

United Response

Annual Report and Accounts 2020/21

Charity number: 265249 and 1062 (Isle of Man)
Company registration number: 1133776



Trustee's Report

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Objectives and Activities of the Charity

United Response is a national charity that works with adults and young people with learning disabilities or mental health needs. We are a community-based organisation working in England and Wales, providing bespoke residential care, supported living, day services and employment support.

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

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

Our **values** are the 'golden thread' running through everything we do. We are: *Creative, Responsive, United, Strong and Honest*. These set out a clear framework for our behaviours and how we approach our work.

How our activities deliver public benefit

All our activities are carried out in support of our charitable objectives. The core of our work is in supporting people with learning disabilities and those with mental health needs, but we also place a significant focus on investing in communities. We facilitate active community involvement among people we support and we have been increasing our contribution to the wider health and wellbeing agenda. Our redeveloped services in York and Richmond, bringing new community hubs, activities and spaces, are notable examples of our commitment to this place-based approach. These re-designed services promote independence, aspiration and active involvement for people with learning disabilities.

We provide services primarily under contracts with local authorities, the NHS and personal budgets. It is central to our ethos and charitable status that we promote and campaign for the wider public benefit of our beneficiaries in terms of equality and citizenship. We have taken into account the guidance in the Charity Commission's general guidance on Public Benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

Fundraising

As well as receiving funding from local authorities, we also fundraise by working corporate contacts, grant-giving trusts, supporters and staff to organise and co-ordinate events and activities both in the local communities where we operate and at major charity events. Apart from communicating with people who have supported us in the past, we use neither direct marketing nor external third parties to raise funds. Income from fundraising represents less than 1% of total income and there have been no complaints about fundraising activity during the year. Many donations relate to specific local community projects and we ensure that expenditure is restricted to these projects and is spent within a reasonable period. We review changes in guidance and legislation related to fundraising, such as the Fundraising Regulator's Code of Fundraising Practice and the changes in GDPR, and we are working to ensure that we are fully compliant.

Code of Conduct

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

Over the past year the Board has continued to implement a Governance Action Plan, which cover the following areas: Good Governance Practice; Diversity; Stakeholder Engagement and Impact and Reporting. Progress

reviews against the plan are undertaken regularly by the Nominations Committee and reported to the Board. The Action Plan now incorporates actions to meet the recommendations of the Charity Commission Guidance on Transparent & Accountable Governance, June 2020.

Beneficiaries

- Adults and young people with learning disabilities and mental health needs, who are supported by United Response – around 1,900 individuals as at May 2021.
- Their families, carers and advocates.
- The wider disability and mental health community.
- The wider communities we work in, especially vulnerable people within them.

Supporting people with learning disabilities and people with autism

We provide a range of support services including:

- Supporting people to live where they choose.
- Supported employment and volunteering opportunities, including training.
- Many people we support are on the autistic spectrum. Our staff are trained in recognised techniques, so that they can provide effective support.
- Life skills – supporting people to develop interests, hobbies and skills, including skills to help manage their own home and money.
- Support to develop and maintain relationships with friends and family.
- Accessible communications to support people to speak up.
- Advocacy – working with people so they can speak for themselves.

Supporting people with complex needs

- We have particular expertise in working with people with complex needs including those with profound learning disabilities.
- We also support a growing number of people with learning disabilities who also experience mental health difficulties.
- A large proportion of the people we work with have complex behaviour support needs, and we support them to live fulfilled lives as part of their community. We use active support and positive behavior support techniques.
- Many of the people we support have additional physical or sensory support needs.
- We support people with a range of physical disabilities including impaired motor skills, and profound and complex physical disabilities.

Supporting people with mental health needs

- We support people with a range of mental health needs.
- We provide a variety of mental health services, working in partnership with clinical partners, including community support and outreach, supported living, supported housing and vocational training.
- Our emphasis is on wellness and recovery, and where possible we focus on early intervention to help prevent more serious problems from occurring.

Supporting young people in transition

- We provide support to young people in transition to help them explore their options, try out new activities, build their skills and to plan for a future of increasing independence.

The way we work

Our approach focuses on getting to understand people's aspirations and helping them to achieve them. We support people to exercise choice and control and empower them to contribute to their own communities.

We have a strong track record of supporting people to build their independence. We build our approach around the preferred routines and activities of each individual we support, supporting people as active citizens who have the capacity to be engaged in a range of activities. This approach is called 'active support' and is underpinned by our person-centered ethos. This helps our staff to support people to take control of their lives and to develop through new experiences.

We recognise our primary duty is to ensure the people we support remain safe and well, and are protected from abuse. We have procedures for our staff to work with local safeguarding boards and the Care Quality Commission (CQC) to safeguard the people we support. These sit alongside a range of control measures and processes such as risk assessment, person-centred planning and positive behaviour support planning. Our guidance to staff includes a whistle-blowing policy and detailed guidance on the Mental Capacity Act and Deprivation of Liberty (DOLS) legislation and this is supported by regular staff training and highlighting safeguarding practice in internal briefings. We encourage and welcome the involvement of the families and friends of people we support. This in itself acts as a safeguarding measure, alongside being an essential aspect of the quality of life of people we support.

Promotion of the Success of the Organisation to Benefit its Members

Throughout this report we detail our Objectives, the *Ways we work* and our Structure, Governance and Management framework that encapsulate important expectations on the daily operations at United Response. These cover interactions with both internal and external stakeholders of the organisation. But in addition to these points, and in accordance with Section 172 (1) of the Companies Act, the Trustees confirm that their management responsibilities includes specific consideration of the following areas:

- The likely consequences of any decision in the long term.
- The interests of the company's employees.
- The need to foster the company's business relationships with suppliers, customers and others.
- The impact of the company's operations on the community and the environment.
- The desirability of the company maintaining a reputation for high standards of business conduct.
- The need to act fairly as members of the company.

The likely consequences of any decision in the long term

The long-term sustainability of the operating model is considered by the Trustees as part of the going concern review and is further detailed in the Financial Review section of this report. Trustees consider both short-term and longer-term financial projections and the key risks that could negatively impact the sustainability of United Response. The Trustees review management information, budgets, forecasts, cashflow projections and progress against the financial recovery plan on a regular basis. With risk management and escalation processes embedded across the organisation, all significant risks are reviewed at each Trustees meeting.

The interests of the company's employees

Employees are at the heart of the service that United Response provides, for additional detail of employee engagement, refer to the Strategic Report in this document.

United Response has complied with the UK's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 that require the publication of information on the gender pay gap for UK employees annually. The latest report is published on the United Response website.

The need to foster the company's business relationships with suppliers, customers and others

The Trustees consult with the organisation through various channels including email correspondence, online meetings and training, trustees meetings, committees and the annual general meeting.

All suppliers are expected to operate in line with United Response's mission and values. United Response aims to pay suppliers within terms to continue to obtain best rates where possible, with large vendors engaged following formal procurement or through Government / Public Sector Framework Agreements.

The Structure, Governance and Management section of this document further outlines the focus and importance of our relationships with local authorities, commissioners, funders and partnering health organisations, people we support, their families and the wider community.

The impact of the company's operations on the community and the environment

United Response's Streamlined Energy and Carbon Reporting section of this report details our environmental footprint, it is another important consideration for our positive impact within the communities we serve.

The desirability of the company maintaining a reputation for high standards of business conduct

Our Code of Conduct is pivotal in laying the foundation for our expectation of all employees who work for and represent our organisation. Risk management assurance frameworks, including regular quality assurance reviews ensure that both service and other organisation objectives are held to a high standard. Trustees adhere to Nolan Principles in their conduct of company business.

United Response takes a zero tolerance approach towards fraud, bribery and corruption, modern slavery and human trafficking. It is committed to complying with all applicable laws and regulations relating to fraud, bribery and corruption wherever it operates including the Modern Slavery Act 2015. A modern slavery statement is published annually in accordance with the Act, and published on our website.

Our whistle-blowing policy allows a safe forum for employees to raise concerns, employees are encouraged to report any issues that they do not believe are upholding our expected standards.

The need to act fairly as members of the company

The Trustees complete annual governance requirements which includes a statement on conflicts of interest.

Trustees' Report on 2020/21

The past year has been one like no other. Back in March 2020, nobody could have predicted just how profoundly day-to-day life would be affected for so many of us. Life as we knew it was turned on its head during the closing months of our last financial year, setting the tone for the year ahead and beyond.

Even in the face of the adversity brought on by a global pandemic, we have held true to our mission of ensuring that individuals with learning disabilities or mental health needs have the opportunity to live fulfilled lives. I am overwhelmingly proud of the work and creativity of our charity, and our success in keeping everyone motivated and committed to caring for the people we support.

We had to rapidly shift our focus in March 2020 to dealing with the additional issues created by the pandemic, such as managing the risk of spreading infection and acquisition of personal protective equipment. We were relentless in ensuring the safety of staff and the people we support, but we also needed to find creative ways to continue providing care and operate efficiently. For example, we embraced the use of technology, such as video conferencing, at a fast pace and as a way of staying connected during the various lockdowns.

In spite of the challenges, I believe we succeeded in our aim of keeping people safe and well, both our staff and the people we support. The dedication and effort of our workforce has shone through more than ever during this uniquely challenging period. I have been incredibly impressed by their continued passion and energy, and on behalf of the Board of Trustees I would like to note our gratitude.

Overall, we have maintained our high standards of service quality. Incidents, which are seldom but do occur from time to time, are dealt with speedily and with a view to learning for the future. We have also maintained our commitment to financial sustainability, with another year of positive financial results and a net contribution to reserves.

At the tail end of the reporting year, the Supreme Court delivered its final ruling on the 'sleep ins' case and on the question of payment for overnight care. By concluding that such shifts do not attract National Living Wage rates, the verdict brought clarity on an important issue that threatened to destabilise our sector. The ruling also served to highlight the need for a fundamental review of how social care is funded. We continue our lobbying of Government on this point, calling for a far reaching pay review for social care workers to tackle what remains a source of discontent.

More widely, we continued our ongoing work to speak out on behalf of people we support to try to secure better rights for the learning disability community. In March we launched the nation's first-ever Accessible Voting Day to help people with learning disabilities to take part in politics and vote. Coinciding with the local elections held in May, we were joined by other organisations and charities to raise awareness of the importance of an accessible voting system.

