



Revitalise

Annual Report & Consolidated Accounts

for the year ended 31st January 2022

Our Vision

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

Our Purpose

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

Our Values

› We are **inclusive**.

We welcome everyone.

› We are **change-makers**.

We make things happen for our guests and for disabled people.

› We are **caring**.

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

› We are **joyful**.

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

› We are **hardworking**.

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

The Team

Trustees

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

George Blunden **Chair of the Board of Trustees**

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

Jane Kennedy **Chair of the Quality & People Committee**

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

William Maughan **Chair of the Brand & Commercial Development Committee**

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

Adam Wiltshire

Chair of the Finance, Audit & Risk Committee

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

Kevin McGuirk

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

Deborah Wheeler

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

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

Mike Ashton

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

Linda Beaney

Trustee, retired 31st March 2021

Philip White

Vice Chair, retired 31st March 2021

Lesley Lindberg

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

Catherine Fallon

Trustee, retired 2nd November 2021

Senior Management Team

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

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

Janine Tregelles CBE

Chief Executive Officer

Alex McDowell

Director of Fundraising

Helen Giles MBE

Director of People and Culture

Kate McLeod

Chief Financial Officer

Rebecca Young

Director of Strategy, Impact and External Affairs

Patron

Samantha Cameron

Vice Presidents

Dame Judi Dench CH DBE

Dame Esther Rantzen DBE

Hugh Kemsley OBE

Denis Green

Honorary Ambassadors

Dan Bentley

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

Nick Skelton CBE

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

David Smith MBE

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

Tim Prideaux JP DL

John Spence CBE DL

The Rt. Hon. The Lord Crawshaw

Arthur Smith

Sir Andrew Buchanan Bt



Advisers

Solicitors

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B3 2ES

Bankers

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E14 5HP

Statutory Auditors

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Grange Farm
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Revitalise Netley Waterside

Abbey Hill
Netley Abbey
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Hampshire
SO31 5FA

Revitalise Sandpipers

Fairway
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Administration and Registered Office

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

Thank you to all our supporters

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

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

ABF The Soldiers' Charity

Balcombe Charitable Trust

Broome Family Charitable Trust

Bruce Wake Charitable Trust

The Calleva Foundation

Charles S French Charitable Trust

Derby & Derbyshire Disabled Soldiers Settlement

Donald Forrester Trust

The Eveson Trust

The Francis Winham Foundation

The Guthrie Essame Charitable Trust

The Helen Roll Charity

Stonewater Group

The Liz and Terry Bramall Foundation

Longleigh Foundation

The Louis and Valerie Freedman Charitable Settlement

Marjory Boddy Charitable Trust

Masonic Charitable Foundation

National Lottery Community Fund

Peacock Charitable Trust

Richard Lawes Foundation

Royal Airforce Benevolent Fund

The Royal Navy and Royal Marines Charity

The Royal Naval Benevolent Trust

Victoria Convalescent Trust

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

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

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





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Chair's Review

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



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

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

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

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

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

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

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

“

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

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

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

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

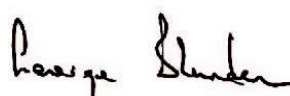
At Jubilee Lodge, we supported people from five London hospitals to 'step-down' into our care prior to returning home and whilst very different from our usual holiday offering, the experience has greatly enhanced our organisational skills and knowledge and that of our teams.

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

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

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

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



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

Chief Executive's Review

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



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

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

a more inclusive society and evolving plans for the redevelopment of our centres.

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

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

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

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

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

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

As ever, our focus is overwhelmingly on those we support. To do this, we need skilled care workers delivering high quality care, beautiful, accessible environments, significant support from our donors, and efficient, high performing organisational support mechanisms to deliver the safe and brilliant holidays that our guests want.

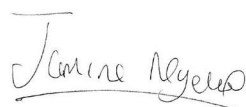
This has been the thrust of our efforts this year. We have invested heavily in people, including a new People and Pay strategy and raised wages across our care teams to ensure we can recruit and retain the very best people possible. These efforts are already starting to make a difference and ease the recruitment pressures we and so many providers have felt in the last year.

It has been a difficult year for fundraising but we have a new team in place and a refreshed fundraising strategy and so we go into 2022 with optimism. Our retail estate achieved £1m in income for only the second time in its history and despite the lockdowns early in the year. We also began the planning process for 3 further new shops in 2022.

