



FitzRoy Support

Trustee Report and Financial Statements for the year ended 31 March 2021

Reference and Administrative Information

The Trustees submit their Annual Report and Financial Statements for the year ended 31st March 2021.

Administration and Location

Established in 1962, FitzRoy is a national charity that supports people with learning disabilities. The Charity operates and is administered centrally from its headquarters in Petersfield, Hampshire. FitzRoy Support Limited (FitzRoy) is a Charity registered with the Charity Commission (No. 1011290) and a Company Limited by Guarantee (No. 2699902).

The Board members during the year were as follows:

• Martin Kyndt	◆	Chair
• Matthew Moth	✦□	Vice-Chair
• David Evans	◆✦○□	
• Justin Finnigan	¥	
• Andrew Gore	¥○	
• Dawn Jacobs	❖	
• Derrick McCourt		
• Sarah Nicholson	¥	
• Mark Sanderson	❖	
• Lucy Hovey	❖	(resigned December 2020)
• Gail Bedding	○	(appointed September 2020)
• Neil Blackley	❖□	(appointed September 2020)
• Julie Whetton	□	(appointed January 2021)

◆ Remuneration Committee

✦ Nominations Committee

❖ Finance Committee

¥ Quality Committee

○ People Committee

□ Property Committee

Patrons	HRH Princess Alexandra GCVO KG Nigel Atkinson Countess of Euston Andrew Grant Georgina Hovey Margaret Marshall Virginia McKenna OBE Lord and Lady Tanlaw Edward Thornton-Firkin
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Executive Team	Anna Galliford	Chief Executive and Company Secretary
	Angela Murphy	Director of Operations & Business Development
	Alison Heustice	Director of Finance
	Marianne Radcliffe	Director of Marketing, Fundraising, and IT
	Roberta Wheeler	Director of Human Resources

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Bankers	Nat West PLC 39 The Borough Farnham Surrey GU9 7NP	Barclays Bank PLC The Old Bank High Street Lewes BN7 2JP
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Trustees Report including Strategic Report

OBJECTIVES AND ACTIVITIES

FitzRoy transforms lives every day, supporting people with disabilities to do the things that make a real difference to their everyday life. FitzRoy started as a pioneering organisation, set up by parents who were determined that their children with learning disabilities would not grow up in institutional care but instead could live in loving homes with opportunities to learn, grow and thrive.

Nearly 60 years on we remain passionate that people with learning disabilities and autism have choices and get the support they need to fulfil their potential and gain independence. We push beyond traditional care provision and address the many misconceptions about what life for a person with disabilities should be like. We are driven by seeing people flourish when they connect with their communities, learn, work, volunteer, and enjoy relationships.

We provide support for people with learning disabilities, physical disabilities, and autism. Some of the people we support also experience mental health difficulties or behaviours that challenge.

The people we support are at the heart of everything we do and the decisions we make.

Our vision: A society where people are treated as equals, regardless of their disability.

Our mission: To transform lives by supporting people with learning disabilities to lead the lives they choose.

Our values:

- **We see the Person** - FitzRoy began with one mother's belief that her child deserved better, and still today we see the unique value in every person we help.
- **We are Brave** - We stand beside people with learning disabilities and their families, and together we face our challenges wherever we find them.
- **We are Creative** - We dare to imagine a world where people are treated as equals, regardless of their disability.

We run 82 services across England supporting 700 people. Some individuals use several of our services. Of the people we support, 94 are supported to live in their own homes, 214 live in one of our supported living services and 169 are supported at one of our five FitzRoy day opportunities. 223 people live in one of our 20 registered care or two nursing homes. The people who use our services are funded by various local and/or health authorities, and we have contracts with over 70 authorities across England.

PUBLIC BENEFIT

The Trustees confirm that in developing and reviewing the objectives and activities of FitzRoy and the Charity's Strategic Plan, due regard has been given to the public benefit guidance issued by the Charity Commission.

The benefit to the public is incorporated in our mission to provide practical support, helping people with learning disabilities to lead full, stimulating, and independent lives. The benefits of the services provided by FitzRoy are open to all people with a learning disability referred by their Local Authority or Health Authority. Support is provided to people in their own homes and in registered care and nursing homes owned or managed by the Charity. Access is only limited by the capacity of FitzRoy facilities and workforce. The provision of care is matched to need and not to the ability to pay.

The Charity places great emphasis on the establishment of good community relations and active engagement with local communities to mutual benefit. Upon referral, consultation takes place between the potential Service User, the referring authority and FitzRoy to ensure that the placement is

appropriate to the aims of the Charity and most importantly meets the needs, wants, desires and aspirations of service users.

The activities of FitzRoy in pursuit of its charitable objectives for the public benefit are set out above. The section of this report entitled 'Achievements and Performance' notes key achievements illustrating the impact that the Charity's work has on the lives of the people with disabilities that we support.

No private benefit is derived from the activities of the Charity by either the Trustees or parties related to them. Details of any reimbursed expenses are set out in the notes to the financial statements.

STRATEGIC REPORT

Like everyone in the health and social care sector, this year has been an enormous challenge for FitzRoy. Every part of the organisation has been tested to the limits – but we end the year stronger than ever, optimistic and in good shape for the challenges ahead.

Looking back over the year, while we could never have planned for the far-reaching impact of a pandemic, coronavirus also presented us with a huge opportunity for learning. As always, we deliver our strategy through the lens of our values – and never more so than this year. Our ability to be responsive, agile and See the Person in all our decisions has meant we continue to be a robust charity which is thriving in extraordinary and unprecedented times.

We took decisive action very early on in the coronavirus crisis to protect the people who use our services and our staff. Remaining true to our values has never been more important - being creative in the way we deliver support and engage with our staff; being brave in taking on new initiatives, expanding projects; and responding quickly to a global health threat and the resulting changes to laws and policy guidance.

Through judicious use of the Government's infection control fund and fundraised income, we have managed to keep our financial losses from covid to a minimum.

We have ended the year in a sound financial position finishing 2020/21 with a growth in total income of 9.6% on the previous year. This builds on our growth of 10.1% in 2019/20 and 7.5% in 2018/19.

For 2021/22 we have committed to a huge investment in quality – with a focus on strengthening the foundations of the charity, with an aim to futureproofing ourselves as far as we are able, so we remain strong in uncertain times, and continue to deliver a quality service to the people we support.

Our mission is always to deliver the best possible support. Our ambition for quality is an expectation that 100% of our services receive a 'good' CQC rating by 2022/23.

However, the challenge of delivering successfully within the pressures of the external environment should not be underestimated. As with many social care providers, we continue to face difficulties in recruiting and retaining staff, a pressing issue common across the sector.

And there is no doubt that the protection of the NHS was the government's priority at the beginning of the pandemic. The social care sector was not afforded the same level of focus or attention, and working age adults, especially people with learning disabilities were seemingly forgotten. This presented enormous difficulties for us as we tried to make the best decisions for the people we support, that balanced their rights with the safety of the other people they lived with and our staff.

It has been clear through the government's response to coronavirus that policy makers need a better understanding of the social care sector as it relates to working age adults and other housing and care models. We provide a range of services for adults with learning disabilities and more than half the people we support do not live in care homes.

Deaths in older people's care homes hit the news and the government responded with PPE supplies, testing kits and funding. Support and guidance for care homes and supported living services for working age adults, such as the ones run by FitzRoy, were left behind or completely forgotten.

Through careful, capable management, FitzRoy may well have avoided the deaths experienced by some care homes, but there is no doubt that the people we support are extremely vulnerable, many with underlying health conditions. The urgent need for social care reform and a greater political commitment was highlighted throughout the crisis.

We feel like we are as well prepared as we can be for a future where covid always plays a role – we continue to update and test our data collection to make sure it is fit for purpose and gives us what we need to inform our responsive decision making.

The robust risk assessment approach we have developed over the year also puts us in good stead. This informs and evidences our decision-making process, so that our managers feel assured, and we can be transparent with the people we support, families and commissioners.

We have developed closer relationships with our commissioners as well as our colleagues in the sector – which all bodes well for future partnership working and our ability to share and learn lessons. And we will continue to innovate – with technology at the forefront of how we cope and grow in an uncertain world.

We have seen the organisation respond with incredible agility, commitment, compassion and energy to a pandemic of huge proportion especially given the vulnerability of those we support. We have achieved this through great team spirit, a real 'we are in this together' attitude, embracing new ways of working and drawing on our values as our 'glue'.

Now is the moment to capture this desire to do things differently, invest in technology to bring about cultural change and new ways of working and reward our staff for their commitment. All of these we have incorporated into our strategy and budget for 2021/22.

So, we look to the year ahead with excitement - taking on board all we have learnt over the last year - but also with some trepidation. We are still living in a covid world, and that continues to have an enormous impact on the people we support, our staff and our services. But we will face those challenges and deliver exciting projects, and continue to grow and learn, making sure we stay true to our heritage by challenging the status quo and always striving to be brilliant.

Our response to Covid-19

When the pandemic started, we all feared the worst given the demographic and health of some of the people we support. It was heart breaking to lose four people we support to covid, but without the resilience and commitment of our staff, things could have been so much worse.

Values are not values until they are tested by going through something traumatic or extraordinary, and it is certainly clear now that we truly are values driven and in the toughest of storms, can come out the other end and thrive.

Covid has affected every part of FitzRoy and every action, every decision we made had to take covid into account over the whole year.

Once there were confirmed cases of coronavirus in the UK, we knew we needed to reduce anxiety and misinformation among our staff. They were worried about their own health as well as the health and safety of their loved ones and the people we support.

To enable us to be responsive to the threat and impact of coronavirus, we set up a clear communications and decision-making process. A key element of this was a cross departmental coronavirus response team meeting daily via Microsoft Teams to:

- Assess and interpret the impact of the latest government guidance.
- Review live data captured daily using Microsoft PowerBi and PowerApps by each FitzRoy service – cases, outbreaks, other issues.
- Elevate decisions to our Executive team, who also met daily so actions could be immediately implemented.
- Initiate our business continuity plans and ensure continuation of safe services.
- Our Board moved immediately to monthly meetings online with fortnightly updates, to enable us to be agile in our decision making.

Systems and insight:

We did everything we could to prepare the organisation for an outbreak in the early days of coronavirus before we'd even had a suspected case, including:

- Executing a successful mock emergency shut down of our head office and tested remote working protocols as news of a global pandemic started to galvanise.
- Moving our central support to remote working before the first lockdown was announced which meant that we seamlessly switched to all head office staff working at home.
- Testing our processes and systems, identifying gaps and areas of risk including a mock outbreak in our Nottingham care home.
- Gathering data very early on from every service, so we could identify and assess risks to staffing levels, and the vulnerability of staff and the people we support in terms of underlying health conditions.