With our focus on particular sub-groups, such as people with learning disabilities, along with the increased public attention to gender and ethnic diversity, we have increased the importance we attach to addressing issues related to equality, diversity and inclusion. At United Response, we have taken up the challenge of tackling inequalities experienced by colleagues and people we support. As part of this commitment, in late autumn 2020 we established a diversity forum to engage with colleagues on diversity and inclusion issues. In addition, we agreed to channel our ingrained 'person centred' methods, thus giving us a tried and tested way of tackling inequality.

We also embrace diversity at Board level, and recognise the benefit of having a range of relevant skills and cognitive abilities around the Board table, as well as being truly reflective of the society in which we operate. I am pleased to welcome Satya Samal and Paul Marriner as two new Trustees who are joining our Board, both

bringing their experience of information technology and digital capabilities as we embark on a major investment to update our systems and ways of working. In the near future, we intend to enhance our oversight of safeguarding and of education with further appointments.

For our Directors' team, we welcomed Andy Ward in July 2020 as our new Director of Finance, replacing the outgoing Jerome Walls who left after four years of service. Andy brings an outstanding breadth of financial experience and technical knowledge, as well as a flair for innovation. I expect he will be a major asset to the organisation.

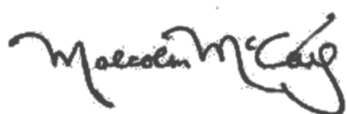
In October 2020 we ended our five-year stay at Highland House in Wimbledon and moved into a new head office in East Croydon. The new office is close to East Croydon's well-connected train station, and it has brought together five functions onto one floor, harnessing the potential of open-plan working and creating a more collaborative work space.

Looking forward, we have invested considerable thought in a refresh of our five year strategy, whilst retaining our core values of creativity, responsiveness, strength, honesty and unity. As we come out of the COVID pandemic, our latest vision and supporting strategy will be driven forward by our chief executive Tim Cooper and his team, and we look to a brighter and positive future.

Finally, I want to use this opportunity to pay tribute to those who tragically lost their lives to Covid-19 during what has been an incredibly challenging and saddening time for staff, people we support, families and beyond. During 2020/21, we lost 18 individuals who we support through the virus and a staff member. In March 2021 we held a virtual remembrance event for all those connected to United Response to pay tribute to their passing, and our thoughts remain firmly with them, their families and loved ones.

And whilst we remember the incredibly sad and untimely loss of life during months past, we must also recognise the many instances where the quality of our care and intervention meant several who were sick could safely leave hospital or be treated successfully at home.

A heartfelt thank you to all our staff who always act with integrity and compassion on behalf of those we support.

A handwritten signature in black ink, reading 'Malcolm McCaig'. The signature is fluid and cursive, with the first name 'Malcolm' and last name 'McCaig' clearly distinguishable.

Malcolm McCaig, 13th October 2021
Chairman of the Board

United Response in 2020/21 at a Glance:

- Across England and Wales we support around 1,900 people at approximately 420 locations
- We employ around 3,600 staff
- We contract with over 75 local authorities and Clinical Commissioning Groups
- The value of services provided was £93.2m in 2020/21 with the annualised value of new work in 2020/21 being £2.7m.

How does the Care Quality Commission (CQC) rate our services?

We have:

- 61 registered care services, 56 of which have been inspected under the CQC framework
- 28 care homes
- 32 supported living/domiciliary care services and one Shared Lives service
- 95% of services are rated as “Good”

What do people we support and their families think of our services?

Our yearly satisfaction survey did not run in 2020/21 due to the pandemic and its impact on our services, staff, the people we support and their families. Respondents were not yet fully ready nor equipped for an online survey to run, and a paper-based survey as normal was considered as a risk and too impractical due to the virus' spread and staff workload.

The results of the most recent full survey from 2019/20 are as follows:

- 96% of people we support felt safe when with their support staff
- 91% of people we support said their support workers listen and talk to them
- 92% of families rated the quality of our support as good or excellent
- 97% of families thought that our staff are caring and have the right values
- 88% of people we support said they like where they live

Online audiences

- There were 126,947 unique visits to www.unitedresponse.org.uk
- 19,151 people visited the site in December 2019 to view our easy read General Election manifestos – 81% more than the usual monthly average
- 1,901 people made contact through our website to ask for support for themselves or someone they know – 38% more than 2018/19
- We welcomed 8% more followers to our total social media audience (Facebook, Twitter, YouTube and LinkedIn)
- Our social media content was seen 1,764,166 times
- People engaged with our social media content 75,472 times

Strategic Report

Ahead of the 2020/21 financial year United Response set out a brand-new business plan, outlining four core priorities for the twelve months ahead. These priorities would build on those within the previous strategy, which ran from 2016 through to 2020.

The priorities initially set for 2020/21 were:

1. Assuring the quality of our services
2. Achieving financial sustainability
3. Planning for the future
4. Speaking out

Set within each of these priorities were clear goals to work towards and target outcomes to achieve, ranging from continued strength in CQC reports of our services to securing a set level of income, operating contribution and surplus.

Some of these initial goals and target outcomes for 2020/21 included:

- **Deliver good quality outcomes for people we support**
 - Achieve a Good or Outstanding CQC rating in 95% of our services
 - Complete effective internal audits of our services
 - Ensure our housing is safe and comfortable for residents
 - Ensure we are compliant with employment regulations
 - Co-produce with people we support and their families to develop our offer
- **Remain a financially sustainable organisation**
 - Achieve a target income of £94m and a total gross margin of 14.8%
 - Produce an improved budget surplus
 - Embed a business performance culture with revised KPIs and a new leadership programme
- **Remain a good employer**
 - Record a voluntary staff turnover rate of <17% and an absence rate of 3%
 - Support and induct new staff effectively, recording a turnover of <7% in staff with 1 years' service
- **Achieve growth and diversification**
 - Deliver £0.60m of planned new business and secure £0.75m of new business
 - Implement a new fundraising strategy and deliver local pilots of projects for young people, education and employment
 - Work with partners to launch a new social impact housing fund
- **Organise ourselves effectively and efficiently**
 - Relocate to a new central head office and create a single revenues team
 - Develop a new technology strategy; implement a new website and intranet
- **Enable the voice of people we support to be heard**
 - Build on public-facing work to raise awareness of and tackle hate crime and isolation
 - Continue influencing work to highlight the need for sustainable funding, including for overnight care

Impact of Covid-19

The outbreak of Covid-19 and its extraordinary impact meant that much of this wider plan and the priorities within it were significantly disrupted.

To manage an ever-changing landscape, one which regularly shifted between full national lockdowns to easements and varying restrictions, the organisation twice revisited its plans and priorities during 2020/21. At all times a clear focus was placed on managing competing pressures by prioritising, rationalising and simplifying core work on behalf of corporate and operational colleagues.

How Covid-19 changed the way we work

A key feature of recent United Response Annual Reports has been a transparency in demonstrating our successes against the targets we set for each period.

As the 2020/21 strategy could not be fully delivered or focused on in the way it was intended, we will this year be unable to accurately benchmark any achievements against set targets and priorities for the period.

Instead, we will this year use this space to detail the positive learning from working through the pandemic for a full reporting year. We and other providers are better equipped than ever to plan for future outbreaks, understand the role of technology in our work and plan the changes to how we deliver support.

Seeking to create our own set of 'certainties' in a world of uncertainty, input from staff, trustees and executives at United Response led to the design of a fresh approach of how we would work going forward and what our priorities should be – using the countless experiences and challenges of the pandemic as a reference:

Some of the key strands from this approach are detailed as follows:

1. Looking after each other – keeping safe and well:

The pandemic showed us more than ever the importance of being able to work safely and minimise infection. Many specific elements to this renewed focus and adapted way of working quickly became embedded in our daily practice.

The everyday use of PPE, for instance, will remain with us for the foreseeable future and we have developed cost-effective and lasting ways of buying and distributing equipment for the organisation.

Covid has also reinforced the need to have the skills and confidence to manage the health needs of people we support, likewise access to the right expertise when and where it's needed.

2. Meetings and collaborations with colleagues:

The use of Zoom and other online videoconferencing increased exponentially during 2020/21, significantly reducing the time and cost of travel for colleagues. It has also increased access and visibility of staff across the organisation, making us – in many ways – more connected than ever.

The rise in use of MS Teams has also helped staff share and collaborate more effectively, something we plan to roll out to our frontline services.

In guarding against overuse of videoconferencing, we have developed guidelines to help colleagues make the most effective use of this new way of communicating and being available to others.

3. Improved access to technology:

Newfound and widespread flexible working arrangements, such as working from home, required all staff to have easy and reliable access to both the internet and technology as soon as possible from March 2020.

Giving this access to all services, particularly those in remote areas, was an early challenge but one which has been tackled with investment in new systems, hardware and practices during the year.

A particular focus has been placed on reducing paper-based recordkeeping. A new website and intranet is being supported by future alternative investment in technology, including identifying fundraising opportunities and income streams.

4. How we make decisions:

The increased use of technology has meant that senior-level decisions can be made quicker and more effectively through the use of Zoom and other software. Senior staff are more available for meetings due to not travelling between locations, placing greater focus on shared and concurrent decision making.

More widely, other colleagues are acting decisively and with increased confidence owing to the 'blank canvas' and unique circumstance we find ourselves in.

Keen to support and channel these new ways of working, we have reviewed how we could sustain this approach going forward.

5. Working different with people we support:

We were incredibly proud of the fantastic and creative work delivered by colleagues during the pandemic and we will strive to have this continue. Staff are finding new ways to support and engage people within their own homes. We have also seen how powerful virtual sessions can be, connecting people and increasing access to enjoyable and purposeful shared activity.

6. Flexible working between office and home:

For colleagues normally office-based, either for some or all of a working week, the past year saw a dramatic shift to working from home. We are providing advice, guidance and support on how to best manage the pros and cons of home working. We recognise that a good work-life balance is important and we are supporting colleagues in achieving this. When it is safe to do so, we will reintroduce access to offices – though it is likely that the balance between home and office working has shifted permanently.