Across Quality, we established a new quality framework and audit programme and began working on a refreshed operating model to ensure the most person-centred support possible across all aspects of our guests' break: care and nursing, hospitality, and wellbeing.

There is always so much to mention but perhaps the most significant project aside from the strategy development has been the generation of refurbishment and redevelopment plans for our three centres and the capital appeal that will support those plans. With a proud, almost 60-year heritage, we are looking to the next 60 years and the modern and innovative charity we wish to be. We want our centres to be an exemplar for the care and support of people on holiday and are hugely excited by the progress that has been made. By the time I write my next report, one centre will have been completely refurbished, another will be in progress and the third will have gone through the planning process.

I would like to second our Chair's thanks to everyone who has supported us this year and extend my heartfelt gratitude to all my Revitalise colleagues and our volunteers for their extraordinary contribution to the charity and their commitment to ensuring every guest who comes to Revitalise can truly escape, relax and have fun.

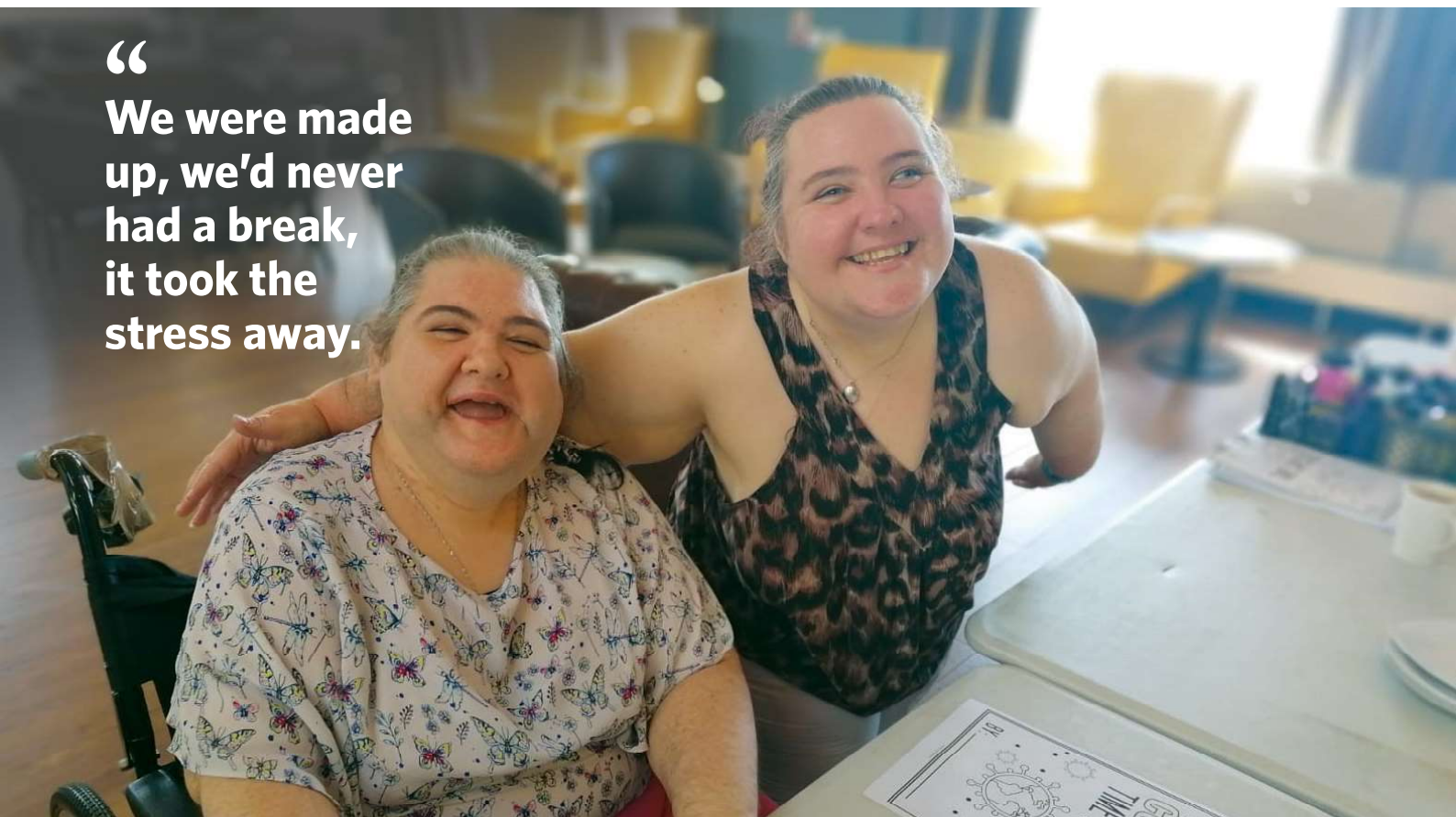


Janine Tregelles CBE
Chief Executive Officer
14th July 2022

Hear from our guests

“

We were made up, we'd never had a break, it took the stress away.