Prevention:

We knew that due to the nature of the people we support at FitzRoy, once coronavirus got into our services, it would very easily spread. We implemented stringent hygiene measures, restricted visits to our services and gave clear guidance to staff and families.

We identified PPE procurement as a priority in early March 2020. Sourcing hand sanitiser proved incredibly difficult for our services, and the fragility of PPE stocks available from Public Health England in the early months of the crisis led to us deciding to organise this centrally.

We committed to buying whatever PPE we needed to keep our staff and the people we support safe. A staff member was seconded as a dedicated PPE project manager, in charge of sourcing and distribution.

Drawing from our reserves, we spent an extra £350,000 on PPE before we were reliably able to order free PPE from the government portal in September 2020. This enabled us to get PPE deliveries to most of our services quickly and efficiently from the very beginning of the crisis.

We ordered PPE over and above government guidance, viscers and scrubs for services in outbreak, fogging machines to help ensure our services were clean, as well as oximeters and infrared thermometers to help us monitor the health of the people we support. And with central oversight of stock levels on our coronavirus dashboard, we could facilitate internal movement of stock to support needs as they arose.

As the huge impact of coronavirus became clearer, we rapidly improved and embedded new systems and ways of working to enable us to maintain our focus and critical oversight of service updates daily.

Managers had the knowledge and confidence to manage an outbreak:

A key role for the coronavirus response team was to capture, review and process the guidance produced by the government, Public Health England and our local authority partners, incorporating updates into practice guidelines and training, as well as easy read and social stories for people we support and information for families.

As cases in care homes started making the news, the anxiety levels across our services were rising. We knew it could be one of our services in the news at any time. We just didn't know how badly we would be affected and when.

We did our utmost to reassure staff by providing clear guidance around:

- Infection control and outbreak management
- Service visit protocols
- PPE, doffing, donning, change of clothing, shift breaks
- Social distancing
- Testing and isolation guidance

We delivered bespoke training sessions to all our service managers and deputies, increasing their confidence in the actions they would need to take in the event of an outbreak at their service. Each of our services has developed an infection prevention and management plan based on their specific service, accommodation type and the assessed health and behavioural risks of the people they support.

Once we started to have suspected cases and outbreaks in our services, we set up outbreak service surgeries delivered daily by operational members of the coronavirus response team, to give each manager coping with an outbreak in their service local customised tactics and strategies to minimise the spread of the infection, keep people safe and well and share best practice.

Using technology to provide us with critical information at a glance:

Capturing and assessing our data has played a vital role - enabling responsive decision making, rapid development of guidance and policy and monitoring of outbreaks and PPE provision. This has ensured we stay fully connected as an organisation during the crisis.

The FitzRoy digital transformation team developed a coronavirus dashboard using Microsoft PowerBi. This proved an essential tool, delivering line-of-sight to the coronavirus response team, executive team, and regional managers to key risk areas.

Managers completed the dashboard daily:

- Staffing level risk, sickness, furlough, high risk shielded groups
- Covid infections (suspected and confirmed in people we support and staff)
- PPE stock levels in services
- People we support and staff at risk cohorts

These online data systems were a gamechanger for us, providing valuable insight to help us understand, manage, and respond to the impact of coronavirus across our organisation.

Maintaining safe staffing levels:

We knew that one of our biggest risks was our staffing levels and making sure that the people we support had enough staff supporting them according to their needs. We added staffing levels to our dashboard that the coronavirus response team reviewed each morning, so we could see when staffing levels were at risk of reaching crisis point.

We launched covid rapid response teams – where staff volunteered to be on standby to bed in for up to seven days at a service where staffing levels were at risk due to coronavirus. Staff who embedded at a service had all their expenses paid as well as additional payments for every day they bedded in.

At one time we had 90 staff signed up the scheme, and seven services made use of the teams when they had staff shortages due to outbreaks. We are looking at ways we can continue to develop this resource as a way to support services that are short staffed for reasons not related to covid and have renamed it the regional response team to reflect that.

Robust risk assessments:

Government guidance around family visits often demanded a “dynamic risk assessment” approach. To ensure consistency of approach and to support our managers with what were sometimes difficult decisions, we developed a complex risk matrix assessment tool.

The tool is completed by managers in response to the latest government guidance and policies. Where the decision was too complex even for the risk assessment tool, we implemented weekly panel meetings with service management teams – where managers could discuss any challenges or risk assessment issues they were managing, with a panel of quality team members and the operations team.

This made difficult decisions less stressful for our managers, as there was a shared responsibility, but also reassured families, even if they didn’t agree with our decision, that we were going through a rigorous process to keep their loved one safe and not making knee jerk decisions.

Managing our finances:

The long-term stability of the organisation has remained paramount. Our Board of Trustees offered flexible governance to enable us to effectively meet the needs resulting from the crisis. They moved from quarterly to monthly meetings to review the impact of coronavirus and specifically our financial performance, enabling us to move quickly and make timely decisions.

We strategically targeted spend to support the coronavirus response, for example by paying staff for self-isolation and by mobilising a central PPE purchasing and supply function. We enhanced our sick pay offer, so staff would not be disadvantaged as a result of the pandemic. This also very likely impacted on our ability to keep coronavirus out of our services.

Making use of government covid measures:

We received £1560k in covid funding from the Infection Control, Rapid Testing and Workforce Capacity Funds. We mainly spent this on:

- ensuring that staff who are self-isolating in line with government guidance receive their normal wages and did not lose income while doing so
- limiting all staff movement between settings to help reduce the spread of infection
- paying for staff costs associated with training and carrying out lateral flow testing
- paying enhanced overtime rates to encourage staff to work shifts additional to their usual hours

We furloughed 111 staff, mostly as they were deemed clinically vulnerable, however at the beginning of the crisis we also furloughed staff from central support, most of whom were gradually brought back as we developed our ways of working around the crisis. We have claimed £642k from the government’s furlough grant scheme.

The impact of covid at FitzRoy:

During the last 12 months we have sadly lost four people we support to the virus. This had a very big impact on staff, and we supported those services where this has happened. However, given the number of deaths in the UK, this low number can be attributed to the diligence of our staff team following rules and the swift actions of the coronavirus response team providing twice daily calls where outbreaks happened.

Apart from the heart-breaking loss of four people we support, other impacts over the year include:

- 232 staff self-isolated due to confirmed or suspected covid
- 14 staff were off with prolonged symptoms after 14 days
- 88 people we support tested positive

- 5,000 shifts paid for staff who were self-isolated or covid positive
- 1,310 hours paid for staff to attend testing outside of work hours
- Covid rapid response team staff bedded in for 479 x 24 hours periods.
- £350,000 in additional PPE costs
- 70% increase in calls to our ICT helpdesk as we move to a more digital landscape.

We had to suspend face to face training sessions for some of our core modules including emergency first aid and PROACT SCIPr (our values-based approach, focusing on positive behaviour support, to managing challenging behaviour) for nine months, leaving us with a backlog that impacted on the skills and knowledge of support workers. Once we could return to training, we had to train smaller groups, which meant more kit and higher expenses for venues due to covid.

We adapted the rest of our courses so we could deliver engaging virtual trainer-led sessions. We delivered 4,391 modules for individuals virtually despite having a reduced team.

We also provided 70 new training laptops purchased, configured, and deployed so support workers can access online training more readily.

A significant administrative burden has been placed on our managers, as they carry out infection control measures at our services. For example, services administer twice weekly lateral flow tests to all staff, and once weekly PCR tests. If there is a positive test result, lateral flow tests are then undertaken daily across the staff team with all outcomes uploaded on to the national portal.

However, the coronavirus pandemic has helped us to think differently about how we deliver services and how our head office staff work. During these unprecedented times, we have become a more agile organisation, proved how resilient we are in times of adversity, and we plan to continue to nurture this approach.

Our ability to embrace technology throughout the year has undoubtedly been a game changer for us during this crisis. Through the use of the latest Microsoft technologies, we have transformed our ability to capture information from our services, for example, our daily use of PowerApps to record current PPE stock and PowerBi to then review nationally where the biggest needs arose.

Our utilisation of Microsoft Teams has enabled the organisation to continue to communicate between all levels of management, their staff teams and central support services. Lately we have been carrying out quality audits via Teams as well as having the ability to reach wider audiences for meetings such as our CEO leading breakfast briefings. Digital transformation will continue to be at the heart of our strategy.

This enabler goes hand in hand with the transformational care we deliver every day. Within FitzRoy, the relationship amongst colleagues is secure and stable, with stronger bonds and connections being made across teams – this sense of 'family' is key to our ability to thrive.

Recognising the truly extraordinary commitment our staff make every day will remain a focus and priority for us in 2021/22. Their flexible approach will enable us to continue to rapidly mobilise where and whenever we need to in the year ahead.

We will continue to protect the people we support and our staff, maximising the opportunities that come with increased visibility of social care, and the recognition that social care staff are key workers with specialist skills who should be recognised and paid accordingly.

There is a concern of how covid-19 will continue to impact us during the coming months, particularly new variants. FitzRoy has managed incredibly well over the year and while we will never become complacent, we remain confident that our learnings and reflections so far will help inform our actions for the future.

Maintaining staff morale and wellbeing over many more months of difficult working environments will also be a challenge, as well as strict infection control measures while the vaccine is rolled out and covid restrictions ease. It is so important that our staff feel appreciated and valued for the incredible job that they do. Many head office staff will continue to work a hybrid of remote and office based, and our success in embracing technology will be fundamental to making this work for the long term.