This new way of working provides us with an opportunity to explore more flexible working to support colleagues manage home and work tasks with mutual flexibility. In addition there may be ways for us to deliver extended hours of availability for business support staff to support frontline colleagues.

7. Recruiting and inducting new colleagues virtually:

One of the lesser-recognised shifts during the pandemic has been the need to conduct interviews and induction training online, in particular making good use of video conferencing. Feedback from recruiting managers and colleagues joining us in this way has been favourable. It has sped up the process and allowed people to be trained up sooner.

This online recruitment and induction has now become a permanent part of how we work, even as we reintroduce some face-to-face interviewing and training where it's necessary.

8. Communication:

Rapid changes all around us, such as new Government policy and guidance, have seen us develop different ways of communicating with colleagues and indeed others outside of the organisation. This involves regular briefings from a single point of contact, the ability for any colleague to raise questions, seven days a week, and get a direct response.

We have also made increased use of video and text communications and are able to celebrate and share people's achievements more widely. There are lessons in all of this for how we communicate generally and how requests for action and briefings colleagues are communicated through a single channel.

9. Celebrating diversity:

Our new online discussion groups seeking staff views on equality and diversity at United Response are generating very powerful and positive ideas for the future. We have brought together many of these ideas to form an action plan to help us ensure that everyone has equal opportunities regardless of personal characteristics – and that as an organisation we celebrate diversity of all forms.

10. Confidence in our ability to adapt and change:

The pandemic has changed the way in which we work and live our lives. The pace of change over the past year has probably been greater than at any time in our recent history. In the main these changes have been successful and will give us all confidence that we can embrace new ways of working, capitalise on the benefits that technology can bring and adapt in the face of unprecedented challenges. We have become a stronger and more adaptable organisation prepared for the challenges ahead.

Plans for Future Periods

Ahead of the 2020/21 financial year and before Covid became such a significant feature of all our lives, we spent a great deal of time working with stakeholders inside and outside of United Response to develop a new strategy for the future. Our aim then was for our work to remain relevant and responsive in the years to come. We talked with people support, families, colleagues and we commissioned external perspective on our sector and our work.

Much of this approach remained relevant as we moved into 2021/22 but the impact of Covid and our learnings from the pandemic will be a huge part of the organisation's work for the foreseeable future.

In the main, we have agreed that we will:

- Focus on supporting people with learning disabilities/mental health conditions to live as active members of their local communities.
- We will strengthen our 'community presence' offering support to others in the local area.
- Diversify our range of services on a planned and phased basis, taking account of geographical opportunities and both supply & demand.
- We will work in a systematic way to diversify where we believe we can make a difference, being mindful not to overstretch our finite resources.
- Retain our charitable status while operating more as a social business, adopting a more commercial and entrepreneurial approach.
- Broaden our funding base. Social care funding will remain core, we will increase revenues from other sources of public funds and grow fundraised/trading income as a proportion of overall revenues.

At the time of writing this report, most of the UK was close to easing its way out of respective restrictive measures and returning to a world which more closely resembled 'normality'. In spite of this, there remained real uncertainties about how long the impact of the pandemic will be felt going forward – both in our sector and beyond.

Trustees have agreed the above as our overall approach for the future but we will continue to review any strategic plans in more detail as the longer term implications of Covid-19 continue to be better understood.

Financial Review

The development and performance of the charity's business during the financial year and future outlook

This year has been an unprecedented year for United Response, the sector, the country and the world as we have had to come to terms and live with the impact of the global pandemic whilst continuing to provide care and operate efficiently and safely.

The pandemic has had a significant impact on the performance in 2020/21. United Response secured additional income from local authorities to deal with the impact of the pandemic on the business of £3.1m. This funding, and some cost savings in terms of office running costs, travel and subsistence and delayed face-to-face training offset significantly increased costs for PPE and other pandemic related costs incurred.

The future impact of the pandemic and how society will resume remains uncertain. The UK economy has suffered significantly and levels of debt, unemployment, social care needs are rising rapidly. Specifically Local Authorities are struggling with mounting levels of debts facilitated by cuts from central government funding, lost business rates, council tax holidays, emergency payments for families whose income have disappeared as well as loss of income from services such as tourism and council owned leisure centres leading to Local Authorities having to cut back. One area which they are having to scrutinise is funding rate increases for social care. As a result of this, more than ever, United Response looks to broaden our funding base although recognizing that social care funding will remain core to ongoing operations.

Results – business

Despite the pandemic, we have been successful in gaining new work with a value of £1.9m (2019/20 - £2.0m). Termination of contracts with a value of £0.2m was lower than expected (2019/20 - £1.4m) due to lockdowns.

The "Sleep In" ruling by the Supreme Court in March 2021 has provided clarity and makes a difference to the amount of free reserves we have available to support our diversification initiatives and technology projects in pursuit of our long term plan. Government funding for the Covid 19 pandemic resulted in the receipt of £2.8m in cash of which £2.7m has been recognised as revenues. Of this income, 50% related to contractual funding uplifts and premiums and 50% was given in the form of a grant, primarily the Infection Control Grant. United Response is in the process of confirming the status of remaining amounts to ensure it has only retained funds it is fully entitled to due to costs incurred from the pandemic. An additional £0.3m of grants related to furlough were received.

The Covid 19 pandemic first impacted the UK with the lockdown in March 2020 with a further two lockdowns that followed in the financial year. Through rapidly shifting our focus to manage our cost base through difficult and unpredictable times, we were able to ensure that we continued to safely provide person centred support to the people we support.

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

The charity recorded an increase in reserves of £1.7m (2019/20 – an increase of £1.4m). Whilst this is a modest increase, in a year of such uncertainty, government support and cost savings have contributed to the outcome.

The total unrestricted operations, through both general and designated funds, but before the effect of gains on investments and sales of fixed assets, recorded a surplus of £1.3m (2019/20 – a surplus of £1.3m). The total restricted operations recorded a surplus of £0.4m (2019/20 – a surplus of £0.1m).

Overall, income grew by £2.5m to £96.9m in 2020/21 (2019/20 - £94.4m). The principal sources of funding continue to be through contracting with local authorities in England and Wales for the provision of statutory services for clients with learning disabilities in a supported living or residential care environment. In 2020/21

these incoming resources of £94.6m, together with Covid 19 government grants of £1.4m, contributed 99.1% of the total income. This was a consistent value to the prior year (2019/20 – £92.8m or 99.4%).

Government funding for the pandemic contributed to £3.1m via premiums on existing contracts, grants and furlough programs. This was offset by a decline in legacies of £0.3m and income from investments of £0.1m.

The rises in rates paid by funders partly mitigated the cost increases incurred for the rise in the national living wage of 6.2% to £8.72 (2019/20 - £8.21). Throughout the year staff were redeployed from day services closed for pandemic lockdowns to both residential and supported living services. This resulted in staffing efficiencies such as a reduced reliance on agency to 8% of total staff costs (2019/20 - 10%).

Total expenditure increased by £2.2m to £95.2m (2019/20 - £92.9m) over the same period primarily due the costs of direct charitable expenditure which increased by £3.1m to £82.5m (2019/20 - £79.4m). This reflects the impact of the increase of the National Minimum Wage increase, as well as increased PPE costs over the period. Overall support costs offset this increase with a decrease of £0.8m to £12.4m (2019/20 - £13.2m) primarily from savings in travel, training and other office costs as a result of the requirement to work remotely.

Total net assets increased by £1.7m to £28.7m (2019/20 - £27.0m). The net movement in working capital saw increases in liquid cash holdings (cash at bank and in hand plus short-term fixed deposits) of £5.8m offset against timing for debtors decreasing by £2.2m and an increase in creditors of £2.8m.

United Response Services Limited (URS) had gross income of £52.2m (2019/20 - £33.1m) and recorded a trading surplus of £1.0m (2019/20 - £0.6m) which has been gift aided to United Response Limited. URS hold contracts with local authorities for welfare services which are sub-contracted to United Response which ensures that the taxation position of the group is effectively managed.

United Response in Business Limited's objective was to provide employment opportunities for people with learning disabilities or mental health needs by running social enterprises, these activities, where still carried on, are now part of United Response's activities. This entity's operations are in the process of being transferred over to United Response, hence its operations are down 53% to £0.2m (2019/20 - £0.5m).

Investment Policy and Performance

The trustees have broad investment powers, set out in the Memorandum and Articles. The Board establishes the charity's investment policy and reviews the target return annually.

Due to the past risk of the sleep in back pay liability, investments had been held in cash deposits since February 2018. Total cash held as current or investments is £26.2m (2019/20 - £20.4m), the portion that is cash investments in fixed term deposits is invested in line with the organisation's Treasury policy, however this currently results in a minimal returns of interest. In light of the Supreme Court ruling in March 2021 on Sleep Ins, this will be reviewed with consideration to our future investment policy.

Changes in Fixed Assets

There were no significant acquisitions or disposals during 2021. Changes in the charity's fixed assets are shown in notes 10 and 11 to the accounts.

Reserves

The total reserves held by United Response at 31 March 2021 was £28.7m (2019/20 - £27.0m) of which £1.7m was held in restricted funds (2019/20 - £1.3m), please refer to the details of restricted funds included in note 17 to the accounts.

The trustees have designated some reserves for specific purposes, at 31 March 2021 the total designated reserves were £6.7m (2019/20 - £6.6m). Due to the nature of the funds, the total of these has not changed significantly over the last two years, see details in note 19 to the accounts.

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

Given the uncertainty around the size of any potential sleep in back pay liability was only dispelled in March 2021, and uncertainties throughout the pandemic, the trustees are satisfied that excess reserves were not being held throughout the year ended 31 March 2021.

At 31 March 2021 the balance of free reserves of £20.3m (2019/20 - £19.1m) well exceeded the minimum reserve target of £7.5m set by the Finance and Resources Committee in June 2021. This minimum limit has been based on a risk based approach with excess amounts to be considered further for designation or investment by the Board.

