggregate remuneration of this team is £196,229. (2020: £196,230)

6. NET EXPENDITURE FOR THE YEAR

	Total 2021	Total 2020
	£	£
This is stated after charging:		
Auditors' remuneration	<u>4,404</u>	<u>3,960</u>

7. TAXATION

As a registered charity, Romsey Mill Trust is generally exempt from Income Tax and Capital Gains Tax, but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

8. TANGIBLE FIXED ASSETS (GROUP AND CHARITY)

CURRENT YEAR

	Land & Buildings £	Fixtures & Fittings £	Total £
Cost			
As at 1st April 2020	935,879	194,276	1,130,155
Additions	-	12,114	12,114
As at 31st March 2021	<u>935,879</u>	<u>206,390</u>	<u>1,142,269</u>
Depreciation			
As at 1st April 2020	54,498	163,579	218,077
Charge for the period	-	12,528	12,528
As at 31st March 2021	<u>54,498</u>	<u>176,107</u>	<u>230,605</u>
Net Book Value			
As at 31st March 2021	<u>881,381</u>	<u>30,283</u>	<u>911,664</u>

**TANGIBLE FIXED ASSETS (GROUP AND CHARITY)
PRIOR YEAR**

	Land & Buildings £	Fixtures & Fittings £	Total £
Cost			
As at 1st April 2019	935,879	190,529	1,126,408
Additions	-	3,747	3,747
As at 31st March 2020	<u>935,879</u>	<u>194,276</u>	<u>1,130,155</u>
Depreciation			
As at 1st April 2019	54,498	150,628	205,126
Charge for the period	-	12,951	12,951
As at 31st March 2020	<u>54,498</u>	<u>163,579</u>	<u>218,077</u>
Net Book Value			
As at 31st March 2020	<u>881,381</u>	<u>30,697</u>	<u>912,078</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

9. DEBTORS

	Group 2021	Charity 2021	Group 2020	Charity 2020
	£	£	£	£
Debtors	66,166	66,166	44,257	44,257
Prepayments and accrued income	74,912	74,912	114,893	114,893
Inter group balance	-	600	-	9,413
	<u>141,078</u>	<u>141,678</u>	<u>159,151</u>	<u>168,563</u>

10. CREDITORS: FALLING DUE WITHIN ONE YEAR

	Group 2021	Charity 2021	Group 2020	Charity 2020
	£	£	£	£
Trade creditors	4,890	4,890	5,251	5,251
Other taxes and social security costs	12,282	12,282	15,414	15,414
Other creditors, accruals and deferred income	72,544	71,944	82,595	81,021
Inter group balance	-	-	-	1,574
	<u>89,716</u>	<u>89,116</u>	<u>103,260</u>	<u>103,260</u>

11 OTHER RESTRICTED FUNDS - CURRENT YEAR

	At 1st April 2020	Income	Expenditure	Transfer	At 31st March 2021
	£	£	£	£	£
<u>Youth Development and Alternative Education</u>					
Youth Music 2018 - 2020	37,388	14,956	46,444	-	5,900
Youth Investment Fund	19,793	5,742	25,535	-	-
NYA	17,000	2,800	19,800	-	-
Wates Family Educational Trust	5,089	-	5,089	-	-
Rotary Club	3,000	-	3,000	-	-
Cambridgeshire County Reaching Further Award	3,750	-	3,750	-	-
Rathbones	3,750	5,000	5,000	-	3,750
Church Schools of Cambridge	2,653	3,500	6,153	-	-
GEM	3,000	-	3,000	-	-
Souter Charitable Trust	3,750	2,000	300	-	5,450
Howard Foundation	1,000	4,000	1,000	-	4,000
Cambourne Youth Partnership	-	24,000	14,500	-	9,500
Beacon Trust	-	20,983	20,983	-	-
Cambridge City Area Committee North	-	4,800	4,800	-	-
Cambridge City Community Development	-	5,000	5,000	-	-
Cambridge City Area Committee East	-	5,000	5,000	-	-
Cambridge City Area Committee South	-	3,000	3,000	-	-
Innovate and Cultivate Fund	-	7,009	7,009	-	-
ARM	-	20,000	20,000	-	-
St Barnabas	-	2,470	-	-	2,470
Birketts	-	2,000	2,000	-	-
TNL	-	33,739	33,739	-	-
Living Sport	-	1,344	1,344	-	-
Terrell Fund	-	500	500	-	-
CAF Resilience Fund	-	33,146	33,146	-	-
CCF Recovery Fund	-	20,000	20,000	-	-
Peterborough Council for Hampton	-	660	660	-	-
Children in Need	-	40,772	18,900	-	21,872
BPHA Trumpington	-	5,000	2,500	-	2,500
Furlough	-	88,848	88,848	-	-
Core costs salaries	-	56,583	56,583	-	-
	<u>100,173</u>	<u>412,852</u>	<u>457,583</u>	<u>-</u>	<u>55,442</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