Achievements and Performance

THE FUTURE

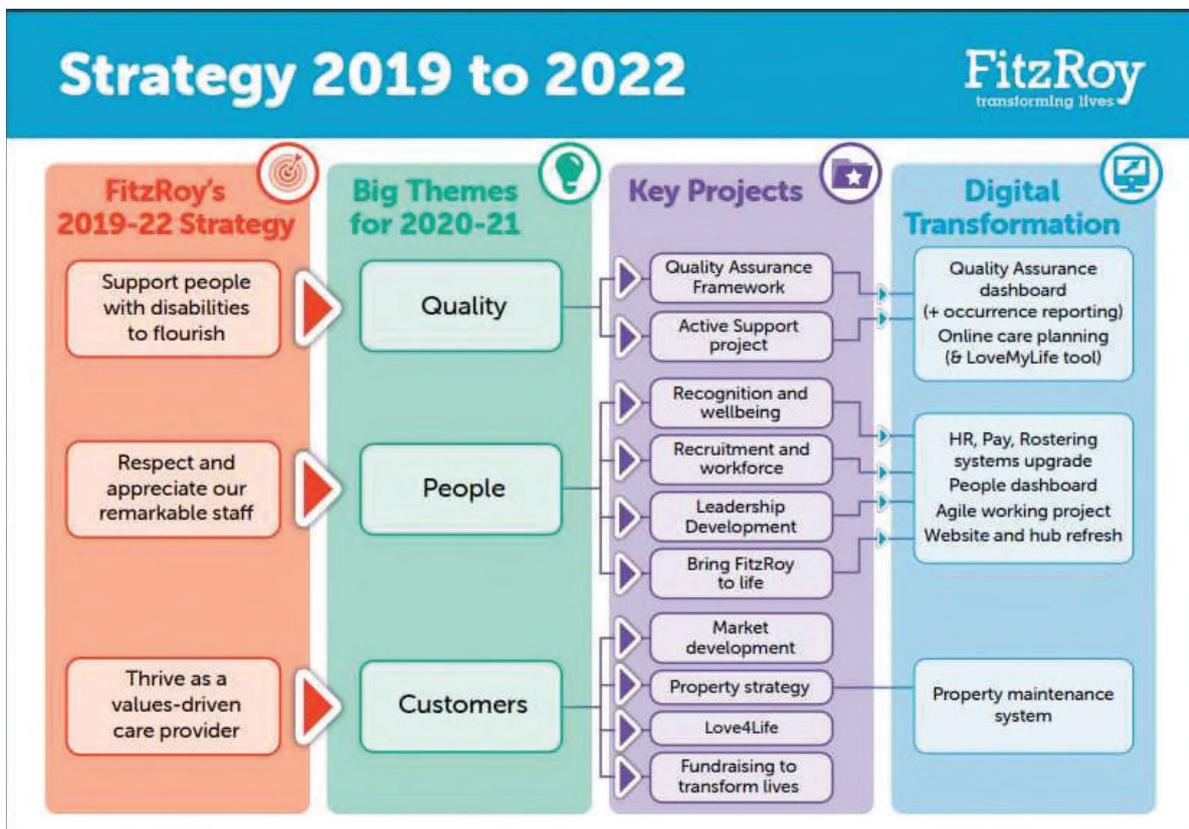
FitzRoy's Strategy for 2019-2022

Our strategy is designed to respond to the needs of the people we exist to support and reflect the reality on the ground. We are operating in difficult times, with increasing funding pressures against a backdrop of the sheer enormity of the coronavirus crisis.

This was a year to focus on the health and well-being of those we support and our staff. We are enormously proud of our achievements over the year and of course our incredible staff, the people we support and their families. We got through this year together.

We are in the second year of a three-year strategy which aims to:

- Support people with disabilities to flourish
- Respect and appreciate our remarkable staff
- Thrive as a values driven care provider



An outline of the key projects and impact of our work over the financial year 2020/21

This has been a year where we have been challenged like no other. The pressure we were under to make sure we could keep the people we support and our staff safe was enormous. Interpreting guidance, ensuring our services were as covid secure as they could possibly be, despite experiencing stress and anxiety, and sheer exhaustion sometimes, our staff came into their own and what we have discovered this year is when under pressure, we perform at our best.

Support people with disabilities to flourish

Our focus this year was on measuring and evidencing what quality looks like, and how our managers can achieve it.

To reflect our renewed focus on quality, for the second year running, we increased the capacity in our Quality Team. Led by the Head of Quality, we now have three full time Quality Managers, as well as our Practice Development Lead, an Assistive Technologist and the Health and Safety Manager. This team played a core role in our response to covid, from being on call to our managers and supporting them through an outbreak, to developing guidance and resources and a robust risk assessment process.

As well as being key in our response to coronavirus, the team also developed and launched our Quality Assurance Framework as a key tool in delivering our KPI target of 100% of our services reaching good with an ambition for outstanding in our Care Quality Commission (CQC) inspections in 2022/23.

Quality Assurance Framework

Striving for outstanding

We have identified a number of services who the quality team have assessed as being the closest to achieving outstanding, and through quality assessments and digital transformation - piloting resources, testing and learning as we go, improving our ways of working - we are supporting them on their journey to reach outstanding and share learning across the organisation.

We first tested this resource and approach to improvement when one of our supported living services was inspected by the CQC and received an overall "inadequate" rating in 2020. The new management team and staff worked closely with our quality team to make sure that shortcomings were addressed and the people we support there were getting a good service.

Five months after the first CQC inspection report was published, we achieve a rating of "good" for all inspection criteria – a jump that is almost unheard of. The service is now determined to reach outstanding, despite the complexity of their client group, mainly young people with complex needs including autism. Although they have spent a lot of the year in lockdown, we are confident that we have maintained "good" standards over the last few months and have strong aspirations for reaching outstanding at that service.

Developing new training courses.

Throughout the pandemic, having had to cancel face to face training, we have embedded e-learning and virtual training sessions across the organisation with increasing levels of attendees while maintaining their excellent satisfaction rates.

The learning and development team has also created tailored e learning courses, involving people we support and team members in video clips with great success for two topics that have been identified as important to supporting the ambitions of FitzRoy to reach outstanding

- End of life Care (incorporating a new Dignity in Dying policy)
- Oral Hygiene

The courses launched at the beginning of February, and within three months, 830 staff had already completed these courses.

Digital transformation

Digital transformation has underpinned all our quality work, and really came into its own during covid. And as our internal team develop each new online tool, there is now clamour across the organisation for more and new ways of using digital transformation to improve our services.

So much so, that it has been a struggle to keep up with demand. Recruitment lags and reprioritisation of projects have meant that although we are well on the way, there is so much more we want to achieve.

As it is, the people we support will benefit hugely from our digital transformation programme as we make every day admin and compliance activity more efficient, and regional managers and service managers have clearer oversight of their activities and progress and can invest in being more visible leaders.

We have developed digital management tools that free managers up, getting them away from admin at their desks so they have more time with the people we support and their staff teams.

- We have already launched online occurrence reporting to help us understand the incidents across the organisation better, looking for patterns and developing responsive prevention strategies.
- We developed and piloted our new online care planning tool which will be rolled out shortly
- Service level KPI dashboards have been developed and will be accessible soon– managers can see at a glance their performance in key criteria around quality and compliance.

Active Support

As day services and community activities were closed during covid, and outdoor activity was limited, we saw this as an opportunity to promote and embed our commitment to active support.

We developed and launched a new core staff training module 'Every Moment Counts' which includes:

- Person Centred Active Support
- Positive Behavioural Support
- Communication in Practice – The 5 Good Communication Standards
- Reflective Practice Innovation and Technology in Practice
- Support Planning and Outcomes management

Our practice development lead – a speech and language therapist with an MEd in autism, and our Assistive Technologist, an occupational therapist, were integral to developing and delivering this training. Throughout the year they have produced bespoke resources for people we support, advised our managers on techniques to support people during a lockdown and pulled together over 1,000 resources to support people through covid.

We expanded our assistive technology library, purchasing more tablets, seven Magic Tables (interactive projectors), a portable sensory kit, Voice iTT (new technology to recognise dysarthric speech) and a further five VR headsets. The purpose with most of this equipment is to enable services to trial it with people we support to make sure it is the right kit that meets their needs before making a financial commitment.

Our practice development lead has worked directly with 18 high risk services in the delivery of active support and positive behaviour support approaches, helping to develop communications passports for individuals and social stories about specific issues in their lives, including adapting to life in lockdown. She has delivered workshops on communication, autism, and positive behaviour support to a further six services and demand for these workshops is increasing rapidly. She also bedded in at a service that supports people with complex needs and autism when they had an outbreak.

Respect and appreciate our remarkable staff

Recognition and wellbeing

Committed staff who are driven by our values are the biggest asset we have. Our values have played a central role in how we have responded to this crisis. Never has the importance of our strong values been so stark as when we were faced with an unprecedented crisis such as coronavirus.

Within FitzRoy our personal relationships have never been healthier, with stronger bonds and connections being made across colleagues, teams, and families. From the very start, our staff have gone above and beyond to keep the people we support safe and well.

This year we have put a lot of focus on our frontline staff. We wanted to make sure that they felt supported and valued. We amplified the support from the general public and positive sentiment for staff working in social care. Staff felt more recognised and valued by society. We promoted the Thursday clapping, and shared the remarkable achievements of our staff on social media. We ran a FitzRoy heroes staff recruitment campaign, reinforcing the messaging that frontline social care staff are heroes.

Staff tell us that when they feel recognised and valued, they are better able to do their job as they feel braver, they trust their creativity and they are even more determined to see the person and support them to reach their aspirations.

So this year, our focus has been on making sure staff:

Receive the support they need

- From the outset, we made sure that we were on top of changing government covid guidance and maintained flexible and responsive HR policies to manage coronavirus.
- We implemented a covid sick pay policy which is more advantageous to staff and enhanced overtime rates during the winter period when cases were high to reward our staff who were taking on extra shifts to make sure we had safe staffing levels.
- We collated and developed resources and sessions for staff around resilience, and coping with stress, anxiety and depression. We made these resources available on our website to share across the social care sector.

Feel informed and listened to:

- We conducted two temperature check staff surveys. We asked staff to describe how they felt. The first survey, carried out in April, showed the majority of staff describing their feelings as tired but happy and supported.
- Six months on, we asked again, and the majority of staff told us they were feeling happy. In both surveys staff also told us about their anxiety and their concerns, which we followed up with our emotional wellbeing and mental health workshops and resources.
- Many of our support workers do not have FitzRoy email addresses or access to devices to check their work emails. This presented us with an enormous challenge as previously we have relied on managers cascading information in team meetings, but we were very conscious that we wanted support workers to feel included and informed. We now send key staff communications to their personal email addresses, and we also texted the link to the staff temperature check survey to their personal phones. Staff can opt out of this at any time, but the response has been very positive.
- We implemented a new communications tool, a weekly manager's digest that gave managers the latest information and guidance relating to coronavirus, reduced their email traffic and included useful links to resources such as easy read resources for people we support as well as health and wellbeing information.

Feel valued:

We are so immensely proud and grateful to our incredible staff. As well as doing everything we can to keep them safe – through our infection control measures, responsive interpretation of government guidance and a commitment at the very beginning of the crisis that we would ensure they have all the PPE they need, we have shown them that we appreciate them in a variety of ways, which have been very well received:

- Thank you hampers delivered to our services
- Thank you cards to their home addresses signed by the executive team
- A thank you letter and supermarket voucher before Christmas from the CEO
- A one-off additional payment to managers and deputies
- Enhanced overtime rates during covid
- Regular articles, blogs and posts celebrating their incredible work
- A significant improvement to the pay and benefits of our front-line staff

We were determined to do everything we could to reward and recognise our staff. We conducted a full review of pay and benefits for frontline staff, including a competitor analysis and non-care sector comparators. This led to us launching a Health Care Cash plan for staff in February 2021. All staff are automatically enrolled on the basic plan which enables them to claim cash back for optical, dental, and other non-NHS health care appointments. The Health Care Cash plan aligns with the FitzRoy ethos of providing practical and tangible support to our staff, with a focus at this time on healthcare benefits.