Going Concern

United Response considers its position to be strong to continue its focus on the services it provides. Our good relationships with key funders, a proven ability to retain and secure new services, combined with strong liquidity and sufficient reserves underline this. United Response's liquidity is evident with free reserves which stand at £20.3m (2019/20 - £19.1m), of which 100% (2019/20 - 100%) are held as cash. United Responses free reserves continue to be considered sufficient to provide cover for any short unexpected changes in income and expenditure. Performance to date has been robust in terms of income generation and also cost control.

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

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

Key Risks & How We Manage These

United Response works to ensure that we effectively identify and manage risks to the organisation, to the people we support and to our colleagues. The risks and mitigations are recorded in the corporate risk register, which is produced and managed by the Directors' Team and regularly reviewed by the Audit and Risk Committee and Board of Trustees. The Directors' Team has responsibility for assessing the probability and impact of risks, for ensuring that appropriate mitigations are in place and for reporting on this to Board and Committee. As a devolved and growing organisation working within the regulated and high risk supported living sector, the organisation has developed a risk assurance framework to ensure that the wide range of risks to which the organisation is subject to is being monitored appropriately and that sufficiently robust mitigations are agreed and implemented. With the emergence of COVID 19 the organisation was required to quickly adjust its approach to managing the risks arising from this new situation in a different, but complementary manner, to the established method of managing risk.

A summary of the principal risks facing the organisation and how United Response mitigates each of these risks has been summarised below, in no particular order:

Principal risks	Description of risk	How we mitigate the risk
Maintaining financial sustainability	The organisation may be unable to meet its obligations as and when they fall due and become financially unsustainable if increased costs are not matched by increases in income and/or income/costs are not managed to budget. We may be unable to deliver strategic priorities, core activities to care for the people we support.	We undertake a systematic review of contract rates and requested funding levels from local authorities that ensures the financial sustainability of all contracts. This is complimented by an effective budgeting and forecasting process and we have substantial reserves in place.
Strategy, governance, and fraud	If the organisation does not have the right governance structures in place, we may be unable to effectively implement change programmes in a manner that prioritises those that will drive and the most benefit in terms of operational and strategic requirements to improve the lives of the People We Support. Furthermore, various controls are in place across the organisation to both prevent and detect fraud.	As part of the refresh of our five year strategy, we are reviewing our governance and organisational structures. This will ensure that we protect the charity and our beneficiaries, whilst ensuring that we meet charity commission guidelines. Delegation of authority is in place and there is regular review of the organisations' risk environment and risk appetite. A project management office help support implementation of projects that underpin the strategic objectives.

Principal risks	Description of risk	How we mitigate the risk
Staff recruitment, retention and engagement	The organisation may be unable to recruit and retain staff of the right calibre in an increasingly competitive labour market. This may impair the organisations' ability to provide care to the People We Support at the desired level, meet its contractual obligations; and comply with regulatory requirements.	We benchmark our pay and benefits across the sector and have a reward and recognition strategy. We regularly review recruitment and on-boarding processes and make improvements where possible. We have implemented a Management and Leadership development programme and wellbeing platforms and employee assistance facilities are available to all staff.
Business continuity, data protection and cyber security	Inadequate cybersecurity measures may lead to vulnerability of IT systems to internal or external threats which may lead to frauds being perpetrated against the organisation or the People We Support. The failure, compromise, prolonged non-availability of systems, or loss of data could disrupt business continuity, causing sub-optimal decision making, negatively impact the ability to support front line operations and cause reputational damage to the organisation.	We have a programme of work underway to further upgrade our systems and enhance our cyber defences by obtaining our UK Cyber Essentials accreditation. Business continuity plans are in place and we continue to strengthen our controls by delivering compulsory training on cyber security, data privacy and fraud risks to all staff.
Safeguarding	Failure of the organisation to effectively manage safeguarding in respect of the People We Support. This could be through provision of poor services, inadequate quality of services provided by operational staff, or failure to learn from safeguarding incidents that do occur, so that they are suitably addressed and risk of recurrence is minimized.	Operational practices incorporate safeguarding throughout and these are regularly reviewed to ensure they meet safeguarding requirements and best practice. Mandatory safeguarding training is delivered to all staff. We have strategies and reporting mechanisms in place to react to serious incidents and we review and resolve all safeguarding incidents to help prevent recurrences.

Principal risks	Description of risk	How we mitigate the risk
Legal & Regulatory	The organisation operates within a highly regulated sector and may be non-compliant with one or more of the wide-ranging requirements mandated by several national regulators. Non-compliance with statute, regulation or other external requirement may result in personal or corporate penalties, litigation, reputational damage, invalidation of insurance or restrictions on United Response's ability to conduct business.	We have developed a corporate risk assurance framework that is managed by the Directors' Team and identifies the key risks faced by the organisation. Audits against various regulations are conducted by internal and external teams throughout the year and findings are reported to Management to action. A follow-up tracker is currently being developed for all outstanding actions. We maintain open and regular communication with our various regulators including the Care Quality Commission and the Charity Commission.
COVID-19	Inability to follow guidance and procedures designed to keep People We Support and staff safe during COVID-19 pandemic resulting in: the risk to life and limb regulatory breaches financial impact breach of human rights	We ensure appropriate emergency governance and decision-making structures are put in place to allow for close management of the ever-changing situation and regularly communicate with staff, People We Support and their families. We deliver targeted training to staff on operational and safeguarding policies and procedures. We remind staff of the clear process for fast reporting of serious incidents. We strengthened our forecasting process with an increased focus on cash management. We take advantage of various government grants and we maintain focussed on 'making life happen' for the People We Support during this challenging time.

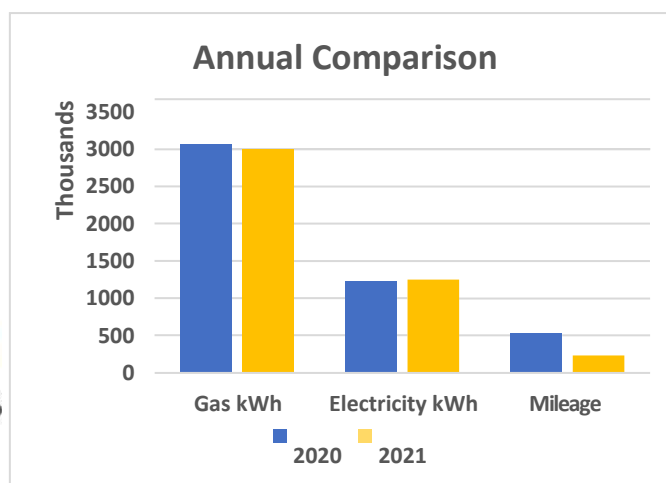
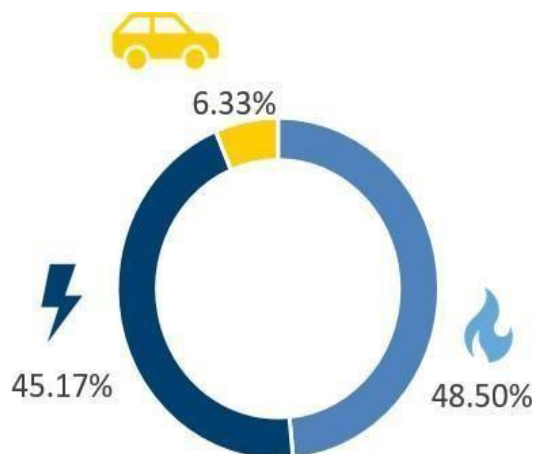
Streamlined Energy and Carbon Reporting

Energy and Carbon Consumption

In accordance with Streamlined Energy & Carbon Reporting (SECR) legislative reporting requirements the below details related to the activities for United Response for the year ended 31 March 2021.

Total	Gas	Electricity	Transport	Total
kWh	3,005,385.0	1,250,040.9	NA	4,255,425.9
Mileage	NA	NA	232,335.0	232,335.0
kgCO ₂ e	552,981.8	515,079.4	72,220.9	1,140,282.1
tCO ₂ e	553.0	515.1	72.2	1,140.3
%	48.50%	45.17%	6.33%	100.00%

United Response's total CO₂e emission breakdown is highlighted below. The primary Scope 1 and 2 emitters of carbon are Gas and Electricity consumption, needed for operational buildings and residences used for supporting people with disabilities. This combined consumption equates to 93.7% of total CO₂e emissions with the remaining 6.3% emitted via the transportation of staff members alongside that associated with supported learning and living facilities.

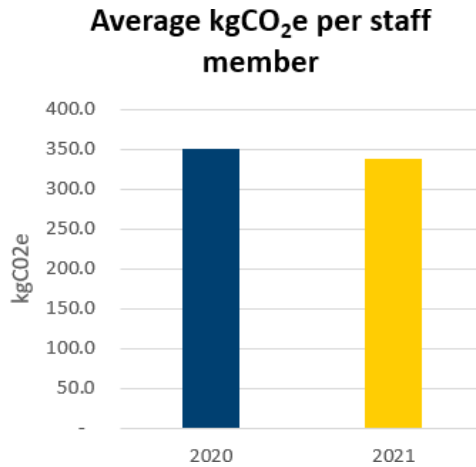


When comparing the previous year's consumption, we can see that there has been little change in the operational energy use despite there being slightly fewer sites. This is most likely due to the circumstances surrounding lockdown and the requirement for residents to spend longer inside. Mileage has dropped comparatively due to travel restrictions.

Intensity metric

An intensity metric gives United Response an indicator of carbon performance based on an operational figure. We have used the number of staff members to indicate this performance with 3,380 members emitting on average 337.4 kg CO₂e each. This will be measured annually and compared against previous years.

Intensity metric	2020	2021
Number of staff	3,481.0	3,380.0
kgCO ₂ e	1,215,468.7	1,140,282.1
Average kgCO ₂ e	349.2	337.4



United Response initiatives

This section highlights energy and carbon improvement projects undertaken during the year or those that are currently underway.

Head office downsizing

In response to the changes that COVID has brought to how we operate as a company we have found that working from home is now a feasible and encouraged practice in some cases. We have therefore downsized offices and upgraded the lighting in the new space to dramatically reduce energy demand.

Data gathering improvements

In order to manage our energy and carbon footprint more efficiently we have begun systemizing the collection and review of energy data. This will ensure we are both proactive in the event consumption spikes and accurate in our analysis.