**OTHER RESTRICTED FUNDS - CURRENT
YEAR CONTINUED**

	At 1st April 2020 £	Income £	Expenditure £	Transfer £	At 31st March 2021 £
<u>Core Costs</u>					
Co-op minibus	15,066	-	-	-	15,066
Co-op kitchen refurbishment	8,065	-	8,065	-	-
Betty Lawes Foundation	-	10,000	-	-	10,000
YEF	-	44,076	37,298	-	6,778
Cambridgeshire Business Golf Society	-	20,000	-	-	20,000
	23,131	74,076	45,363	-	51,844
<u>Young Parents Programme</u>					
Comic Relief	-	23,993	3,993	-	20,000
Cambridge City Council Community Development	-	6,500	6,500	-	-
Care to Learn	-	7,946	7,946	-	-
Furlough	-	7,700	7,700	-	-
The National Lottery	-	17,232	17,232	-	-
Core costs salaries	-	11,509	11,509	-	-
	-	74,880	54,880	-	20,000
<u>Aspire</u>					
The National Lottery	-	17,278	17,278	-	-
PYE Foundation	600	3,500	2,350	-	1,750
Frank Litchfield	500	-	500	-	-
Eastern Counties Education Trust	-	15,000	15,000	-	-
Furlough	-	9,289	9,289	-	-
Comic Relief	-	18,990	18,990	-	-
Rausing Trust	-	5,747	5,747	-	-
Core cost salaries	-	13,011	13,011	-	-
	1,100	82,815	82,165	-	1,750
<u>Preschool</u>					
Furlough	-	14,415	14,415	-	-
Core cost salaries	-	4,997	4,997	-	-
	-	19,412	19,412	-	1,750
<u>Other Fundraising Activities</u>					
Furlough	-	14,351	14,351	-	-
Core cost salaries	-	2,954	2,954	-	-
		17,305	17,305	-	-
<u>Other Trading Activities</u>					
Furlough	-	30,443	30,443	-	-
Core cost salaries	-	32,888	32,888	-	-
	-	63,331	63,331	-	-
	124,404	744,671	740,039	-	129,036