We were also able to announce that from 1 April 2021, all staff would receive a 3% pay award. This was well above the sector norm, but with the extraordinary commitment and dedication our staff have shown throughout the year, they deserved it. We also increased annual leave on a sliding scale according to years of service and introduced a trial scheme of enhanced overtime rates at weekends, to help reduce our agency staff use.

Recruitment and workforce

Our reputation among social care staff across the sector has improved because of all the measures we have taken to value and recognise our staff. We have a recruitment waiting list for at least one of our services because of how perceptions of us have improved during the pandemic. Compared with the same quarter in 2020, our recruitment levels for Jan-March 2021 have increased by 27%

We are looking at ways we can capitalise on this, to enable us to recruit in more difficult areas. We expect to see the impact of our higher pay award, and improved benefits and annual leave package as we recruit this year, and we will continue to utilise Teams for interviewing to enable quicker and more efficient shortlisting, so that only the best candidates reach our managers for interview.

We are reviewing the induction process as well as the career pathways of our support workers, so that they feel supported to achieve throughout their journey at FitzRoy and we will be launching tools and resources in the new financial year. We also expect the service level KPI dashboard to have an impact on our support workers as targets and expectations are more transparent. We also have recruited a Resourcing and Retention officer, who will work closely with our services who are experiencing the most difficulty in recruiting staff.

Leadership development

Due to covid we had to put our leadership programme on hold. There is no doubt that our managers have shown incredible leadership throughout the pandemic, and that they achieved more than they could ever have believed possible. We go into 21/22 with more confident managers who have been tested and pushed beyond the limits of what anyone could have expected.

We plan to embed that confidence and continue to invest in our managers by laying the groundwork so that in 21/22 our managers will:

- Have one to one personal development plans
- Access to a manager's toolkit of resources bespoke for FitzRoy
- A service level KPI dashboard where they can see at a glance where they are performing well and areas where they might need more support.

Bring FitzRoy to life

The coronavirus crisis has shone a light on the skills and expertise of our social care workers, and how much we, as a society, need them. Our staff are finally getting recognition as keyworkers, along with NHS staff.

We want people to know FitzRoy and are looking at how we amplify the voice of our stakeholders, making sure that they are heard whilst in the spotlight. Our focus this year has of course been coronavirus, but as part of that we now have improved communications directly with our frontline staff, ensuring they feel like part of the FitzRoy family rather than isolated from the rest of the organisation.

We have also improved our communications to families, sending out regular letters from our senior management team, updating them on the actions we were taking to keep their loved ones safe.

Thanks to the incredible work of our staff, we have been able to share inspiring stories about our work that illustrate how we are driven by our values and promoting the dedication of our frontline staff. One blog post inspired a reader to send a £100 voucher to the staff at one of our services, to thank them for their dedication. They had no link with FitzRoy, but the blog post had moved them, and they wanted to thank the staff team.

We are planning to roll out the staff engagement campaign shortly we have been working on, relaunching wider values that speak directly to our staff about the things that they tell us are important to them. But what we have discovered this year more than before is that our staff are so proud to work for FitzRoy and supporters are proud to support us too.

Thrive as a values-driven care provider

Market development

Growth or market development was difficult as most contracts were rolled over. Both members of the business development team were heavily involved in supporting our response to coronavirus. Our business development lead managed the coronavirus response team, and worked closely with the quality team, and the digital transformation team to ensure that we were supporting services, managers, and people we support to manage our covid responses. The other member was redeployed as our PPE procurement project manager, sourcing and distributing thousands of pieces of PPE when all our usual suppliers were providing for the NHS.

However, during that time, we still managed to successfully apply to be on a further four local authority frameworks, enabling us to bid in those areas in the future.

Digital transformation

One of the best opportunities for us that has come out of the pandemic, has been how the entire organisation has embraced technology and used it to drive cultural change and improve care through data driven decisions.

Early on as covid hit, our digital transformation team were at the heart of our response and worked

daily with the covid response team to build and constantly review and develop, tools that helped us to oversee real time data for each of our service and all our staff and the people we support

In May we launched a series of PowerApps to our services to collect critical data – we were staggered by how well our managers and deputies embraced these new ways of working and since then we have not looked back.

The team turned their attention to upgrading our cut-of-date HR & Pay system and rolling out new functionality which has streamlined our payroll, integrated records with Office365, and introduced self-service for all employees

We have also built a property management database, again using PowerApps. This will give us greater visibility of our estate and the ability to manage and respond to issues far more effectively.

Throughout the year we have built on the groundswell of commitment to new ways of working and moved into the build phase of two core elements of our digital transformation strategy

Online support planning tool.

We do not underestimate the size of this project which we are building ourselves internally. It involves digitising every element of information related to the people we support. However, the consistency in recording, greater quality of data and reduction in administration relating to care plans for our managers and deputies will be a gamechanger. We have spent the year building and testing the tool with our first phase of services with a roll out soon to be completed.

KPI dashboard

Using Microsoft PowerBi, our KPI dashboard pulls all our organisational and service level targets and standards into one place and allows extensive and historical manipulation of the data to analysis issues and spot trends. In order to achieve our ambition to be a truly outstanding care provider and also an employer of choice, we have set ourselves some ambitious KPI targets over the coming year and our KPI dashboard will be essential in developing a coaching culture so that together we achieve them.

Finally, and in readiness for our online support planning tool, we have also invested in agile working and the technology and infrastructure that exists at all of our locations so that our staff and the people we support are not held back in embracing technology.

Property Strategy

We hold a mixed portfolio of properties that provide support to individuals across a range of care models. These include Residential Care, Supported Living, Day Services and Support at Home.

In order to gain a better understanding of the sustainability of our freehold properties we commissioned a consultant last year to undertake an initial strategic property review of 10 freehold FitzRoy buildings to establish possible improvement or development options for the existing buildings and grounds, maximising the potential from the asset, in each location.

Since then, we have sold one of the buildings, and are developing plans for three other buildings on our property list, a care home, a supported living service and an office building, to maximise their potential.

We are developing a property strategy which will inform how we decide to move forward as an organisation in the coming 5 to 10 years, what we concentrate on as a provider and what we maximise from our solid asset base.

To ensure the upkeep and safety of our properties, we have implemented a new online property system taking the responsibility for building maintenance and compliance away from the service managers. We plan to expand our property team, so they can lead on this and arrange maintenance for our services.

Fundraising to transform lives

Fundraising in an unknown and ever-changing landscape made it very hard to know what initiatives we would be able to do and when.

We knew when the pandemic hit that we were likely to sustain losses in fundraising income and we revised our original targets accordingly. We did see a drop in our original projected income in some areas such as corporate fundraising, however, we pivoted rapidly to launch an emergency appeal and take our fundraising virtual, so we still managed to surpass our original targets in individual giving, peer-to-peer fundraising and trusts income which represents a huge achievement in these challenging circumstances.

Due to covid we could not fundraise for service appeals, we had to cancel our planned fundraising events and supporter stewardship was limited to digital or letter. However, we still managed to recruit new donors and deepen our relationship with our existing supporters, resulting in a 43% increase in individual giving income and a 46% increase in committed giving income.

Our fundraising income for 2020/21 totalled £358k and helped to fund vital PPE, medical equipment such as pulse oximeters and non-contact thermometers, and technology to improve the quality of life of people we support while isolated due to covid restrictions and/or covid outbreaks at our services.

Our fundraising activity included:

- Responding quickly and decisively to the pandemic, sending out a crisis appeal to our supporters just before the country went into its first lockdown in March 2020
- Launching our new Friends of FitzRoy programme, alongside the crisis appeal, to recruit more regular givers.
- Replacing income losses from cancelled events by:
 - Running our first ever gaming fundraiser in April 2020.
 - Running our first ever virtual challenges 'Marathon in a Month' and 'Around the World in 80 Days' which were a huge success.
- Ran our first two digital appeals – a crisis appeal for FitzRoy and a Christmas appeal for our Love4Life project.
- Ran a virtual carol concert to raise funds and engage with our supporters.

To offset our anticipated reduced income, we made use of the government's furlough programme and the fundraising team showed flexibility, dedication and teamwork to ensure that we continued with all of these fundraising activities while different team members were furloughed.

The loss of all of the peer-to-peer fundraising challenges such as marathons and skydives represented a huge challenge but the fundraising team's creativity and agility held us in good stead and although we didn't meet our original target, we did still marginally increase our peer-to-peer fundraising income against the year before.

At the end of the financial year, we were facing the imminent end to our three-year grant from the National Lottery Community Fund for our Love4Life project which was due to end in May 2021. However, in April 2021, we found out that our application for a further three-year grant had been successful, securing the core funding for the project for the next three years.

In 2021/22 we will:

- Plan a series of events to make the most of our 60th anniversary in 2022.

- Resume more traditional peer-to-peer fundraising challenges alongside running another more ambitious week-long gaming challenge.
- Work to improve the supporter experience and deepen our relationship with our supporters.
- Continue to grow individual giving income through supporter recruitment and engagement.
- Launch a new major donor programme for FitzRoy.
- Develop a new corporate supporter package.

Love4Life:

Love4Life, our friendship and dating programme, has been run by FitzRoy since 2014, and we now have 137 members in the Hampshire area with numbers steadily increasing and member satisfaction levels consistently high. We have a Love4Life hub in Fareham, and we opened a further hub in Basingstoke to expand our reach in Hampshire. Despite operating almost totally virtually during lockdown, the new Basingstoke hub managed to recruit 22 members.

Love4Life is one of our programmes that reaches people with learning disabilities and autism who, in an increasingly stretched sector, would otherwise fall through the gaps in support, not having sufficiently complex needs to be eligible for a support package. During the pandemic Love4Life has continued their vital work offering a lifeline of communication to their members in what would otherwise be a very lonely time.

Love4Life members are struggling a bit with socialising again. After being indoors for so long it can feel really overwhelming to suddenly be talking to so many people. Some members have experienced longer periods of isolation due to living independently and having no support. Others have struggled with their mental health, especially anxiety because of the pandemic and the overload of ever-changing guidelines.

Love4Life ran 750 events over the year – 700 were online and 50 in person when lockdown eased in the summer months. Those events also included ‘conversation starter’ workshops to help members get back into the swing of socialising again.