Methodology

Energy sources

Energy data was collected and collated by our energy brokers. In some cases, electricity and gas consumption has had to be estimated by using an energy average calculation which estimates usage based on previous meter readings. Travel mileage is collected internally.

Calculations

United Response are measuring scope 1, 2 and partially scope 3 emissions. All energy data was collated by our energy suppliers with transport data and staff numbers collated internally. Scope 1: Fleet vehicles. Scope 2: Electricity and Gas supply. Scope 3: Grey fleet.

Intensity calcs	Litre	kWh	CO ₂ e
Gas	NA	1	0.183997
Electricity	NA	1	0.41205
Petrol	1	9.1	2.31
Diesel	1	10	2.68

List of Supporters for 2020/21

Trusts & Foundations

Active Londoners Fund – Mayor of London
B&Q Foundation
Card Factory Foundation
The Clothworkers' Foundation
The Feoffees of St Michael's Spurriergate
The George A Moore Foundation
Gloucestershire County Council Emotional Health and Wellbeing Grant
Grace Trust
Trafford VCSE Digital Grant
The Morrisons Foundation
MJB Foundation
Persimmon Community Champions
The Purey Cust Trust
Rothley Trust
Tesco Bags of Help
Trafford Housing Trust
Wiltshire Digital Drive
Yorkshire Building Society Charitable Foundation

Legacies

From the late Roy Ernest Bousell

Corporate supporters

Avon
Boots
Cornish Mutual
Greggs
Haribo
Konditor
Montezuma's
Nivea
Stanley Picker Gallery
Taylors of Harrogate
Truro College
Whirlpool
Zamu

Events

A number of regular events were cancelled because of Covid-19. These include the London Marathon, ROC5k run and Ride London.

Participants of these events, when they are rescheduled and completed, will be included in next year's annual report – providing they take place during 2021/22 as planned.

Structure, Governance and Management

During 2019/20 United Response commenced the novation of its Local Authority contracts to its wholly owned subsidiary company, United Response Services Limited. The contracts were then subcontracted to the charity to deliver the services in the usual way. This structure has been put in place to ensure that United Response is set up in the most effective way in respect of taxation. United Response Services Limited is a company limited by shares with United Response being the only shareholder. The directors of this subsidiary are the Chief Executive, the Director of Finance and two trustees of United Response.

The charity is incorporated as a company limited by guarantee and is governed in accordance with its Memorandum and Articles of Association. United Response in Business Limited is a wholly owned subsidiary of United Response.

The organisation is governed by a board of trustees, led by the Chair.

The trustees, who have the powers and obligations of Directors under the Companies Acts 2006, have ultimate responsibility for United Response's leadership and strategic direction, for its stewardship, overall financial and organisational control, monitoring progress and ensuring compliance. The Board also has responsibility for protecting the reputation and values of the organisation, sets the long term vision, and holds the Chief Executive and Directors' Team to account whilst maximising their performance for delivering United Response's policies, strategies and objectives.

United Response appointed two new Trustees during 2020/21, each bringing skills and experience in digital technology and business systems in support of organisation's strategic intent.

Our Education and Skills Scrutiny Group which oversees our adult education, skills and employment activities was strengthened in the year with the appointment of two external members to join the two trustees already on this group. The Scrutiny Group is expected to make a strong contribution to the governance and scrutiny of our developing education, skills and employment programmes.

Recruitment for the independent Chair of the Safeguarding Forum was delayed because of the pandemic but the role will be filled in the early part of 2021/22.

The board of trustees meet at least four times per annum and are supported by four committees.

The Finance and Resources Committee has oversight of the key financial aspects of our work which stem from the financial, HR, investment and other resource related strategies.

The Operations Committee focuses on quality and safety of services to the people we support, using and interrogating a wide variety of data sources to triangulate and provide assurance. Its purpose is to scrutinise information that assures trustees that we are providing safe, high quality, effective services consistently and routinely, that we meet regulatory requirements and that we are providing best practice models wherever possible that reflect and involve the views of the people we support, their families and carers.

The Audit and Risk Committee has oversight of external audit and of internal controls across United Response including quality assurance systems and health and safety arrangements.

The Nominations Committee acts on behalf of the Board to ensure that appropriate governance arrangements are in place, including the recruitment of new trustees.

Each committee is able to appoint up to two co-optees/specialist advisors to enhance their work, should the committee chair and committee members feel this would add value to the work of the committee. This also provides us with greater flexibility enabling us to draw on a broader range of skills and involve advisors without them having to assume wider governance responsibilities.

Remuneration of the Directors' Team

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

Equality

United Response is proud of the support it provides through a diverse workforce matched to the communities in which we support. Through clear engagement, training and leadership our workforce is adept at being inclusive and recognising that diversity brings strength and opportunity for people to achieve their best. United Response works tirelessly to evolve our inclusive culture further through adopting the Disability Confident framework, Mindful Employer charter and actively works to encourage people we support to gain meaningful employment. United Response embeds the principles of the Equality Act throughout the organisation.

In response to the Black Lives Matter movement established in 2020 and in response to the death of American citizen George Floyd, we worked to tackle inequalities of all kinds faced by colleagues and people we support at United Response. We have established new regular diversity forums to engage with colleagues on equality and diversity issues. We are also seeking to channel and transfer our ingrained 'person centred' method into all of our work, using its tried and tested means of tackling inequality and approaching diversity.

We also made a commitment to further strengthen the diversity of the Board of Trustees, seeking to attract people from black and ethnic minority communities or with lived experience of a disability – or even both. To this end, we were delighted to finalise the appointments of Paul Marriner and Satya Samal as two new Trustees during the year. Paul and Satya would formally begin as Trustees in the summer of 2021, each bringing their own personal experience in these target areas.

Employee Engagement

United Response acknowledged the resilience and response of the workforce in the face of the unexpected pandemic, and issued an additional but small recognition payment to all staff during the financial year.

Staff engagement and wellbeing have continued to be supported through a range of initiatives during 2020/21. This includes using specialist Wellbeing and Resilience training providers, developing our Mental Health Awareness training and the continued recognition of staff – by way of small hamper packs, weekly shout outs and also engagement competitions through the year.

Engagement to inform and support key strategic considerations such as IT, Diversity and Wellbeing have been supported through our Digital Forum, Diversity Forum and Wellbeing Forum and our regular consultative forum of United Voice. The latter meets on a quarterly basis to discuss staff concerns with senior management. Those in this group are consulted on all policy changes affecting staff so views can be taken into account ahead of decisions which may affect the interests of the charity's wider workforce.

Engagement pulse surveys have been deployed and reflect continued high levels of engagement despite the pandemic. An insightful home-working survey conducted after the first lockdown affirmed the staff preference, for those who can, to continue a flexible or hybrid style of working beyond the pandemic.

Staff continue to be regularly and systematically given information relating to matters of concern to them as employees. The Chief Executive cascades a regular monthly briefing of the key developments and issues facing the organisation, including financial and economic factors affecting its performance.

Stakeholders and relationships

The relationships forged and held by United Response are the backbone of the organisation's history and future, and are deep-rooted in all of our work on both a regional and national level. Among these are business relationships with local authorities, commissioners, funders and partnering health organisations. No less significant are the ties held with the charity's core stakeholders – the people we support, their families and the wider community.

Maintaining and fostering each of these relationships is a key priority for the charity, its Directors' Team and board. Principal decisions taken by the company during the financial year carefully take into account the importance of these relationships.

Board of Trustees

The trustees who served during the year were as follows:

Chair – Malcolm McCaig

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

Vice-Chair – Helen England (Chair of Operations Committee)

David Aitman (Chair of Audit and Risk Committee) – stepped down in July 2020

Honorary Treasurer - Charles Garthwaite

Bronagh Scott

Alastair Ballantyne

Bill Hodson

Katherine Rake

Mark McLaughlin (Chair of Audit and Risk Committee from July 2020)

Alison Handley

Deborah Tavana

Guy Van Dichele

Directors' Team

United Response is managed by the Directors' Team consisting of the senior paid employees of the organisation.

The Directors' Team is led by the Chief Executive, who reports to the Chair of the Trustees. The Directors' Team through the Chief Executive is responsible for the day to day management and implementation of the strategy approved by the Board and leadership of the organisation, for drawing up and implementing the corporate plan and budget and for proposing any strategic changes not encompassed within the corporate plan. Members of the Directors' Team attend board and sub-committee meetings, to brief the trustees on organisational matters.

The Directors' Team of United Response at 31 March 2021 was:

Chief Executive – Tim Cooper

Director of Quality and Practice Development – Sarah Battershall

Director of Corporate Services – Mark Ospedale

Director of Finance and Company Secretary – Andy Ward

Director of Operations North – Julia Casserly

Director of Operations South – Mike Crowhurst

Reference and Administrative Details

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

Registered Address & Principal Office	7th Floor, Knollys House 17 Addiscombe Road Croydon London CR0 6SR	
Telephone	0208 016 5678	
Website	www.unitedresponse.org.uk	
Email	info@unitedresponse.org.uk	
Twitter	@unitedresponse	
Facebook	facebook.com/UnitedResponse	
Charity Registration Number	265249	
Company and VAT Number	01133776 / GB317764974	
Bankers	Lloyds Bank 3rd Floor 25 Gresham Street London EC2V 7HN	HSBC 1 Centenary Square Birmingham B1 1HQ
	Barclays Bank 1 Churchill Place London E14 5HP	
Auditors	Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW	
Solicitors	Capsticks 1 St George's Road London SW19 4DR	Trowers and Hamlins LLP 3 Bunhill Row London EC1Y 8YZ
	Bates Wells 10 Queen Street Place London EC4R 1BE	Brabners LLP Horton House Exchange Flags Liverpool L2 3YL
Insurance Brokers	Marsh UK Ltd 39 Kings Hill Avenue West Malling, ME19 4ER	

Trustees' Responsibility Statement

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

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

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

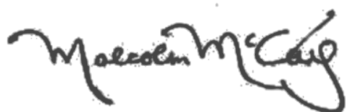
The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply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

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

Auditors

A resolution to re-appoint Crowe U.K. LLP as auditors will be proposed at the annual general meeting.