People like Sid, Liz and Christine

Since Sid's wife died, he has been the primary carer for his two disabled daughters, Liz & Christine:

"I'm 75 and I've got two disabled daughters. I look after them myself the best I can, I can't look after them care wise, with personal care, we have carers come in for that. They come in the morning to get them dressed, then bring them into me in the living room. They come again at night to wash them and put them to bed."

"Elizabeth was born with microcephalia, she was born with a small skull, so the brain wasn't able to develop. They told us she wasn't going to live but she did. The doctors told us there was a million to one chance that

we'd have another child with a disability, but we did. The youngest Christine had the same thing. Both have got club feet."

He tells us how he just has to get on with it. "A while ago Liz broke one of her legs, and she is going to learn to walk again, she hasn't since January, but we've got her standing up."

Looking back on their first Revitalise break, Sid says: "we were made up, we'd never had a break, it took the stress away. They take them to places they've never been, Blackpool, the Emmerdale set, the Arndale Centre in Manchester."

"I can't fault Revitalise, they have the best care. The girls have been a lot, they love music and laughing, they're just sisters."

And Toni Hil

Toni was diagnosed with autism as a child, a condition that made forming and maintaining friendships more challenging, so she relied on her close family relationships for connection and to ease her frustration.

Finding out she had Diabetes in her early 20s, was very stressful for Toni as managing the disease with daily insulin injections, teamed with her autism, proved to be exhausting.

"I felt like my brain was always behind and trying to catch up."

Luckily, she had support. Living with her mum throughout her adult life and having her sister close by, meant she had loved ones to champion her independence.

Sadly, Toni's mum passed away last year. Although her sister moved in with her, as a keyworker who was scheduled to work during the holiday season, Toni faced spending much of her first Christmas without her Mum, alone. Already struggling to cope with her grief and feelings of debilitating anxiety she reached out to us.

"Christmas at Sandpipers was magical."

Toni came to Revitalise Sandpipers where our incredible team improved her confidence through a relaxed and welcoming environment. Activities like crafting and carolling helped her cope with her mum passing away and gave her a sense of belonging.

"This time of year makes you think of family, and the first Christmas without mum would have been too hard to do by myself."



“
Christmas at
Sandpipers
was magical.”

Public benefit This year we have provided financial assistance totalling over £370,000 to subsidise the cost of breaks for our guests. Access to funding for a break is a critical issue for disabled people after many years of cuts to social care funding. We are determined to make going on a break as financially accessible as we can, for as many people as we can.

Over £219,000 of this funding was specifically to support people in hardship who needed somewhere safer during the pandemic, who could not access safe support at home, or who were at breaking point from the months of isolation and shielding. The balance was used to offer reductions to attract those less able to pay.

In total 712 breaks were provided with some form of financial subsidy applied.

Strategic Report

Review of Activities in the Year

Achievements in 2021:

- ▶ We developed and approved our first corporate strategy in a decade, utilising extensive guest research and with full colleague participation. This included the genesis of our first organisational Theory of Change and Outcomes framework, as well as a five-year research programme to evaluate the impact of the charity's work more comprehensively as we look to the future and the next 60 years of support for disabled people and their families to have the breaks and holidays they want with the support they need.
- ▶ We commissioned a significant project to redevelop and refurbish all three of our centres from 2022/23 onwards to re-envision the future of respite holidays for people who need care support. This included the planning of a major capital fundraising appeal to support the redevelopment work; this launched to private donors, Trusts, and Foundations in the spring of 2022.
- ▶ In line with the findings of our strategy research project and our consultation with guests, we worked closely with our centre teams to design a new operating model for Revitalise which is more relevant to the needs of our guest cohort in 2022 and beyond. This will allow us to tailor our support more holistically around each guest across personal care, nursing, wellbeing, and hospitality and will launch in our centres in 2022.
- ▶ Our usual holiday service at Jubilee Lodge remained suspended due to the pandemic but we were able to continue our 'step down' support to the NHS, welcoming patients from local NHS hospitals into the care of our nursing teams. Hundreds of people from the Essex area across 5 different hospitals came to us in order to free up beds to support the COVID-19 effort. This also allowed us to keep our colleagues gainfully employed in helping the national response to the virus, whilst ensuring our financial sustainability.