And as lockdown restrictions ease, and face-to-face events have been long-awaited, we are keeping some events online. For instance, we found that our cooking tutorials worked really well because it is easier for people to learn how to cook in their own kitchens with their own utensils. Sometimes it can be challenging transferring what you learn outside of your home into your own kitchen. We will also be holding some of our skills workshops online with the option to have them face-to-face too.

We do not receive any statutory funding to run Love4Life which is entirely reliant on fundraised income. The service is currently run with help from the National Lottery Community Fund through a three-year grant – and we were successful in our application for a further three years’ funding – as well as individual donations and support from local businesses and groups in the community.

We had planned to launch Love4Life as a subsidiary Charitable Incorporated Organisation (CIO) but due to covid, we have delayed that move. We will revisit our plans around this in the coming year.

Financial Review

Along with the pressures of covid, the sector continues to be under significant pressure from changes in legislation, despite this FitzRoy achieved growth in operational income of 7.9% during 2020/21. This, along with a continued focus on efficiencies and cost savings whilst ensuring delivery of quality care, is reflected in another year of strong performance.

As well as working to deliver the best value for money, we continue to build on our strong relationships with stakeholders which continues to be critical to our success. It has brought access to new markets, driven innovation, and through stronger partnerships developed a deeper commitment to shared values.

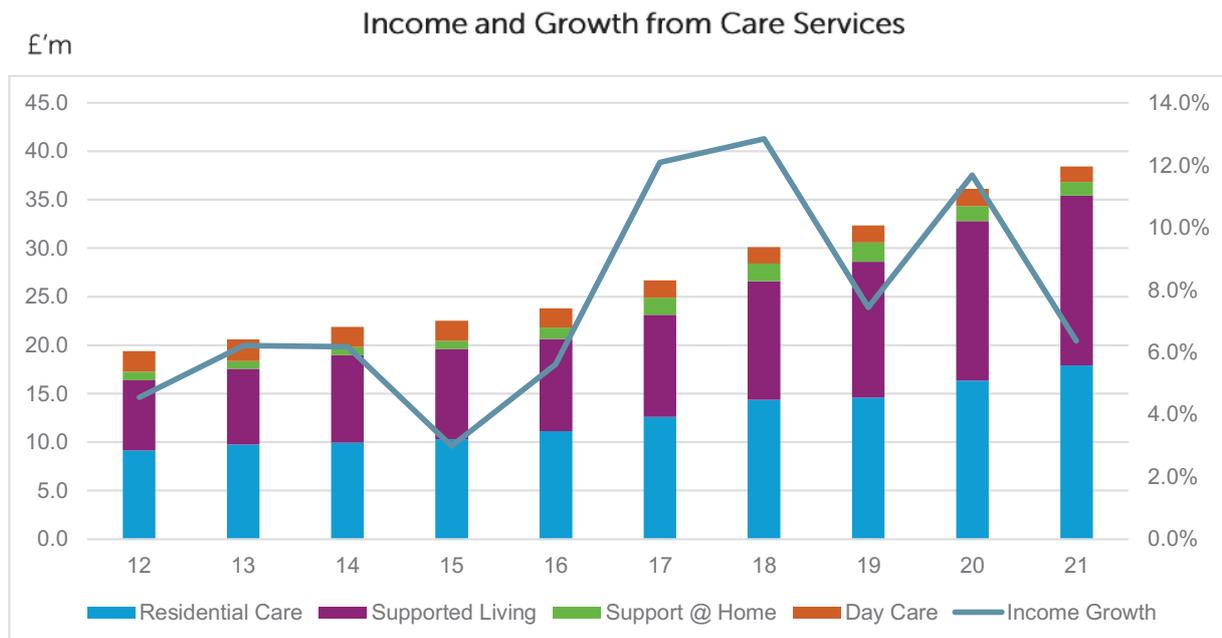
As an organisation we continued to be diligent in our approach to Covid-19, working proactively to ensure the safety and wellbeing of the people we support and their staff teams, as well as the long-term sustainability of the organisation.

From a financial perspective, we worked closely with local authorities, ensuring we were able to secure the additional funding accessible to us from central government to support this crisis. We continue to produce detailed forecasts post year end, which are reviewed by the Trustee Board.

The proactive, collaborative approach seen across all areas of the organisation at the beginning of the pandemic continued into this financial year, meaning we remain in a strong financial position. Both balance sheet and liquid reserves have increased, enabling us to work through any future outbreaks as well as continuing to deliver on our strategy.

Our cash balances have benefited from a positive financial year, alongside increased control in debtors and creditors.

INCOME

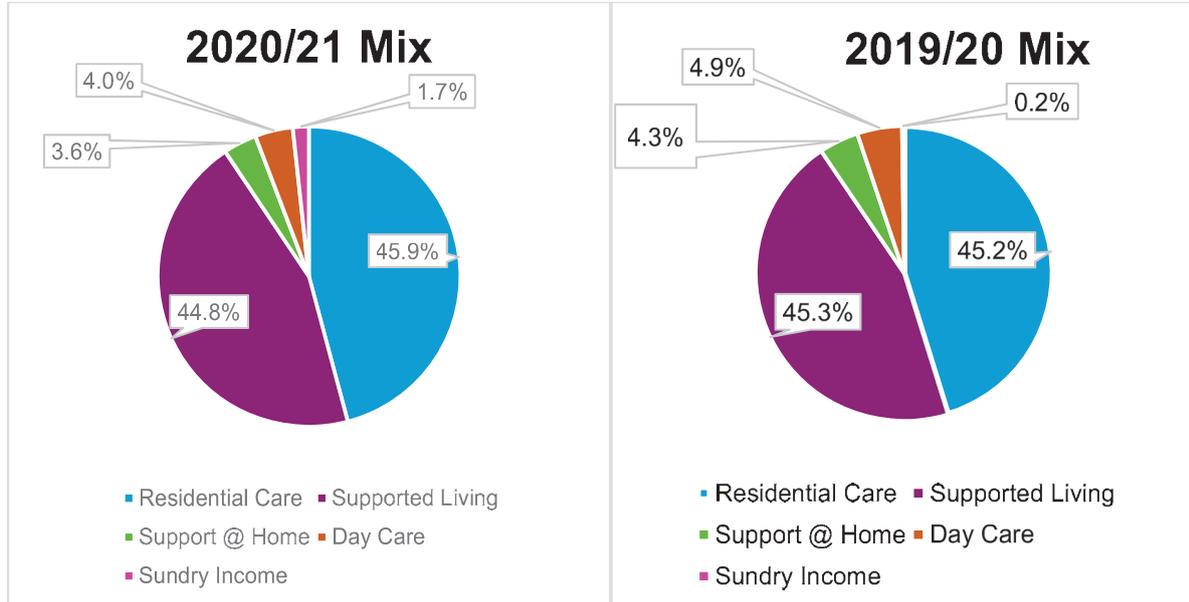


Total income - including donations, care service fees, investment as well as covid & furlough funding - grew by 9.6% in 2020/21, with fees continuing to be the primary source of income. In the year to March 2021, we saw Income from Care Services increase by 7.9% to £39.1m. This includes a total of £2.2m of covid & furlough funds, with the balance coming from local authority fee uplifts.

We saw growth of 9.5% in long term residential care, 6.7% in supported living with reductions in both day care and support at home services of 10.9% and 9.8% respectively. The increase in income relates to covid funding, local authority fee uplifts and the continued expansion in supported living services in Hampshire, along with the increased residential and supported living presence in Coventry. The Charity

continues to build on its success to date and strives towards continued growth to enable the organisation to transform more lives.

Mix of Income



We have seen a slight shift in our portfolio mix to support for people living in long term residential care. Day care and Support at Home reduced as a percentage of total income, due in part to reduced footfall, but also a result of changes in local authority funding.

Our fundraising activities during the year resulted in donations of £358k for the full year, which included £15k from our covid crisis appeal. In 2020/21 we benefited from generous legacy donations of £64k, along with support from various Charitable Trusts and locally held fundraising events.

We have continued to actively review our asset base and working capital to ensure that the organisation’s funds are working hard for the people we support.

EXPENDITURE

Total expenditure increased in the year by 6.1% reflecting the increased costs incurred as a result of covid as well our continued growth in service provision. We saw a reduction in the reliance on agency staffing, a direct result of our operational colleagues ensuring the safety of the people we support and their staff teams. We continue to focus on the quality of care delivered, coupled with a drive to improve staff recruitment and retention. External and legislative requirements continue to put pressure on costs, such as inflation and the national living wage, combined with the challenge of continued low increases in our fee income.

Working capital management continues to be a priority, enabling the charity to be flexible in how we fund future growth. We maintain close working relationships with key local authorities to ensure invoicing and the receipt of funds are carried out in a timely manner. Fee debtor balances have decreased again during the last year, a result of the continued focus of both FitzRoy and the local authorities working closely together to resolve issues as they arise.

RESERVES POLICY

Maintaining financial sustainability is one of the key elements in the charity's on-going risk assessment. The Trustees and Executive team review the main risks to the charity as part of their annual procedures.

The general reserve target was reviewed in 2021 and a range of £5.5m to £9.1m was set considering the continuing growth of the charity and the need to cover short term risks and uncertainties, working capital requirements and contractual obligations to staff. We end the year with free reserves which have increased by £2.9m to £9.1m as a result of the positive performance this year.

Operationally this level of free reserve is needed to address the significant challenges we anticipate over the coming years. In particular, with recruitment and retention issues, the necessity to offer an attractive pay and benefits package to our care staff against a backdrop of ever tightening local authority fee uplifts. We need to continue on our journey of digital transformation to enable online access for all, online care planning, quality management tools, rostering and property management are just some of the planned projects for 2021/22. We also have a significant amount of work planned under our property strategy, all of these elements have resulted in a projected deficit for 2021/22, which contribute to our reliance on our free reserve level as it stands today. Cash reserves increased by £3.6m to £10.1m due to a positive operational performance, alongside good debtor control.

At 31 March 2021 FitzRoy held a total of £21.9m in reserves, with £0.6m Restricted, £12.1m Designated (made up of Fixed Asset fund of £11.8m and Maintenance & Redevelopment fund of £0.3m) and £9.1m Free Reserve. It is expected that the designated Maintenance & Redevelopment fund will be utilised during 2021/22 to facilitate maintenance of our properties.

	£k
Restricted Funds:	
Amenity, Friends & Development	644
Designated Funds:	
Fixed Asset Fund	11,788
Maintenance & redevelopment	338
General Funds:	
Free Reserve	9,127
TOTAL FUNDS	21,897

INVESTMENT POLICY

The Memorandum and Articles of Association of the Charity provide the Trustees with the powers to make investments as they see fit. The investment strategy which has been set by the Trustees acknowledges that the greater part of the Charity's assets are invested in properties used for the Charity's purpose. It aims to invest those reserves of the Charity not utilised in the Charity's properties and in excess of a prudent cash reserve, to maintain the capital value in real terms over the longer term.