Approved by the Board of Trustees of United Response on 13th October 2021 including, in their capacity as company directors, the strategic report contained therein, and signed on its behalf by:



Malcolm McCaig
Chair

Independent Auditor's Report to the Members of United Response

Opinion

We have audited the financial statements of United Response ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2021 which comprise the Group Statement of Financial Activities, the Group and Company Balance Sheets, the Group Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2021 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 29, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit

procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

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

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation, Care Quality Commission (CQC) regulations, employment legislation, taxation legislation and health and safety legislation.

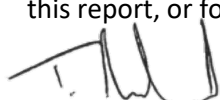
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of contract income, recording the impact of CQC regulatory reviews and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

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

Use of our report

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



Tim Redwood
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor

London

20 October 2021

United Response
Consolidated Statement of Financial Activities
For the year ended 31 March 2021

(incorporating a consolidated income and expenditure account)

		Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
		2021	2021	2021	2020	2020	2020
	Notes	£'000	£'000	£'000	£'000	£'000	£'000
Income from:							
Donations and legacies	2	106	161	267	381	147	528
Charitable activities	4	95,286	1,311	96,597	93,392	-	93,392
Investments	3	37	-	37	139	-	139
Other	3	-	-	-	297	-	297
Total income		95,429	1,472	96,901	94,209	147	94,356
Expenditure on:							
Raising funds	5	216	-	216	244	-	244
Charitable activities	5	93,871	1,088	94,959	92,641	46	92,687
Total expenditure		94,087	1,088	95,175	92,885	46	92,931
Net surplus on operations	7	1,342	384	1,726	1,324	101	1,425
Transfers between funds	19	-	-	-	-	-	-
Net movement in funds		1,342	384	1,726	1,324	101	1,425
Reconciliation of funds:							
Total funds at 1 April 2020		25,628	1,334	26,962	24,304	1,233	25,537
Total funds at 31 March 2021	16	26,970	1,718	28,688	25,628	1,334	26,962

The notes on pages 36 to 54 form part of these accounts.

All the above results are derived from continuing activities. All gains and losses recognised in the year are included above.

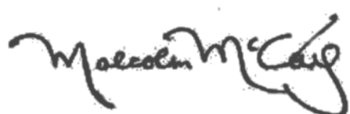
United Response
Consolidated and Charity Balance Sheets
As at 31 March 2021

		Group		Charity	
	Notes	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Fixed Assets					
Intangible assets	10	-	3	-	3
Tangible assets	11	5,623	5,478	5,621	5,475
Investments	12	18,267	11,244	18,267	11,244
Total fixed assets		23,890	16,725	23,888	16,722
Current Assets					
Stocks		52	6	51	5
Debtors	13	10,114	12,349	6,276	9,431
Cash at bank and in hand		7,909	9,121	7,887	9,084
Total current assets		18,075	21,476	14,214	18,520
Creditors - amounts falling due within one year	14	(12,864)	(10,734)	(9,005)	(7,778)
Net current assets		5,211	10,742	5,209	10,742
Total assets less current liabilities		29,101	27,467	29,097	27,464
Provisions for liabilities	15	(413)	(505)	(413)	(505)
TOTAL NET ASSETS	16	28,688	26,962	28,684	26,959
FUNDS OF THE CHARITY:					
Restricted Funds					
Restricted funds	17	1,526	1,138	1,526	1,138
Restricted property fund	18	192	196	192	196
Total restricted funds		1,718	1,334	1,718	1,334
Unrestricted Funds					
General Funds	19	20,275	19,075	20,271	19,072
Designated funds	19	6,695	6,553	6,695	6,553
Total unrestricted funds	19	26,970	25,628	26,966	25,625
TOTAL CHARITY FUNDS	16	28,688	26,962	28,684	26,959

The notes on pages 37 to 55 form part of these accounts.

The surplus for the financial year, dealt within the financial statements of the parent charity, with company number 1133776, was £1,726,000 (2020 - £1,425,000) after gift aid from subsidiaries.

These financial statements were approved by the board and authorised for issue on 13 October 2021.



Malcolm McCaig - Chair



Charles Garthwaite - Treasurer

United Response
Consolidated Statement of Cashflows
For the year ended 31 March 2021

	Notes	2021 £'000	2020 £'000
Cash flows from operating activities:			
Net cash generated in operating activities	A	6,220	1,850
Cash flows from investing activities			
Dividends and interest from investments		37	139
Proceeds from the sale of property, plant and equipment		-	-
(Decrease) / increase in property, plant and equipment		(446)	(194)
(Decrease) / increase in cash held for reinvestment		(7,023)	3,913
Net cash generated / (used) in investing activities		(7,432)	4,482
Change in cash and cash equivalents in the reporting period		(1,212)	6,332
Cash & cash equivalents at the beginning of the reporting period		9,121	2,789
Cash and cash equivalents at the end of the reporting period	B	7,909	9,121

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

Net income for the reporting period (as per the Statement of Financial Activities)	1,726	1,425
Adjustments for:		
Depreciation and amortisation charges	272	448
Returns on investments	-	-
Dividends and interest from investments	(37)	(139)
(Gain) / loss on sale of fixed assets	32	(297)
Decrease / (increase) in stocks	(46)	1
Decrease / (increase) in debtors	2,235	(2,300)
Increase / (decrease) in creditors	2,130	2,674
Increase / (decrease) in provisions	(92)	38
Net cash provided by operating activities	6,220	1,850

B. Analysis of cash and cash equivalents

Cash in hand	74	65
Cash at bank	7,835	9,056
Total cash and cash equivalents	7,909	9,121

The notes on pages 37 to 55 form part of these accounts.

Net cash generated in operating activities includes Government funding for the pandemic.

United Response

Notes to the Accounts for the year ended 31 March 2021

Charity Information

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

It was incorporated on 11 September 1973 (company number: 1133776) and registered as a charity on 2 October 1973 (charity number: 265249) and in Isle of Man 10 August 2010 (charity number: 1062).

The address of the registered office is 7th Floor - Knollys House, 17 Addiscombe Road, Croydon, London, England, CR0 6SR.

1. Accounting Policies

a) Basis of preparation

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

The financial statements have been prepared in accordance with the second edition of the Charities Statement of Recommended Practice issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

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

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

b) Group financial statements

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

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

c) Preparation of the accounts on a going concern basis

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

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

United Response's liquidity is evident in review of the consolidated reserves which stand at £27.0m (2019/2020 - £25.6m) and £20.1m as free reserves (2019/20 - £19.1m), of which almost all is held as cash. Cash holdings were maintained in respect to the uncertainty of the sleep-ins case. The ruling on this in March 2021 has effectively freed up reserves that may have been needed in the case of an adverse ruling. Trustees will review the investment policy going forward.

United Response's free reserves continue to be considered sufficient to provide cover for any short term unexpected changes in income and expenditure. Covid 19 has been an example of how the organisation has been able to endure, whilst still providing required levels of service.

United Response

Notes to the Accounts for the year ended 31 March 2021

1. Accounting Policies (continued)

c) Preparation of the accounts on a going concern basis (continued)

Notwithstanding the pandemic, performance to date has been robust in terms of income generation and also cost control.

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

d) Critical accounting judgements and key sources of uncertainty

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

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

The following matters contain assumptions concerning the future, or estimation affecting assets and liabilities at the balance sheet date, that may result in a material adjustment to their carrying amounts in the next financial year:

Note 3 & 14 Income and other creditors - Government funding - Covid 19

Note 13 Debtors - Accrued income and Doubtful Debt provision

Note 15 Provisions - Dilapidations

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

e) Income

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

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

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

Grants are recognised on the performance model, when the charity has complied with any conditions attaching to the grant and the grant will be received. The grant in connection to the job retention scheme has been recognised in the period to which the underlying furloughed staff costs relate to. See Note 4 for revenues recorded related to additional Government grants and funding for the pandemic.

United Response

Notes to the Accounts for the year ended 31 March 2021

1. Accounting Policies (continued)

f) Expenditure

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

g) Operating leases

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

h) Pension schemes

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

i) Intangible fixed assets

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

j) Tangible fixed assets and depreciation

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

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

k) Financial instruments

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

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

United Response

Notes to the Accounts for the year ended 31 March 2021

1. Accounting Policies (continued)

l) Investments

All investments held are included in the balance sheet at market value. All investments currently held are in cash deposits with UK clearing banks to ensure adequate security and liquidity is maintained.

m) Stock

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

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

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

n) Provisions

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

o) Funds

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

p) Cash at bank and in hand

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

United Response

Notes to the Accounts for the year ended 31 March 2021

2. Analysis of Donations and Legacies	Total 2021 £'000	Total 2020 £'000
Donations from trusts		
Clothworkers' Foundation	35	35
Trafford Housing Trust	35	-
The Morrison Foundation	18	-
Feoffees St Michael	10	-
The Purey Cust Trust	10	-
MJB Charitable Trust	5	-
Groundwork Trust	2	12
People's Postcode	-	13
Other	9	14
Total donations from trusts	124	74
Legacies		
- Mr R. E. Bousell	37	60
- Mrs J. M. Rowe	-	200
- Other	4	7
Total donations from legacies	41	267
Other donations, legacies and voluntary income	143	454
Total donations and legacies	267	528
3. Analysis of Income from Investments and Other Activities		
Investment income is made up as follows:	2021 £'000	2020 £'000
Bank interest	37	139
Total investment income	37	139
Other income is made up as follows:	2021 £'000	2020 £'000
Gain on sales of fixed assets	-	297
Other income	-	297

United Response

Notes to the Accounts for the year ended 31 March 2021

4. Analysis of Income from Charitable Activities

	Contractual Income £'000	Grants £'000	Trading Income £'000	Total 2021 £'000	Total 2020 £'000
Learning disability residential services	12,821	19	-	12,840	12,298
Learning disability supported living services	70,524	103	181	70,808	72,702
Government funding - Covid 19	1,421	1,668	-	3,089	-
Other learning disability services	6,400	-	-	6,400	4,323
Mental health services	2,414	-	-	2,414	2,562
Employment Opportunities - People We Support	989	32	25	1,046	1,507
Total income from charitable activities	94,569	1,822	206	96,597	93,392

Government funding for Covid 19 related to uplifts and premiums on existing contractual service agreements which included £1,311,000 of Grants with restrictions.