- At our Sandpipers centre, we welcomed guests from across the UK for essential breaks – keeping the centre open even during the strictest lockdown periods. This allowed us to provide vital care and support for those left vulnerable by the crisis, including those who were suffering serious deterioration of their mental wellbeing because of isolation and shielding. We were able to achieve this due to rigorous infection control methods designed specifically for our unique service and were delighted that once restrictions lifted in the summer, guests were able to enjoy proper holidays with outings and trips, once more.
- Netley Waterside House continued as a Designated Setting until August 2021, taking non-acute COVID-positive patients from hospitals in Hampshire and caring for them to free up beds for acutely ill cases. We were one of the first Designated Settings in the UK and proud to be able to continue our support to the NHS at a time when it was not possible for us to deliver our usual holidays from the centre.
- When the Designated Setting ended, we took the decision to close Waterside House pending redevelopment work. This was a difficult step but after two years delivering an NHS contract, the centre was in significant need of modernisation, and it was our intention to move swiftly through the design and planning stages so that works could begin in 2022/23.
- Income from Trusts and Foundations remain Revitalise's largest source of voluntary income but successful applications for Covid emergency funding in financial year 20/21 combined with ongoing limits on guest numbers limited our potential to seek grants from some funders in financial year 21/22. Total fundraised income was also affected by the ongoing impact of the pandemic on mass events and other volunteer-led community fundraising activities while the amount of Legacy income Revitalise received in 21/22 was also lower than in recent years. Staff vacancies within the fundraising team over the course of 21/22 also had an impact on the team's capacity, but a successful recruitment drive towards the end of the financial year, including the recruitment of a new Director of Fundraising has put the team in a stronger position for the year ahead. With the development of a refreshed fundraising strategy, underpinned by an ambitious Capital Appeal that will provide a catalyst to engage new funders and partners, we are confident in our ability to increase voluntary income levels in 22/23 and beyond.
- Financial year 21/22 was a positive year for Revitalise's retail portfolio. Despite further Covid lockdown related shop closures, which meant all our shops remained closed until April 13th, annual retail income exceeded £1m for only the 2nd time in Revitalise's history and the shops' net profit also exceeded 20/21 levels. What's more, several new shop sites were identified with two shops in Portsmouth scheduled to be opened in early 2022. Further new sites will be added in 22/23 alongside an expansion of Revitalise's online trading capability.
- All Revitalise Centres retained their Good CQC ratings.
- We created and appointed to a new post of Director of People and Culture to lead the work on investing in our staff and volunteers, enabling them to deliver a consistently high-quality guest experience.
- We launched a new people strategy focused on attracting, developing and retaining skilled, confident colleagues in a very tough recruitment market for care and hospitality. We have run a series of people management masterclasses for all our managers to boost their leadership skills.
- We reviewed our remuneration policy to ensure staff salaries are fair, transparent and aligned to the market, with pay for those in the lowest earning roles being given the largest percentage increase in our annual cost of living review.

- We introduced a new performance management and development scheme which is designed to align performance at all levels with demonstration of Revitalise's values, and to support and promote wellbeing, progression, diversity and inclusion.
- We have introduced a number of initiatives to support employee wellbeing including new health and safety risk assessment processes, a hybrid working policy, a flexible working hours scheme, and a new policy for managing wellbeing and attendance.
- We started the process of review of our outdated systems with the procurement of a new HR Information System that will enable us to co-ordinate all stages of the employee lifecycle more efficiently, monitor compliance with essential management and leadership processes and requirements, and capture data to better inform the decisions we make about investment in our people.
- We were able to welcome volunteers back to our Sandpipers centre to resume their essential work in enhancing the holiday experience for our guests. We enjoyed support from 176 volunteers across the year.
- We began the process of digital transformation, investing in and launching a new HR system, People HR, as well as beginning the process of scoping new Finance and Bookings systems.
- We developed our first 'External Affairs strategy' to support our new Theory of Change, including campaigning for equal access to breaks and holidays and for the rights of disabled people and carers more broadly.
- We campaigned on the impact of mandatory vaccination on social care's ability to recruit care workers, as one of very few organisations that did and due to the potential impact on Revitalise's services at a time when there were already 100,000 vacancies across the sector. The policy was subsequently revoked prior to its introduction across the NHS, when the combined impact of both sectors' ability to support some of society's most vulnerable became abundantly clear.