The return on investments decreased this year to £15k from £36k in the previous year to March 2020. The capital value of investments increased this year with an unrealised gain in the year of £8k as a result of the changes in the stock market. The actual amount invested in the stock market at the end of the year, was £65.7k.

RISKS AND UNCERTAINTIES

A risk register has been established for some years and is reviewed on a regular basis by each sub-committee as well as the trustee board, it is then formally updated annually. The principal risks and uncertainties identified are a major incident, service user vacancies, staff recruitment and retention, loss of income, any changes in regulation, fraud, pandemic and systems failure. To manage these risks, we have operational processes in place to address service user vacancies, development of staff and their

pay and benefits package, finance/operational process to address loss of income as well as tried and tested systems and procedures formulated to manage and mitigate the risks the charity faces.

In addition, we have a robust disaster recovery plan in place and are making a significant investment in our business systems, infrastructure & resource in the coming year, in order to ensure business continuity.

Given the nature of the sector that FitzRoy operates in, a key risk is delivering quality support to vulnerable adults, whilst actively working to minimise and protect those we support from any safeguarding issues.

We have seen a further decline in inflation related fee increases compared to last year, which means uplifts remain a critical challenge in the current environment of increased staffing costs along with recruitment difficulties facing the sector. In the medium-term, the sector continues to call upon the Government and Local Authorities to recognise the increasing funding pressure we face, specifically around the National Living Wage and sleep-in payments.

The overall vacancy rate of people that use our services increased this year, as a percentage of income 3.0% (2020: 2.8%), a total of 38 (2020:33) vacancies at the end of the year. There are specific locations and specialised services where we continue to work closely with the local authorities to understand how best to ensure vacant beds match the needs of the individuals awaiting placement, and to understand the correct levels of demand in the area.

Long-term sustainability and liquidity remains a primary financial objective and the organisational strategy underpins this objective. Upward salary pressures, driven by legislation regarding the National Living Wage, compound this issue and mean we need to consistently review our processes for efficiencies, and our structure for opportunities to reduce our overhead base.

Being appropriately prepared for a major incident remains a critical priority with the continued review of our disaster recovery plan; this is actively reviewed by Executive team on a periodic basis.

Structure, Governance and Management

The charity is incorporated as a company limited by guarantee and is governed in accordance with its Memorandum and Articles of Association.

STATEMENT OF TRUSTEES' RESPONSIBILITIES AND CORPORATE GOVERNANCE

The Trustees constitute Directors of the Company for the purposes of the Companies Act 2006 and Trustees of the Charity for the purposes of the Charities Act 2011. A full list of all Trustees is given on page one.

In an effort to maintain a broad skills mix, Trustees regularly review the Board's ability to provide support to the officers of the charity and, in the event of particular skills being lost due to retirements, individuals are approached to offer themselves for election. Over the years we have employed selective advertising including social media channels, external recruitment consultants as well as more traditional networking opportunities to recruit Trustees. New Trustees are taken through an induction process that includes visits to a number of our services across the country to familiarise themselves with the running of the Charity. A number of our current Trustees have direct experience of learning disability within their own families.

Section 172 of the UK Companies Act 2006 states that all Trustees must act in accordance with a set

of general duties. A Trustee of a charitable organisation must act in the way they consider, in good faith, would most likely promote the success of the charity for the benefit of its stakeholders as a whole, and in doing so have regard (amongst other matters) to the:

- likely consequences of any decisions in the long term
- interests of the charitable company's employees
- need to foster the charitable company's business relationships with suppliers, customers and other
- impact of the charitable company's operations on the community and the environment
- charitable company's reputation for standards and business conduct; and
- need to act fairly between members of the charitable company

The following paragraphs summarise how the Trustees fulfil their duties:

The Board of Trustees generally meets six times a year to assess the overall direction and governance of FitzRoy but regularly reviews the frequency of meetings to support the needs of the organisation. The Trustees delegate the exercise of certain functions in connection with the management and administration of the charity to seven sub-committees, the Finance Committee, Remuneration Committee, Nominations Committee, Quality Committee, Safeguarding Committee, Property Committee, and the People Committee. These groups meet regularly and report back to the Board on a regular basis and seek full ratification of certain decisions.

Each year the Trustees hold an extended all day strategy meeting with the Executive team. This provides an opportunity to reflect on the strategic direction of the charity, visit services, meet service users, review the major risks to the charity and undergo training.

A review of Board performance and Trustee chair performance is conducted annually by way of survey to each individual Trustee. The consolidated survey feedback is discussed with the full Board with recommendations forming part of the annual governance workplan.

People we Support & families

We have a service user group, called Nationwide, where members of this group regularly report to the Board with their suggestions for the organisation. The board also meet with the Nationwide group socially on an annual basis.

An annual satisfaction survey is carried out, this is completed by the people we support and all external stakeholders, the results of which are reported back to this same group as well as the board of Trustees. The results are then used in various forms of external marketing communications including the FitzRoy news, communications with commissioners, donors, and families alike. The executive team, along with the board would reflect on suggestions, comments raised in the survey and feedback any actions.

Supporter & donors

We work closely with our supporters and donors to ensure we are engaging with them effectively. They receive our supporter communications based on their personal preferences and are engaged with on a one-to-one level with the fundraising team and CEO where appropriate.

The income from our supporters and donor's links into the Finance Committee which meets four times per year, where budgets, forecasts and results are reviewed. A report from the Director of Fundraising is reviewed by the main board on a bi-monthly basis.

We have a group of Ambassadors who are made up of long-term supporters of the charity, trustees are involved in the organised annual event to communicate the organisational strategy and get feedback from this valued group of supporters.

Employees

Staff at all levels in the organisation share in the work required to achieve our charitable objectives. During this year there have been severe constraints due to covid, however we have conducted staff temperature check surveys and regular virtual meetings with all service managers and deputies.

We are reviewing how we consult with staff in the future as part of our digital transformation journey. Making Microsoft teams available to all services has enabled communications to be carried out directly with staff teams, resulting in greater connections from senior management and their peers.

We are reviewing our annual staff survey, with a plan for shorter surveys that we carry out more often. Again, this is part of our digital transformation journey.

Senior management and trustees visit services to meet with staff, the people we support and their families - where appropriate - as often as possible. Although this has been restricted in the last year, plans are underway to resume this important interaction as soon as feasible. Senior management also engage with the regional management teams on a regular basis where feedback from staff is also discussed along with their suggestions.

Suppliers

We value all our suppliers and have both local and national contracts, where appropriate. Communication transparency in dealing with suppliers is delegated to the Finance Committee and executive team who will discuss any major contracts and or supply issues as and when appropriate. Budgets, forecasts, and actual results are reviewed on a regular basis by the Finance Committee and the Board.

Community & Environment

FitzRoy hold community fundraising events in order to engage the local communities where the people we support live. We have local volunteers who support in many ways, which may include gardening, enabling the people we support to carry out volunteer work themselves, have a void in their community or carrying out activities within a service.

The trustees recognise the importance of leading a charity that not only generates value for its beneficiaries, but also to the wider society. We recognise the environmental and climate risks, and we are committed to reducing, where possible, the impact of our operations and minimise our environmental impact. In order to achieve this FitzRoy ensures waste is recycled where possible, the most efficient light sources are used and will continue to ensure the use of the most energy efficient heating systems, double glazed sealed units are in place in order to reduce energy usage.

During the last financial year, FitzRoy used 4,167,259 kWh (2019, 3,961,991 kWh) of energy from gas and electricity, as well as 84,174 litres (2019, 146,161 litres) of diesel, petrol and heating oil. This resulted in total gross kg CO₂ of 980,166 (2019, 1,108,356) and an intensity ratio of tCO₂ of 0.02507 (2019, 0.03062) per £1m of income from care services.

The methodology used to produce these results was to collect the kWh, litres of diesel, petrol, and heating oil usage data from our various suppliers, we also used data collected from reimbursed business travel from our accounting systems. We then used the 'UK Government GHG Conversion Factors for Company Reporting' to convert the source data into kg CO₂e units and from then used our turnover for the year 2020/21 to produce our intensity ratio.

Modern Slavery

The organisation are committed to preventing modern slavery in its charitable activities and supply chains. Modern slavery encompasses slavery, forced labour, human trafficking, and domestic servitude. A copy of our modern slavery statement can be found on our website.

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with the UK Companies Act 2006 and for being satisfied that the financial statements give a true and fair view. The Trustees are also responsible for preparing the financial statements in

accordance with United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources of the Charity for that period. In preparing these financial statements, the Trustees are required to:

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

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

All of the current Trustees have taken all reasonable steps which, to the best of their knowledge and belief they ought to have taken, to make themselves aware of any information needed by the Charity's auditors for the purposes of their audit and to establish that the auditors are aware of that information. The Trustees are not aware of any information which they understand would be relevant to the audit of which the auditors are unaware.

The Charity is managed on a day-to-day basis by its Officers and Executive team under the leadership of the Chief Executive, who is appointed by and responsible to the Trustees.

The Board of Trustees review and approve changes in remuneration to all staff annually, with delegated powers to the Remuneration Committee for senior staff remuneration and performance, which is measured against overall organisational KPI's.

FUNDRAISING PRACTICES

FitzRoy is a charity primarily funded by local authorities, who pay for the care we provide. However, it is fundraising that enables us, particularly in an environment of shrinking care packages, to stay true to our values of providing transformative support.

Our supporters are very important to us, and we see our relationship with them as a partnership; working together to achieve something special for vulnerable people. Thank you to all the individuals, trusts and foundations, community groups and companies who have supported us this year.

We are proud of our fundraising practise and work hard to make sure we are fully compliant with all relevant regulations. FitzRoy is an organisational member of the Fundraising Regulator and the Chartered Institute of Fundraising. We take our responsibilities to our supporters very seriously; we never buy supporter data from third parties or sell supporter data to any other organisation or charities.

The fundraising team currently consists of 3 full-time equivalent professional fundraisers. We encourage all our colleagues based in our services across the country to fundraise. We support staff who fundraise for us with advice, materials and practical help.

FitzRoy has a number of internal policies in place related to fundraising including an Individuals in Potentially Vulnerable Circumstances Policy. These are regularly reviewed by the Director of Fundraising, Communications and IT who reports to the Board of Trustees on all aspects of fundraising strategy.

We received one complaint in response to our Coronavirus Crisis Appeal in 20/21 from a volunteer who had subscribed to our mailing list in 2014. In response, we apologised and updated her contact preferences to no longer receive fundraising appeals. The Crisis Appeal had an overwhelmingly positive response, raising over £15,000 from individuals and resulting in many heart-warming messages of support from our donors. This helped us to purchase vital equipment to keep the people we support safe and well through the pandemic.