Contractual income includes £65,094 (2019/20 - £65,094) in respect of contracts with the Isle of Man Government.

Contractual income is made up as follows:

	2021 £'000	2020 £'000
Income from statutory authorities	89,168	87,836
Income from people we support and other sources	5,401	4,955
Total contractual income	94,569	92,791

Grant income is made up as follows:

	2021 £'000	2020 £'000
Government funding - Covid 19	1,362	-
Government funding - Furlough	306	-
Skills for care	121	56
Grants to support employment (various)	33	65
Total grant income	1,822	121

Government funding for Covid 19 grants consisted of mainly Infection Control Grants. Furlough was also received for employees unable to perform their work. For details on the other grants, see note 17.

United Response

Notes to the Accounts for the year ended 31 March 2021

5. Analysis of Total Expenditure	Direct Costs £'000	Support Costs £'000	Total 2021 £'000	Total 2020 £'000
Raising funds	202	14	216	244
Charitable activities				
Learning disability residential services	11,012	1,009	12,021	11,573
Learning disability supported living services	64,369	9,674	74,043	72,617
Other learning disability services	4,161	428	4,589	3,908
Mental health services	2,154	707	2,861	3,043
Employment Opportunities - People We Support	974	106	1,080	1,237
Governance costs	365	-	365	309
	83,035	11,924	94,959	92,687
Total resources expended	83,237	11,938	95,175	92,931

Included in Charitable activities is £1,041,000 which is identified as spend in relation to Covid 19.

Other learning disability services includes total expenditure of £36,257 (2019/20 - £40,149) in respect of contracts with the Isle of Man Government.

6. Analysis of Support Costs	2021 £'000	2020 £'000
Regional support and training	5,249	6,478
Service development and quality	882	834
Communication and policy	433	400
Financial, HR and legal	3,318	3,491
Information Technology	1,608	1,581
General management	434	460
Total support costs	11,924	13,244

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

7. Net Surplus on Operations for the Year	2021 £'000	2020 £'000
This is stated after charging:		
Depreciation and amortisation	272	448
Auditors' remuneration including VAT	53	51
Other fees paid to Auditors including VAT	3	32
Amounts paid under operating leases		
- Land and buildings	1,464	1,440
- Motor vehicles	219	211

United Response

Notes to the Accounts for the year ended 31 March 2021

8. Trustee benefits and expenses

No remuneration was paid to trustees. A total of £298 was paid to two trustees during the year (2019/20 - £3,882 paid to 6 trustees). The expenses reimbursed to trustees cover travel and subsistence costs only. Indemnity insurance is provided for the trustees as part of the overall management liability policy, the total premium paid during the year amounted to £17,259 (2019/20 - £11,157).

9. Staff Costs

	2021 £'000	2020 £'000
Total staff costs for the year were as follows:		
Wages and salaries	68,954	65,332
Social security costs	5,508	5,142
Pension contribution costs	1,642	1,951
Total	76,104	72,425

Wages and salaries includes £94,000 (2019/20 - £337,000) of redundancy and termination payments which were paid out in accordance with our redundancy policy and legal requirements.

	2021 Number	2020 Number
Average number of staff employed		
Direct charitable activities	3,387	3,367
Support and governance	241	254
Generating voluntary income	4	3
Total	3,632	3,624

	2021 Number	2020 Number
Number of employees whose remuneration (including taxable benefits) exceeded £60,000 during the year		
£60,000 - £70,000	14	6
£70,001 - £80,000	1	3
£80,001 - £90,000	1	1
£90,001 - £100,000	2	2
£100,001 - £110,000	2	2
£110,001 - £120,000	-	2
£120,001 - £130,000	-	1
£140,001 - £150,000	1	-
Total	21	17

Total pension contributions outstanding at the year end were £348,000 (2020 - £308,000).

	2021 £'000	2020 £'000
Executive Team Remuneration		
Total pay and benefits of the Senior Executive Team	765	807

The Executive Team consists of the Chief Executive, Director of Finance, Director of Operations North, Director of Operations South, Director of Quality and Practice Development, and the Director of Corporate Services.

United Response

Notes to the Accounts for the year ended 31 March 2021

10. Intangible Fixed Assets	2021	2020
	£'000	£'000
Cost		
1 April 2020	425	425
Additions	-	-
Disposals	(16)	-
31 March 2021	409	425
Amortisation		
1 April 2020	422	363
Charge for the year	3	59
Disposals	(16)	-
31 March 2021	409	422
Net Book Values (Charity & Group)		
2021	-	3

Intangible assets relate to capitalisation of computer software costs.

During the year, disposals of £16,267 related to old assets with a net book value of zero, confirmed as no longer being used by the group.

11. Tangible Fixed Assets	Freehold property	Leasehold property	Furniture & equipment	Motor vehicles	Total
	£'000	£'000	£'000	£'000	£'000
Cost					
1 April 2020	6,154	1,146	2,288	48	9,636
Additions	50	161	227	8	446
Disposals	(119)	(38)	(503)	(4)	(664)
31 March 2021	6,085	1,269	2,012	52	9,418
Depreciation					
1 April 2020	1,309	784	2,020	45	4,158
Charge for the year	105	79	82	3	269
Disposals	(119)	(38)	(471)	(4)	(632)
31 March 2021	1,295	825	1,631	44	3,795
Net Book Value (Group)					
2021	4,790	444	381	8	5,623
2020	4,845	362	268	3	5,478
Net Book Value (Charity)					
2021	4,790	444	379	8	5,621
2020	4,845	362	265	3	5,475

Freehold property includes a property with a net book value of £192,000 (2019/20 - £196,000) which is subject to the restrictions set out in note 18.

During the year, disposals included items to the value of £507,369 that had a net book value of zero, confirmed as no longer being used by the group.

United Response

Notes to the Accounts for the year ended 31 March 2021

12. Fixed Asset Investments

	2021 £'000	2020 £'000
Market value at beginning of year	11,244	15,157
Purchases at cost	-	-
Disposals at book value	-	-
Increase / (decrease) in cash held for reinvestment	7,023	(3,913)
Market value at end of year	18,267	11,244

The market value of investments was made up as follows:-

	2021 £'000	2020 £'000
The market value and location of investments is as follows:		
In the UK - Interest bearing deposits	18,267	11,244
Total investments	18,267	11,244

United Response

Notes to the Accounts for the year ended 31 March 2021

13. Debtors

	Group		Charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Trade debtors	8,163	9,627	2,960	4,293
Amounts owed by group & associated undertakings	-	-	2,020	4,063
Prepayments	528	437	528	437
Accrued income	1,045	2,088	391	441
Other debtors	378	197	377	197
Total	10,114	12,349	6,276	9,431

Trade debtors are stated net of a general doubtful debt provision based on the age of debts of £924,000 (2019/20 - £829,000).

Accrued income is an estimate of income earned but not yet invoiced.

14. Creditors - Amounts Falling Due Within

	Group		Charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Trade creditors	1,178	1,183	1,178	1,180
Accruals	4,311	3,219	4,251	3,209
Deferred income	1,372	1,247	781	766
Taxation and social security	3,038	3,511	346	1,056
Other creditors	2,965	1,574	2,449	1,567
Total	12,864	10,734	9,005	7,778

All deferred income as at 31 March 2020 was released during the year.

Other creditors at March 2021 includes Government funding for Covid 19 for which United Response must first ensure it's entitled to before recognising as income.

15. Provision for Liabilities and Charges

	Provision for Dilapidations	Total Provision	Total Provision
	2021 £'000	2021 £'000	2020 £'000
Opening balance	505	505	467
Utilised in year	(92)	(92)	(22)
Released unused during the year	-	-	-
Additional amount provided	-	-	60
Closing balance	413	413	505

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

United Response

Notes to the Accounts for the year ended 31 March 2021

16. Analysis of Net Assets between Funds

	General	Designated	Total	Restricted	2021
	Funds	Funds	Unrestricted	Funds	Total
	£'000	£'000	Funds	£'000	£'000
Tangible fixed assets	-	5,284	5,284	339	5,623
Investments	18,267	-	18,267	-	18,267
Current assets	15,285	1,411	16,696	1,379	18,075
Current liabilities	(12,864)	-	(12,864)	-	(12,864)
Provisions for liabilities & charges	(413)	-	(413)	-	(413)
Total net assets 31 March 2021	20,275	6,695	26,970	1,718	28,688

2020 Comparative Disclosures

	General	Designated	Total	Restricted	2020
	Funds	Funds	Unrestricted	Funds	Total
	£'000	£'000	Funds	£'000	£'000
Intangible fixed assets	-	3	3	-	3
Tangible fixed assets	-	5,139	5,139	339	5,478
Investments	11,244	-	11,244	-	11,244
Current assets	19,070	1,411	20,481	995	21,476
Current liabilities	(10,734)	-	(10,734)	-	(10,734)
Provisions for liabilities & charges	(505)	-	(505)	-	(505)
Total net assets 31 March 2020	19,075	6,553	25,628	1,334	26,962

17. Restricted Funds

	Balance				Balance
	31 March				31 March
	2020	Transfers	Income	Expenditure	2021
	£'000	£'000	£'000	£'000	£'000
Time For You	15	-	-	-	15
Cornwall Supported Employment	3	-	-	-	3
Carers' Project	98	-	-	-	98
North East Division	88	-	26	-	114
South West Division	28	-	7	(1)	34
South East Division	174	-	39	(18)	195
North West Division	84	-	51	(2)	133
COVID-19 Funding	-	-	1,311	(1,040)	271
Devon	184	-	38	(22)	200
Other restricted funds	125	-	-	-	125
Subtotal	799	-	1,472	(1,083)	1,188
Represented by tangible fixed assets:					
North East Division	2	-	-	-	2
South West Division	140	-	-	-	140
South East Division	1	-	-	-	1
North West Division	8	-	-	-	8
Devon (formerly ROC)	188	-	-	-	188
Total excluding restricted property fund	1,138	-	1,472	(1,083)	1,527
Restricted property fund (see note 18)	196	-	-	(4)	192
Total	1,334	-	1,472	(1,087)	1,719

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Notes to the Accounts for the year ended 31 March 2021

17. Restricted Funds (continued)

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

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

Cornwall Supported Employment - this service provides support to enable people with learning disabilities to secure paid employment working with many partners including Working Links, PLUSS, Prospects, Cornwall College and the Employment and Skills Board. Funding sources include the DWP, the Skills Funding Agency, the European Social Fund and various independent capacity-building grants.