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

**OTHER RESTRICTED FUNDS - PRIOR
YEAR**

	At 1st April 2019	Income	Expenditure	Transfer	At 31st March 2020
	£	£	£	£	£
<u>Youth Development and Alternative Education</u>					
St Barnabas	-	2,609	2,609	-	-
Wates Family Educational Trst	-	6,785	1,696	-	5,089
Rotary Club	-	3,000	-	-	3,000
Children in Need	-	34,052	34,052	-	-
Cambridgeshire County Reaching Further Award	-	3,750	-	-	3,750
Rathbones	-	5,000	1,250	-	3,750
Co-Op Sports Hall	400	-	400	-	-
Church Schools of Cambridge	-	13,703	11,050	-	2,653
GEM	-	3,000	-	-	3,000
Kingsgate Church	-	596	596	-	-
YEF	-	20,825	3,825	-	17,000
Sawston Young People's Fund	400	-	400	-	-
Small/individual restricted donations	1,066	-	1,066	-	-
Shelford and Stapleford Youth Initiative	-	16,692	16,692	-	-
Howard Foundation	-	1,000	-	-	1,000
Cambourne Youth Partnership	-	24,000	24,000	-	-
Youth Music 2018 - 2020	-	72,014	34,626	-	37,388
Youth Investment Fund	25,240	259,552	264,999	-	19,793
#iwill CCF Youth Social Action	1,500	-	1,500	-	-
Trumpington Parochial	-	300	300	-	-
Beacon Trust	-	23,942	23,942	-	-
John Huntingdons' Charity	4,125	5,340	9,465	-	-
Sawston Parish Council	-	3,000	3,000	-	-
Cambridge City Area Committee North	-	4,000	4,000	-	-
Cambridge City Community Development	-	3,500	3,500	-	-
Cambridge City Area Committee East	-	4,858	4,858	-	-
Cambridge City Area Committee South	-	2,750	2,750	-	-
Innovate and Cultivate Fund	-	28,033	28,033	-	-
Rock Baptist	-	1,000	1,000	-	-
ARM	-	20,730	20,730	-	-
CSK Peterborough	-	17,056	17,056	-	-
Monica Rabagliati Charitable Trust	3,000	-	3,000	-	-
Souter Charitable Trust	2,250	5,000	3,500	-	3,750
Eden Baptist Society	1,875	-	1,875	-	-
	39,856	586,087	525,770	-	100,173
<u>Core Costs</u>					
Broadcom Europe Ltd	1,640	-	1,640	-	-
Core cost donations	10,000	-	10,000	-	-
Co-op minibus	14,912	154	-	-	15,066
Co-op kitchen refurbishment	-	8,065	-	-	8,065
	26,552	8,219	11,640	-	23,131
<u>Young Parents Programme</u>					
Evelyn Trust	-	4,000	4,000	-	-
Care to Learn	-	11,868	11,868	-	-
Cambridge City Council Community Development	-	6,500	6,500	-	-
	-	22,368	22,368	-	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

**OTHER RESTRICTED FUNDS - PRIOR
YEAR CONTINUED**

	At 1st April 2019 £	Income £	Expenditure £	Transfer £	At 31st March 2020 £
<u>Aspire</u>					
Frank Litchfield	-	500	-	-	500
Innovate	-	4,952	4,952	-	-
Mathworks	-	2,500	2,500	-	-
The Pye Foundation	1,500	1,290	2,190	-	600
Tampon Tax Community Grant Programme	2,569	-	2,569	-	-
	4,069	9,242	12,211	-	1,100
<u>Pre-Schools</u>					
Small/individual restricted donations	500	-	500	-	500
	70,977	625,916	572,489	-	124,404

The restricted funds being carried forward at the end of the year generally represent grants received in advance for work to be carried out in the following year.

For information regarding the various activities outlined above, see page 1 of the accounts under 'Projects, Programmes and Services'.

**12. ROMSEY MILL CENTRE FUND - CURRENT
YEAR**

	At 1st April 2020 £	Income £	Expenditure £	Transfers £	At 31st March 2021 £
Romsey Mill Centre	881,381	-	-	-	881,381

**ROMSEY MILL CENTRE FUND - PRIOR
YEAR**

	At 1st April 2019 £	Income £	Expenditure £	Transfers £	At 31st March 2020 £
Romsey Mill Centre	881,381	-	-	-	881,381

The purpose of the Fund is to represent the net book value of the building in Note 8.

13. DESIGNATED FUNDS - CURRENT YEAR

	At 1st April 2020 £	Income £	Expenditure £	Transfers £	At 31st March 2021 £
Vehicle Repairs Reserve	1,000	-	-	4,000	5,000
Building Maintenance Reserve	2,000	-	2,000	5,000	5,000
Staff Contingency Fund	15,000	-	-	(15,000)	-
Covid-19 Contingency Fund	-	-	-	100,000	100,000
	18,000	-	2,000	(94,000)	110,000

The above transfers are reflected within unrestricted funds in the Statement of Financial Activities.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

DESIGNATED FUNDS - PRIOR YEAR

	At 1st April 2019	Income	Expenditure	Transfers	At 31st March 2020
	£	£	£	£	£
Vehicle Repairs Reserve	1,000	-	-	-	1,000
Building Maintenance Reserve	2,000	-	-	-	2,000
Mills & Reeve Progressions Hardship Fund	1,088	-	1,088	-	-
Staff Contingency Fund	15,000	-	-	-	15,000
	19,088	-	-	-	18,000

Building Maintenance Reserve

This reserve is to ensure Romsey Mill Trust has funds to meet the costs of unanticipated major repairs to the building.