We are immensely grateful to all the people who donated to our crisis appeal, took part in our fundraising activities and cheered us on through what was an extremely challenging year.

ORGANISATIONAL CHANGES

Board of Trustees

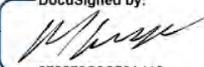
Sadly, we said goodbye to trustee Lucy Hovey who resigned during the year. We would like to thank Lucy for her contribution, advice, and guidance.

We also are delighted to have welcomed Andrew Gore, Gail Bedding, Neil Blackley and Julie Whetton to the Board of Trustees during the year.

Auditors

A resolution proposing that Moore Kingston Smith be reappointed as auditors will be put to the Annual General meeting.

The Trustees' Report and Strategic Report were approved by the Trustees in their capacity as Directors of the company on 22nd July 2021 and are signed on their behalf by:

DocuSigned by:

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Martin Kyndt
Trustee and Chair of the Board of Trustees

Independent Auditor's Report to the Members of FitzRoy

Opinion

We have audited the financial statements of Fitzroy Support ('the company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities (incorporating Income and Expenditure Account), the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' annual report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; 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 23, 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

Date: 5 August 2021

Andrew Stickland (Senior Statutory Auditor)

for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London
EC1M 7AD

Statement of Financial Activities for the year ended 31 March 2021 (Incorporating an income and expenditure account)

	Notes	Unrestricted Funds	Restricted Funds	Total to 31 March 2021	Total to 31 March 2020
		£	£	£	£
Income and endowments from:					
Donations and Legacies		134,255	224,268	358,523	384,557
Charitable Activities - Income from care services		39,093,609	-	39,093,609	36,199,140
Investment income & interest receivable		15,501	-	15,501	36,031
<i>Other:</i>					
Gain on sale of fixed asset		655,521	-	655,521	-
Total Income	2	39,898,886	224,268	40,123,154	36,619,728
Expenditure on:					
Raising Funds		170,702	-	170,702	180,317
Cost of care services		37,854,006	239,322	38,093,328	35,888,443
Total Expenditure	3	38,024,708	239,322	38,264,030	36,068,760
Net income/(expenditure)		1,874,178	(15,054)	1,859,124	550,968
Net gains/(loss) on revaluation of investments	5	7,964	-	7,964	(9,029)
Transfers	8	15,473	(15,473)	-	-
Net movement of funds		1,897,615	(30,527)	1,867,088	541,939
<i>Reconciliation of funds:</i>					
Total funds brought forward	8	19,355,532	674,275	20,029,807	19,487,868
Total funds carried forward	8	21,253,147	643,748	21,896,895	20,029,807

* There are no recognised gains and losses other than those stated above.

* All of the above results derive from continuing activities.

* The notes on pages 35 to 42 form part of these financial statements.

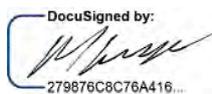
Balance Sheet as at 31 March 2021

Company Registration Number: 2699902

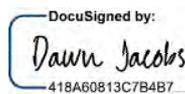
	Notes	£	2021 £	£	2020 £
Fixed assets					
Tangible assets	4				
Property			11,593,905		12,492,880
Equipment			193,568		202,203
			<u>11,787,473</u>		<u>12,695,083</u>
Investments	5		65,739		57,775
			<u>11,853,212</u>		<u>12,752,858</u>
Current assets					
Debtors	6	3,872,220		3,820,248	
Bank deposits		9,759,970		6,333,337	
Cash at bank and in hand		387,477		248,721	
		<u>14,019,667</u>		<u>10,402,306</u>	
Creditors: amounts falling due within one year	7	(3,975,984)		(3,125,357)	
Net Current Assets			<u>10,043,683</u>		<u>7,276,949</u>
Total assets less current liabilities			<u>21,896,895</u>		<u>20,029,807</u>
Total Net Assets			<u>21,896,895</u>		<u>20,029,807</u>
Funds					
Restricted income funds	8,9		643,748		674,275
Designated funds	8,9		12,125,803		13,089,870
Unrestricted income fund	8,9		9,127,344		6,265,662
Total charity funds	8,9		<u>21,896,895</u>		<u>20,029,807</u>

The notes on pages 35 to 42 form part of these financial statements.

The financial statements were approved by the Board and authorised for issue on 22nd July 2021 and signed on its behalf by:

DocuSigned by:

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Martin Kyndt
 Trustee and Chair of the Board of Trustees

DocuSigned by:

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Dawn Jacobs
 Chair of the Finance Committee

Cash Flow Statement for the year ended 31 March 2021

	Notes	2021	2020
		£	£
Net cash inflow from operating activities (See note below)		2,785,945	2,897,695
Cash flows from investing activities:			
Interest received		13,879	34,563
Investment income		1,622	1,468
Purchase of tangible fixed assets	4	(190,241)	(233,435)
Proceeds on investments/sale of fixed assets		954,184	5,569
Net cash from investing activities		779,444	(191,835)
Cash flows from financing activities:			
Repayment of borrowings		-	(12,454)
Interest paid		-	(113)
Net cash used in financing activities		-	(12,567)
Change in cash and cash equivalents in the reporting period		3,565,389	2,693,293
Cash at start of year		6,582,058	3,888,765
Cash at end of year		10,147,447	6,582,058
(Decrease)/Increase in Cash		3,565,389	2,693,293

I. Reconciliation of net income to net cash inflow from operating activities

	2021	2020
	£	£
Net incoming resources	1,867,088	541,939
Return from investments	(15,501)	(36,031)
(Gains)/losses on investments	(7,964)	9,029
Bank interest paid	0	113
Depreciation charge	803,431	359,280
Surplus on sale of asset	(659,763)	0
Decrease/(Increase) in debtors	(51,973)	490,874
Increase/(Decrease) in creditors	850,627	1,532,491
Net cash inflow from operating activities	2,785,945	2,897,695

The notes on pages 35 to 42 form part of these financial statements.

Notes to the Financial Statements for the year ended 31 March 2021

1. ACCOUNTING POLICIES

a) Basis of accounting

FitzRoy is a public benefit entity, and the Trustees consider it to be a going concern. The financial statements have been prepared under the historical cost convention as modified by the revaluation of fixed asset investments. They accord with United Kingdom Generally Accepted Accounting Practice, the Statement of Recommended Practice – Accounting and Reporting by Charities issued in 2015 (SORP 2015) and Companies Act 2006. The accounts have been prepared under FRS 102 and SORP 2015.

The following are the principal accounting policies, which have not changed in the year.

b) Going concern

Covid-19 affected us all in different ways, we are very lucky to be able to say that we have seen little impact on our fee income for both years ending March 2021 and 2020. We continue to be affected in our day service offering, with some settings only having re-opened in January 2021. The income lost is mainly due to the people we support who are self-funded, who have moved their funding elsewhere, resulting in a full year reduction for 2020/21 of £230k. We continue to produce detailed forecasts which cover the current financial year and 3 years hence, these are reviewed by the Finance Committee and board post year end. Despite 2021/22 projection being a deficit position, the following years return to surplus. Given our strong reserves position which enables us to carry out the work set out in our strategy, the focused KPIs set for 2021/22, the Trustees have concluded that the charity can meet its debts as they fall due and consequently the charity continues to adopt the going concern basis in preparing its financial statements.

c) Fund accounting

Unrestricted funds comprise Designated Funds and the General Fund/Free Reserve and represent the accumulated net surplus of unrestricted income over expenditure. They are available for use by the Charity in furtherance of its general objectives. Designated funds comprise unrestricted funds which have been set aside at the discretion of the Trustees for specific purposes. Restricted funds are funds subject to specific restrictive conditions imposed by donors. Interest income is allocated to the various funds according to cash balances and investments attributable to them. The purpose and use of the designated and restricted funds are set out in the notes to the financial statements.

d) Income

Income is accounted for on a receivable basis, except donations which are credited in the year in which they are received. The charity's income largely comprises of contracts for care services, recognised as the service is delivered. Legacies are regarded as receivable when it is probable that the legacy will be received, and its value can be measured reliably.

Income from Government grants is accounted for when the charity has entitlement to the funds, any conditions attached to the grants have been met and it is probable that the income will be received, the amount can be measured reliably and is not deferred. The Furlough scheme has been utilised by the charity in 2020/21 to mitigate losses incurred as a result of shielding staff, the amount received was £642k.

e) Expenditure

The expenditure is classified under categories which reflect the use of the resource. Central costs are allocated to cost of care services, this being over 99% of total direct expenditure. Irrecoverable VAT is included in expenditure.

f) Tangible fixed assets

The costs of acquisition of and adaptation to freehold properties, excluding the land value, are depreciated over their useful lives

Notes to the Financial Statements *continued...*

During 2019/20 FRS 102, component accounting was adopted and applied to all freehold property. This new method is a more accurate method of depreciating our freehold property. The various components and associated useful lives are:

• Bathrooms	- 10 years
• Boilers and heating	- 15 years
• Bricks and mortar	- 100 years
• Electrical re-wire	- 30 years
• Kitchens	- 15 years
• Lifts	- 40 years
• Roofs (<i>flat & pitched</i>)	- 25 & 50 years
• Specialised baths	- 10 years
• Windows and doors	- 25 years

Other tangible fixed assets are stated at cost including any incidental expenses of acquisition and depreciated by equal annual instalments over the expected useful lives of the assets, which are as follows:

• Computers	- 4 years
• Furniture and equipment	- 4-8 years
• Motor vehicles	- 4 years
• Office fixtures and fittings	- 10 years
• Short leasehold properties	- the length of the lease/ contract

Any expenditure below £2,000 is included in the Statement of Financial Activities.

g) Investments

Investments are stated at market value. All gains and losses on revaluations are shown in the Statement of Financial Activities. Income from the investments is recognised in the year in which it arises.

h) Financial Instruments

The charity has financial assets and financial liabilities of a kind that qualify as basic financial instruments in accordance with FRS102. Basic financial instruments are initially recognised at the transaction value and subsequently measured at their settlement value.

i) Debtors

Fee and other debtors are measured at their recoverable amounts, prepayments are valued at the amount prepaid at 31 March 2021.

j) Operating leases

Operating lease rentals are charged to the Statement of Financial Activities as they become due.

k) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount after allowing for any trade discounts due.

l) Liquid resources

Cash at bank represents non-interest-bearing bank balances that form the day to day working capital of the Charity. Bank deposits represent funds not required immediately held in interest bearing accounts typically for fixed periods.

m) Key judgements & estimates

The Charity makes an estimate on the recoverable value of fee and other debtors. When assessing the impairment of these debtors, management considers factors including the ageing profile of the debtors and historical experience. £131,935 bad debt provision is included within the debtor balances in note 6. The charity also estimates the useful lives of fixed asset components. The estimates and associated assumptions are based on historical experience within the charity and also by utilising guidance from the NHF (National Housing Federation).