“
Investing in our staff
and volunteers, enabling
them to deliver a
consistently high-quality
guest experience.”

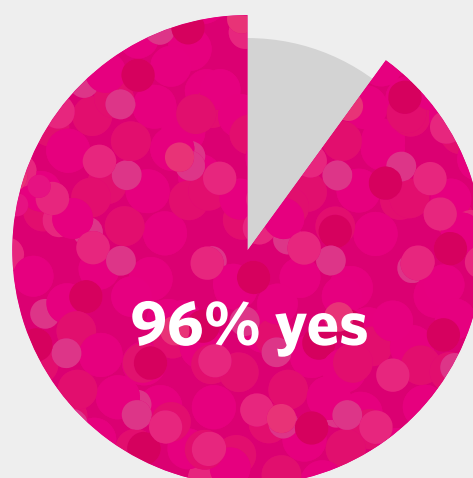
Our impact

Our guests told us that our breaks helped them to achieve a range of positive outcomes:



And that they would highly recommend us to others:

Would you recommend Revitalise to others?



Our New Corporate Strategy

In 2020, following the change in Chair and Chief Executive Officer, the Board commissioned a major review of the charity's position and redevelopment of the three-year strategic plan. This review recognised the changing external environment and the need for the charity to evolve to achieve long-term sustainability.

Accordingly, the Executive leadership team undertook a substantial research project involving present and potential guests and learned that:

- There is a huge and increasing need for the short breaks and holidays provided by Revitalise. This has been exacerbated by the COVID-19 pandemic, during which many disabled families saw local support close and not re-open. The Government's own research evidences that 75% of people who require personal care and support are cared for by a family member or friend in their own home; regular, planned respite is vital to preserve this caring relationship and prevent carers breakdown.
- The barriers to taking a break are significant for disabled people and carers and include accessibility, affordability, stigma, lack of options and difficulties with travel.
- Before the pandemic carers were struggling to access meaningful breaks, with 44% of carers saying they did not get the breaks they needed. This situation has worsened during the pandemic, during which 72% of carers had no breaks. Of those carers who did get breaks two thirds (66%) said they had fewer breaks or insufficient breaks to look after their physical and mental health.
- We are now one of the only providers of specialist respite holidays with 24-hour care for disabled adults.
- Many of Revitalise's core, target audience experience hardship and have become even more financially squeezed by the dual impacts of Brexit and COVID-19, and more recently, the cost-of-living crisis.
- Those who need Revitalise the most can often least afford us.
- Awareness of specialist holiday provision including Revitalise is extremely low amongst disabled people and their families.
- Our environments require transformation to ensure we can continue to pioneer specialist, accessible holidays in the decades to come.
- There is a real need for accessible family holidays via self-catering accommodation with the option of care support on site, something which is not achievable via a mainstream provider. The Board of Trustees have agreed that a new family offering will therefore be an area of development within our new strategy, allowing Revitalise to increase the impact on whole families by enabling them to holiday together.

In collaboration with our guests and our teams across the organisation, Revitalise therefore set out:

A new long-term vision:

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

A new organisational purpose:

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

We also defined our impact statement in collaboration with our guests and colleagues, and drawing on academic research evidence and insight work we had commissioned:

- Disabled people and carers experience improved wellbeing and do not reach breaking point.

Wellbeing is increasingly seen as a goal of public policy, and there are tools to measure it that we can adopt. Guests were equally keen to emphasise though that the complement to better wellbeing is avoiding crisis levels of stress or other difficulties.

Learning from our beneficiaries that in order to deliver that impact, our breaks need to support them to:

- Feel less isolated and lonely.
- Experience no stigma.
- Reduce stress levels.
- Relieve carer burden.
- Feel more empowered and included.
- Feel more understood and attended.
- Support the development of relationships, friendship networks and family life.
- Have more fun and more opportunities to relax.

And at a societal level, our guests need us to:

- Raise awareness of the barriers to breaks and holidays experienced by disabled families.
- Help them access their statutory entitlements to respite breaks.
- Change attitudes to disability and the caring role.
- Help to make society more inclusive for all.