Staff Contingency Fund

This fund has been created to cover unplanned staff eventualities such as maternity/paternity leave, sickness, resignation etc.

Vehicle Repairs Reserve

This reserve is to ensure Romsey Mill Trust has funds to meet the costs of unanticipated major repairs to the minibus.

Covid-19 Contingency Fund

This fund has been created to cover any foreseeable losses due to the expected reduction in Government Grants and other Covid-19 related support.

**14. ANALYSIS OF NET ASSETS BETWEEN FUNDS - GROUP
CURRENT YEAR**

	Unrestricted funds		Restricted funds		
	General funds	Designated funds	Romsey Mill Centre	Other Restricted funds	2021 Total
	£	£	£	£	£
Fixed assets	12,879	-	881,381	17,404	911,664
Net current assets	659,578	110,000	-	111,632	881,210
	672,457	110,000	881,381	129,036	1,792,874

**ANALYSIS OF NET ASSETS BETWEEN FUNDS - GROUP
PRIOR YEAR**

	Unrestricted funds		Restricted funds		
	General funds	Designated funds	Romsey Mill Centre	Other Restricted funds	2020 Total
	£	£	£	£	£
Fixed assets	4,592	-	881,381	26,105	912,078
Net current assets	381,238	18,000	-	98,299	497,537
	385,830	18,000	881,381	124,404	1,409,615

15. RELATED PARTY TRANSACTIONS

Throughout the year the charity was controlled jointly by the Board of Management.

No member of the board or any person connected to them received any fees or expenses from the charity during the year (2020: £nil).

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021

A trustee (N Taylor) is also a trustee of Cambourne Youth Partnership, a charity which during the year was engaged in a contract with Romsey Mill Trust for the provision of a part time Youth Development Worker. This contract is operated on an arms length basis. A trustee, (S Taylor), who was also a trustee of The Church Schools of Cambridge a charity which make grants to Romsey Mill Trust.

Aggregate donations of £7,165 were received from Trustees during the year (2020: £2,120).

The charity formed a subsidiary company, Cara Coffee Limited, on 23rd March 2019. Two trustees, J Hildersley and K Pearson are directors, together with the charity's CEO, N Perry.

16. RECONCILIATION OF EXPENDITURE TO NET CASH FLOWS FROM OPERATING ACTIVITIES

	2021	2020
	£	£
Net movement in funds	383,259	(2,701)
Adjustments for:		
Less investment income	(2,212)	(1,405)
Add depreciation	12,528	12,951
Increase/(decrease) in creditors	(13,544)	19,299
Decrease/(Increase) in debtors	18,073	43,380
Net cash provided by/(used in) operating activities	398,104	71,524

17. OPERATING LEASE COMMITMENTS (GROUP AND CHARITY)

	2021	2020
	£	£
The following operating lease payments are committed to be paid:		
Total future commitments	12,000	12,000

18. INVESTMENTS - CHARITY SUBSIDIARIES

Cara Coffee Limited

Country of Incorporation: England and Wales

Nature of Business: Trading

Class of shares:	% Holding	Year ended 31st March 2021	Year ended 31st March 2020
Ordinary	100	£	£
Aggregate capital and reserves		1	1
Profit/(loss) for the year		10,988	(10,988)
Donated to parent (Romsey Mill Trust)		(10,988)	-
		1	(10,987)

The Trust was gifted 100% of the issued share capital of Cara Coffee Limited (company number 11901327), a company incorporated in England and Wales on 23rd March 2019. The Trustees deem the market value of these shares to be £Nil. The subsidiary undertaking is included within the consolidated accounts.