Notes to the Financial Statements *continued...*

n) Pension costs

The Charity participates in both defined benefit (multi-employer) and defined contribution schemes which require contributions to be made to separately administered funds. Contributions to the charity's defined contribution pension schemes are charged to the statement of financial activities in the year in which they are incurred. In the case of the multi-employer, defined benefit pension scheme where it is not possible to identify the underlying assets and liabilities relating to the individual participating employers, contributions for these schemes are also charged to the statement of financial activities in the year in which they are incurred.

2. INCOME

Income from Local Authorities relates to care services provided, the charity also benefited from government covid and furlough grants, £1560k & £642k respectively. £224,268 (2020 £154,477) of income from donations & legacies is classified as restricted, all other income was unrestricted.

3. EXPENDITURE

	Staff Costs £	Other Costs £	Total 2021 £	Total 2020 £
<i>Expenditure on:</i>				
Cost of Care Services				
Direct	30,145,149	5,348,668	35,493,817	33,388,652
Support	1,523,544	-	1,523,544	1,325,179
Marketing	-	44,530	44,530	36,806
Business Systems	-	277,534	277,534	175,957
Depreciation	-	18,037	18,037	27,610
Recruitment/Training/Insurance	-	144,062	144,062	140,358
Office & administration	-	436,535	436,535	644,247
Governance	117,000	38,269	155,269	149,633
	31,785,693	6,307,635	38,093,328	35,888,443
<i>Expenditure on raising funds:</i>				
Fundraising and publicity costs	150,661	20,041	170,702	180,317
Total Outgoing Resources	31,936,354	6,327,676	38,264,030	36,068,760

Expenditure included in the current year of £239,322 (19/20 £314,417) is classified as restricted against the cost of care services.

	2021 £	2020 £
Total resources expended are stated after charging:		
Auditor's remuneration –		
Audit services	34,984	33,387
Other services	-	-
Depreciation of fixed assets	803,431	359,280
Lease Payments –		
Land & buildings	221,679	209,208
Plant, Equipment & Vehicles	365,872	339,279

Notes to the Financial Statements continued...

	£	£
Other costs, analysed above as Governance, cover the following categories:		
Auditor's remuneration	34,984	33,387
Trustee meeting costs	-	5,697
Governance related professional fees	3,285	2,974
Trustee expenses	-	2,575
	38,269	44,633

Governance costs include audit fee, trustee related expenses, and an allocation of staff costs to support the internal audit, statutory reporting, and strategic planning roles.

	2021	2020
	£	£
Staff costs during the year amounted to:		
Salaries	25,589,226	23,537,070
Redundancy costs	23,499	109,948
Social security costs	1,860,337	1,700,285
Employer's pension contributions	781,509	770,966
Apprenticeship levy	110,230	103,569
Other forms of employee benefits	87,286	65,686
	28,452,087	26,287,524
Agency staff costs	3,484,269	4,066,849
	31,936,356	30,354,373

	Number	Number
	2021	2020
The average number of full-time equivalent including overtime and non-contracted staff but excluding agency staff was:		
Care provision	1002	996
Fundraising	3	4
Total	1005	1,000

	Number	Number
	2021	2020
The average number of staff, comprising both part and fulltime employees, during the year, analysed by function was:		
Care provision	1407	1,418
Fundraising	6	7
Total	1413	1,425

Notes to the Financial Statements continued...

At 31 March 2021, the Charity employed 545 (2020: 510) full time staff and 872 (2020: 917) part time staff. The total emoluments of employees earning more than £60,000 per annum (including benefits in kind but excluding employer's pension contributions) fall within the following bands:

	Number 2021	Number 2020
£60,001 - £70,000	-	2
£70,001 - £80,000	2	2
£80,001 - £90,000	1	-
£90,001 - £100,000	1	-
£120,001 - £130,000	-	1
£130,001 - £140,000	1	-

For the above members of staff, pension contributions amounting to £33,229 (2020: £38,617) were paid into a money purchase plan. Total salaries and benefits paid to key management personnel & directors amounted to £540,971 (2020 £487,311).

The Trustees neither received nor waived any remuneration during the current or preceding financial years. Travel expenses for their meetings reimbursed during the year amounted to £0 (2020: £2,575), a result of using online meetings. The Charity operates a strict expenses policy that has been reviewed and approved by the Chairman and the Trustees and is applicable to all staff, Directors and Trustees. There are no transactions with related parties which require disclosure (2020: none).

4. TANGIBLE FIXED ASSETS

	Freehold property £	Assets under construction £	Long leasehold £	Short leasehold £	Computers £	Furniture & Equipment £	Total £
Cost							
At 1 April 2020	14,404,984	277,661	789,451	662,360	323,511	1,236,460	17,694,427
Additions	111,895	5,400	-	-	-	72,946	190,241
Disposals	(335,000)	-	-	-	-	-	(335,000)
At 31 March 2021	14,181,879	283,061	789,451	662,360	323,511	1,309,406	17,549,668
Depreciation							
At 1 April 2020	2,522,543	-	789,451	329,582	320,974	1,036,794	4,999,344
Charge	671,455	-	-	50,395	2,537	79,044	803,431
Disposals	(40,580)	-	-	-	-	-	(40,580)
At 31 March 2021	3,153,418	-	789,451	379,977	323,511	1,115,838	5,762,195
Net book value							
At 31 March 2020	11,882,441	277,661	-	332,778	2,537	199,666	12,695,083
At 31 March 2021	11,028,461	283,061	-	282,383	-	193,568	11,787,473

Notes to the Financial Statements continued...

5. INVESTMENTS

	2021	2020
	£	£
Market Value at 1 April 2020	57,775	72,372
Sale proceeds	-	(5,568)
Net unrealised investment gain/(losses)	7,964	(9,029)
Market Value as at 31 March 2021	65,739	57,775

Investments are analysed as follows:

Government Bonds	14,000	14,000
UK Equities	29,245	25,464
UK Investment Trusts	17,647	13,464
UK Unit Trusts	4,847	4,847
TOTAL	65,739	57,775

6. DEBTORS AND PREPAYMENTS

	2021	2020
	£	£
Fee debtors	2,747,587	2,838,370
Accrued income	543,689	599,083
Other debtors	199,622	155,910
Prepayments	381,323	226,885
	3,872,221	3,820,248

7. CREDITORS: Amounts falling due within one year

	2021	2020
	£	£
Trade creditors	542,268	399,104
Accruals and deferred income	1,966,283	1,557,300
Other creditors	985,062	775,783
Taxation and social security	482,371	393,170
	3,975,984	3,125,357

Deferred income relates to invoicing for care services in late March 2021, relating to services provided during April 2021 £751k (2020 £870k).

Notes to the Financial Statements continued...

8. FUNDS

	Balance at 1 April 2020	Incoming resources & unrealised loss	Outgoing resources	Inter fund transfers	Balance at 31 March 2021
	£	£	£	£	£
Restricted funds					
Amenity and Friends Funds	526,211	224,268	(239,322)	(15,473)	495,684
Development funds	148,064	-	-	-	148,064
sub-total	674,275	224,268	(239,322)	(15,473)	643,748
Designated funds					
Fixed asset funds	12,695,083	655,521	(803,431)	(759,700)	11,787,473
Maintenance and redevelopment projects	394,787	-	(101,910)	45,453	338,330
sub-total	13,089,870	655,521	(905,341)	(714,247)	12,125,803
General fund	6,265,662	39,251,329	(37,119,367)	729,720	9,127,344
Total funds	20,029,807	40,131,118	(38,264,030)	-	21,896,895

Restricted Funds

The restricted funds relate to monies raised for specific projects in services or specific central support functions. Other Restricted Funds comprise unexpended donations resulting from specific appeals to be applied on development projects and smaller projects across the activities of the Charity. Transfers take place from the Development and Amenity funds to the Fixed Asset fund because of expenditure on capital items. Inter fund transfers represents designated funds previously classified as restricted funds, in recognition that the restriction placed on these funds has been fulfilled.

Designated Funds

The Fixed Asset Fund represents the net book value of unrestricted funds already invested in properties and other fixed assets less bank loan secured on certain of these assets. The Maintenance and Redevelopment Projects Fund represents estimated amounts required to fund the on-going refurbishment and maintenance programmes of properties in the next financial year and to invest in new projects or services.

9. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	Balance at 31 March 2021 £
Tangible fixed assets	11,787,473	-	11,787,473
Investments	65,739	-	65,739
Net Current Assets	9,399,935	643,748	10,043,683
Creditors: amounts due after more than one year	-	-	-
Total	21,253,147	643,748	21,896,895

Notes to the Financial Statements *continued...*

10. PENSION SCHEMES

The Charity contributes towards three employee pension schemes. The Creative Personal Pension Scheme is a money purchase plan with the Charity contributing between 4% and 10% of members' salaries, and up to 3% for the Auto Enrolment Scheme. The NHS and Local Government Pension Scheme (LGPS) are both schemes we continue to pay into as a result of staff transferring in under TUPE. Both LGPS schemes have carried out valuations in 2019, allocating the FitzRoy share of liabilities which total £5.1k over the next 3 years. Contributions for both NHS and LGPS schemes vary and are advised by either the NHS or LGPS administrating bodies.

11. OPERATING LEASE COMMITMENTS

	Land & Buildings	Plant, Equipment & Vehicles	Other	Land & Buildings	Plant, Equipment & Vehicles	Other
	2021	2021	2021	2020	2020	2020
	£	£	£	£	£	£
Total future minimum lease payments under operating leases, expiring:						
Within one year	138,455	226,311	29,352	204,189	186,316	35,712
In the second to the fifth year	257,392	456,527	31,261	358,548	360,294	71,965
After five years	-	-	-	37,299	-	-
Total	395,847	682,838	60,613	600,036	546,610	107,677

12. CAPITAL COMMITMENTS

No significant capital commitments at the time of signing, however we continue to invest in our business systems and properties.

13. TAXATION

The company is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge arose in the period.

14. RELATED PARTY TRANSACTIONS

There were no related party transactions carried out during the year.

FitzRoy

transforming lives

FitzRoy transforms lives every day, supporting people with learning disabilities to do the simple things that make a real difference to their everyday life.

Our values – See the Person, Be Brave and Be Creative - guide us each step of the way and are as important now as when the charity first began.

Our vision is a society where people are treated as equals, regardless of their disability.

Our mission is to transform lives by supporting people with learning disabilities to lead the lives they choose.

Join the conversation



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