We also developed and agreed new values which our teams and guests believe to be fundamental to delivering the strategy:

➤ We are inclusive.

We welcome everyone.

➤ We are change-makers.

We make things happen for our guests and for disabled people.

➤ We are caring.

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

➤ We are joyful.

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

➤ We are hardworking.

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

And we agreed our four strategic priorities and the workstreams we will undertake to deliver against those priorities:



Long term financial sustainability

- › Growing our fundraising and retail income
- › Launching a major capital fundraising campaign to fund works to our centres
- › Increasing our capacity to provide more breaks each year
- › Developing and launching a new families offering
- › Running the charity at maximum efficiency
- › Innovating our systems

Quality

- › Refurbishing our environments to deliver an outstanding respite holiday experience
- › Embedded a new quality and practice framework
- › Launching and embedding our new operating model

Awareness

- › Step changing our brand awareness
- › Continuing to learn about our guest audience and how we can help and support them
- › Raising awareness of the statutory funding entitlement and the means to access it

People

- › Improving staff turnover, sickness and absence
- › Embedding one organisational culture
- › Achieving high performing teams

Our new strategy, Theory of Change and outcomes framework was approved by the Board of Trustees in October 2021.

Future Plans

Providing holidays once more

Last year, we wrote positively about emerging from COVID-19, looking to the future and being able to provide our amazing breaks and holidays once more. With the Government's announcement that all legal COVID restrictions were to end on 1st April 2022, we are delighted that we have been able to revert to our core offering.

At Sandpipers, where we have run essential and emergency respite throughout the pandemic, this means being able to welcome more guests through our doors for holiday experiences, including fun outings and excursions, which we have hitherto been unable to support.

At Jubilee Lodge, we wound down our step-down contract with the NHS. We are both grateful for the opportunity to support the NHS through the pandemic and for what we learned in delivering it, and delighted to be able to let our loyal guests know that we were reopening after 2 years of closure to holiday guests. The centre reopened on 6th April, and it was wonderful to see so many familiar faces in our opening few weeks.

We will support our managers to motivate and engage their teams to give their creative best in delivering holiday experiences that delight our guests and contribute their voices and ideas to continuously improving the way we do things. We plan to introduce recognition schemes for both our staff and our volunteers to acknowledge and thank them for the extraordinary things they achieve week in, week out.

We will continue to actively promote diversity and inclusion in the workplace, using our new systems capability and employee and volunteer feedback to monitor progress. We will carry out a comprehensive survey to assess our people's perceptions of every aspect of their experience as employees and use this to action plan for further improvements.

We will reintroduce volunteers to our Jubilee Lodge centre after the two-year suspension of their activities there. We plan to invest more dedicated resource locally in the recruitment, onboarding and support of volunteers, and use the improved digital marketing capabilities available to us to generate further interest in our volunteering opportunities from diverse communities while plugging the seasonal gaps we have sometimes experienced in the past.

Investing in people

We will consolidate and build on the work started this year to achieve our aims of high performing teams; the onboarding and retention of skilled and confident colleagues; a professional, engaged and inclusive culture; and a flow of well-motivated volunteers. Job roles and delivery requirements in our holiday centres will be remodelled to ensure they are fully aligned with what our research has shown our guests want while enabling clearer routes for career progression.

Redeveloping our centres

This year will be a pivotal year for our centres' redevelopment project, which commenced following the approval of the corporate strategy by the Board of Trustees in October 2021 and has started with the refurbishment of all 31 rooms at Jubilee Lodge, due to complete in March 2023.

Plans are also being shaped for a new wing at our Sandpipers centre, to take our capacity up to 60 guests per week, and for the inclusion of new family lodges on the site, in line with what our guests have told us they need – proper family holidays as well as the opportunity for individual respite.



Having originally planned for Waterside House to be the first of our redevelopment projects, we have now agreed with the Board that it will take place after the other two centres. Waterside House is a site with the most outstanding development potential and our plans are more ambitious than they were at the outset in that the greatest opportunity is for a total rebuild to produce a transformational, modern, centre of excellence on the site, catering to 60 guests and including a new hydrotherapy pool, wellbeing centres and extensive family accommodation.

The 'Give Me A Break' capital appeal

During 21/22 robust plans have been developed for a Capital Appeal to support Revitalise's expansion and redevelopment programme.