Carers' Project - this is a project, funded by a donation from the David Lambert Trust, designed to provide respite for the family carers of young adults with severe mental health problems, working in partnership with the local PCT, prior to disbanding in 2011. We are now exploring alternative ways of taking it forward, working with other statutory agencies.

North West Division - the income and expenditure relate principally to grants provided to support our supported employment work in Greater Manchester. Grants have also been provided by Knowsley MBC and Wigan MBC to enable us to develop employment and social opportunities for people with autism.

COVID-19 Funding - the income and expenditure relate principally to grants provided to support our activities during the Covid 19 pandemic. United Response is in the process of confirming the status of remaining restricted amount to ensure it has only retained funds it is fully entitled to due to costs incurred from the pandemic.

Devon - in 2016 United Response merged with Robert Owen Communities and this fund represent the balance of restricted funds acquired at that time and the net movement in restricted revenue funds since.

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

United Response

Notes to the Accounts for the year ended 31 March 2021

17. Restricted Funds (continued)

2020 Comparative Disclosures					
	Balance 31 March 2019 £'000	Transfers £'000	Income £'000	Expenditure £'000	Balance 31 March 2020 £'000
Time For You	15	-	-	-	15
Cornwall Supported Employment	3	-	-	-	3
Carers' Project	98	-	-	-	98
North East Division	63	-	26	(1)	88
South West Division	29	-	5	(6)	28
South East Division	129	-	67	(22)	174
North West Division	72	-	15	(3)	84
Devon	157	-	34	(7)	184
Other restricted funds	125	-	-	-	125
Subtotal	691	-	147	(39)	799
Represented by tangible fixed assets:					
North East Division	2	-	-	-	2
South West Division	140	-	-	-	140
South East Division	3	-	-	(2)	1
North West Division	8	-	-	-	8
Devon (formerly ROC)	189	-	-	(1)	188
Total excluding restricted property fund	1,033	-	147	(42)	1,138
Restricted property fund (see note 18)	200	-	-	(4)	196
Total	1,233	-	147	(46)	1,334

18. Restricted Property Fund

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

United Response

Notes to the Accounts for the year ended 31 March 2021

19. Unrestricted Funds

	Balance 31 March 2020 £'000	Transfers during the year £'000	Generated during the year £'000	Balance 31 March 2021 £'000
Property fund	1,061	-	-	1,061
Pension fund	100	-	-	100
Maintenance fund	250	-	-	250
Intangible Fixed Assets	3	(3)	-	-
Tangible fixed assets	5,139	145	-	5,284
Total designated funds	6,553	142	-	6,695
Unrestricted general funds	19,075	(142)	1,342	20,275
Total unrestricted funds	25,628	-	1,342	26,970

Funds have been designated for the following purposes:-

Property fund - to help fund the purchase of properties to support the development of the charity's activities. These funds are used, reviewed and maintained ongoing.

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

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

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

Tangible fixed assets - relates to the portion of reserves invested in unrestricted tangible fixed assets to be used by United Response in its operations. This increased during the year by £146,000 due to a transfer from unrestricted general funds.

2020 Comparative Disclosures	Balance 31 March 2019 £'000	Transfers during the year £'000	Utilised during the year £'000	Balance 31 March 2020 £'000
Business development fund - general	28	(28)	-	-
IT strategy fund	79	(79)	-	-
Property fund	1,061	-	-	1,061
Pension fund	100	-	-	100
Maintenance fund	250	-	-	250
Intangible Fixed Assets	62	(59)	-	3
Tangible fixed assets	5,648	(509)	-	5,139
Total designated funds	7,228	(675)	-	6,553
Unrestricted general funds	17,076	675	1,324	19,075
Total unrestricted funds	24,304	-	1,324	25,628

United Response

Notes to the Accounts for the year ended 31 March 2021

20. Capital commitments

There were no capital commitments in either 2020 or 2021.

21. Operating Lease commitments	Land and buildings		Vehicles	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Total of future minimum lease payments under non cancellable operating leases:				
within one year	1,038	921	188	176
within two to five years	1,298	1,207	96	119
after five years	126	134	-	-
Total	2,462	2,262	284	295

22. Subsidiary Undertakings

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

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

United Response has a wholly owned trading subsidiary, United Response in Business Limited, company number 3787676. It was incorporated in Great Britain and carries on trading activities in accordance within the objects of the charity. The purpose of United Response in Business Limited was to provide employment opportunities for people with learning disabilities or mental health needs, and to carry out other activities in support of the charity's work.

The principal activities in 2020 were the operation of a café in York, fulfilment and disability consultancy services and the provision of motor vehicles to people with learning disabilities supported by the charity. This activity was greatly reduced in 2021 by the pandemic and as activities are transferred into the operations of United Response. The intention of the group is to close this separate entity, hence its accounts are not prepared on a going concern basis.

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

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

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Notes to the Accounts for the year ended 31 March 2021

22. Subsidiary Undertakings (continued)

Financial activities of Subsidiaries in 2021	2021 URS £'000	2021 ROC £'000	2021 URIB £'000	2021 Total £'000
Sales revenue	50,206	-	192	50,398
Other income	1,982	-	39	2,021
Total turnover	52,188	-	231	52,419
Salaries and wages	-	-	31	31
Other costs	51,151	-	200	51,351
Total operating costs	51,151	-	231	51,382
Trading (loss)/profit	1,037	-	-	1,037
Gift aid due to parent	(1,037)	-	-	(1,037)
Retained profit / (loss)	-	-	-	-
Retained loss brought forward	-	-	(98)	(98)
Retained profit / (loss) carried forward	-	-	(98)	(98)
Gross Assets	5,821	-	72	5,893
Gross Liabilities	(5,821)	-	(70)	(5,891)
Total Net Assets	-	-	2	2

2020 Comparative Disclosures	2020 URS £'000	2020 ROC £'000	2020 URIB £'000	2020 Total £'000
Financial activities of subsidiaries in 2020				
Sales revenue	33,056	-	466	33,522
Other income	-	-	27	27
Total turnover	33,056	-	493	33,549
Salaries and wages	-	-	112	112
Other costs	32,463	-	381	32,844
Total operating costs	32,463	-	493	32,956
Trading (loss)/profit	593	-	-	593
Gift aid due to parent	(593)	-	-	(593)
Retained profit / (loss)	-	-	-	-
Retained loss brought forward	-	-	(99)	(99)
Retained profit / (loss) carried forward	-	-	(99)	(99)
Gross Assets	6,947	-	77	7,024
Gross Liabilities	(6,947)	-	(75)	(7,022)
Total Net Assets	-	-	2	2

United Response

Notes to the Accounts for the year ended 31 March 2021

23. People We Support bank accounts

The charity administers holding bank accounts on behalf of residents for the receipt and payment of the residents' personal allowances. These bank accounts have not been reflected on these financial statements as an asset or liability. The value held at 31 March 2021 was £342,000 (2019/20 - £333,000). The bank accounts are held separately from those of the charity.

24. Transactions with Related Parties

There have been no related party transactions in the year to 31 March 2021 that require disclosure other than transactions with the subsidiary companies, URIB, ROC, URS and UR's trustees. Transactions with URIB, ROC and URS are set out below and those with the trustees are disclosed under note 8 of the accounts.

In 2020/21, the charity charged URIB with management fees totalling £0 (2019/20 - £22,000). Last year this was calculated as the estimated time devoted to URIB on a percentage basis of salaries including National Insurance and pension contributions.

In 2020/21, the charity paid £50,000 of vehicle costs on behalf of URiB (2019/20 - £0).

In 2020/21, the charity provided grants to URIB totalling £38,610 (2019/20 - £27,253). This is to cover the losses made by URIB and payments by statutory bodies for people we support on placements at the trading café. These payments are made to the charity and paid over to URIB.

In 2020/21, URIB charged the charity £30 (2019/20 - £1,000) in respect of services provided.

As at 31/03/2021, the charity owed URiB £5,873 (2019/20 - URiB owed the charity £49,150).

In 2020/21, the charity charged URS £51,144,000 (2019/20 - £32,458,000) in respect of the delivery of operational services.

In 2020/21, URS paid the charity £54,453,000 (2019/20 - £32,977,000) of monies collected on invoices settled.

In 2020/21, under a deed of covenant, URS will make a gift aid payment to the charity of £1,037,000 (2019/20 - £593,000). Payment will be made to the parent charity during the 9 months following the relevant reporting date.

As at 31/03/2021, URS owed the charity £2,037,000 (2019/20 - £4,014,000).

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Notes to the Accounts for the year ended 31 March 2021

25. Consolidated Statement of Financial Activities for the year ended 31 March 2020 (incorporating a consolidated income and expenditure account)

	General Funds 2020 £'000	Designated Funds 2020 £'000	Unrestricted Funds 2020 £'000	Restricted Funds 2020 £'000	Total Funds 2020 £'000
Income from:					
Donations and legacies	381	-	381	147	528
Charitable activities	93,392	-	93,392	-	93,392
Investments	139	-	139	-	139
Other	297	-	297	-	297
Total income	94,209	-	94,209	147	94,356
Expenditure on:					
Raising funds	244	-	244	-	244
Charitable activities	92,641	-	92,641	46	92,687
Total expenditure	92,885	-	92,885	46	92,931
Net deficits on operations	1,324	-	1,324	101	1,425
Net losses on investments	-	-	-	-	-
Net income/(expenditure) before transfers	1,324	-	1,324	101	1,425
Transfers between funds	675	(675)	-	-	-
Net movement in funds	1,999	(675)	1,324	101	1,425
Reconciliation of funds:					
Total funds at 1 April 2019	17,076	7,228	24,304	1,233	25,537
Total funds at 31 March 2020	19,075	6,553	25,628	1,334	26,962