By enabling Revitalise to increase its hotel capacity and providing a platform to engage a wide range of new and existing supporters, the **Give Me A Break appeal** will play a critical role in Revitalise's strategy and long-term sustainability plan. It will also help raise

the profile of Revitalise's work and the importance of respite holidays.

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

Give Me A Break appeal plans were developed with input from specialist consultants who provided an assessment of Revitalise's capability to deliver an appeal of this nature as well as drafting a compelling case for support. We have also tested the Appeal's key messages and themes with a range of funders, partners and critically, Revitalise's existing hotel users.

The appeal will begin in early 22/23 with informal conversations with individual donors and high-profile supporters. The initial focus of the appeal will be the essential refurbishments required at Jubilee Lodge, before the appeal subsequently focuses more explicitly and potentially, more publicly, on the proposed Sandpipers expansion and the rebuilding of Waterside House.

Trustees' Report

The Trustees, who are also Directors of the charity for the purposes of Company Law, present their Annual Report and Financial Statements for the year ending 31st January 2022. The Annual Report serves the purposes of both a Trustee Report and a Director's Report under Company Law.

Objects and Public Benefit

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

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

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

Our services are the provision of short breaks for people with disabilities and carers at our accessible centres, offering on-call 24-hour care, personal support and a choice of activities and excursions. Short breaks are run from Revitalise Jubilee Lodge in Essex, Revitalise Netley Waterside House in Southampton (currently closed for redevelopment work), and Revitalise Sandpipers in Southport.

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

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

The Charity Commission's general guidance

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

Structure, Governance and Management

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

Board of Trustees

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

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

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

The Board delegates powers to the following Committees and individuals.

➤ Finance, Audit & Risk Committee

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

➤ Brand & Commercial Development Committee

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



› **Quality & People Committee**

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

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

› **Portfolios**

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

› **Chief Executive**

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

› **Senior Management Team**

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

Group structure

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



Financial Review

Financial performance

The financial statements for the year show a deficit of £631k compared with a surplus of £890k a year earlier. Income was £6.9m down from £10.6m in 2021. Expenditure in the year was £7.6m down from £9.7m in 2021.

Outlook

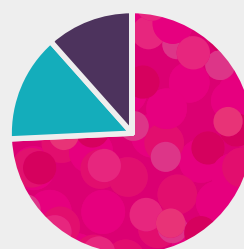
2021/22 continued to be challenging as the impact of COVID-19 impacted our ability to return to a full holiday offering. We continued to offer our Jubilee Lodge Centre to the NHS to support those coming out of hospital. We offered the same for a short period at Waterside House before making the difficult decision to temporarily close

the Centre whilst we plan and fundraise to rebuild it. Our Sandpipers Centre offered respite and holiday breaks to guests, albeit with reduced guest numbers due to COVID restrictions. Our shops bounced back from the long period of closure in 2020/21 and ended the year in a strong position. We opened a new store in Portsmouth with plans for a second one in the same city this year. With only one Centre offering holidays to guests, our fundraising performance was below expectations, but considerable time has been spent planning a major capital appeal to fund the redevelopment and refurbishment of our three Centres. The appeal launched in April and building work at Jubilee Lodge began funded by a generous legacy received before the pandemic. Through this multi-year programme, we expect to deliver increased capacity as well as improved quality of environment and experience our guests.

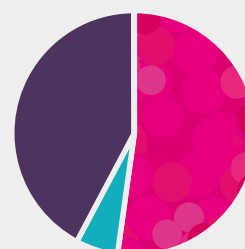
Sources of Revenues and Use of Expenditure

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

Income	2021-22 £'000	2020-21 £'000
Charitable activities	5,158	5,537
Other trading activities	984	590
Donations & legacies	800	4,467
Investment income	2	5
	6,944	10,599

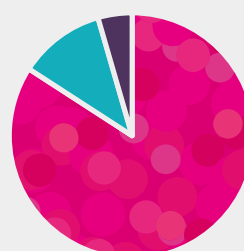


Income 2021-22

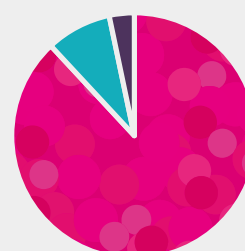


Income 2020-21

Expenditure	2021-22 £'000	2020-21 £'000
Charitable activities	6,376	8,554
Other trading activities	862	838
Donations & legacies	338	322
	7,576	9,714



Expenditure 2021-22



Expenditure 2020-21

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

Reserves Policy

The Charity needs reserves so that it can continue its operations in the event of an unforeseen shortfall in income or increase in costs. This is important in order that we can continue to support our guests and their carers, whilst also moving forward our long-term project to add additional Revitalise centres. The Charity also requires reserves to cover potential timing differences between the receipt of its revenues and its expenditure, which is largely fixed in nature.

Looking at the historical and budgeted cash flow trends, the Charity considers that a policy of maintaining unrestricted reserves equivalent to its expenditure on unrestricted charitable activities for a period of at least 3 months is appropriate; for this year this equates to a minimum reserve target of £1.8m. Unrestricted working capital funds at 31st January 2022 were £2.65m, which equates to approximately 4 months of expenditure cover. The Trustees have plans that will result in unrestricted reserves reducing over the coming year and they will continue to monitor both the reserves target and actual reserves level.

Reserves at 31 January were:

	2022 £'000	2021 £'000
Restricted funds		
Other restricted funds	1,228	1,327
Unrestricted funds		
Fixed assets	3,179	3,269
Working capital	2,658	3,100
	5,837	6,369
Total reserves	7,065	7,696

Investment Policy

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

Fundraising policy

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

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

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

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

The Revitalise approach to fundraising is to build long term relationships with supporters and not to make requests that are unreasonably persistent. In keeping with its fundamental activity of providing services to disabled people, Revitalise takes great care to ensure that it does not seek donations from vulnerable people. This approach is supported by the Revitalise Fundraising Promise:

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

It is very rare for Revitalise to receive a complaint about its fundraising activities. In fact, we received no complaints in 2021/22. Should a complaint be received, it would follow our Complaints Policy, which in summary is:

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

Risk Management and Internal Control

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

The principal risks facing the Charity are:

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

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



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

‣ **External (including Covid-19, Regulatory and Technology)** – in early 2020 the world was faced with a global pandemic which had an impact on every area of life across the whole world. Two years on, the Charity has weathered the pandemic and put in place a range of measures that enabled it to continue to support guests throughout. As with all organisations, we face external threats associated with our use of technology and we are working to improve our infrastructure and information security as well as educate our colleagues to safely operate online.

As part of this risk management process, the Trustees acknowledge their responsibility for the Charity's system of internal controls and for reviewing its effectiveness. Their response to these risks is stated in the Reserves Policy (page 30).

Staff and Volunteers

Staff

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

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

We are actively committed to promoting diversity and inclusion at work as in service delivery. We have policies and procedures in place to ensure that recruitment and promotion are based on aptitude and ability, and that people are treated fairly, without bias and with respect, at all stages of their employment. All of our people policies are assessed in diversity impact terms before roll out. Manager and staff accountability for promoting inclusion in the workplace is built in to our new performance management and development scheme. 83% of our Executive Team and 75% of those holding our highest paid roles are women. We work closely with our occupational health advisors to ensure that we make the right adjustments to support our staff with disabilities to join us and carry out their roles effectively.

Volunteers

Volunteers play a critically important role at Revitalise; our guests give us feedback on how much our volunteers help to enhance their enjoyment by socialising, engaging them in activities and supporting with excursions. We have been welcoming them back to our centres since the mandated vaccine programme was lifted. Our shop volunteers continue to help us generate much needed additional income to add to the quality of the holiday experience. We have restructured our centre management functions to ensure that there is capacity to focus on the recruitment, induction and support of volunteers, including careful attention to their health and safety. We are in the process of launching a recognition scheme to give thanks and organisation-wide exposure to some of the exceptional contributions that individual volunteers make locally.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Revitalise Respite Holidays for the purposes of company law) are responsible for preparing the Trustees' report, the strategic report, and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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

In so far as the Trustees are aware:

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

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

The Trustees of the Charity guarantee to contribute an amount not exceeding £1 to the assets of the Charity in the event of winding up. The total number of such guarantees at 31st January 2022 was 6. The Trustees are Members of the Charity, but this entitles them only to voting rights. The Trustees have no beneficial interest in the group or the Charity.

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

As Wiltshire

Adam Wiltshire

Trustee & Chair of Finance, Audit and Risk Committee
14th July 2022



Independent Auditors' Report

to the Members of Revitalise Respite Holidays

Opinion

We have audited the financial statements of Revitalise Respite Holidays for the year ended 31 January 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 January 2022 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 34, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

- Inspecting minutes of Trustees' meetings;
- Reviewing calculations for depreciation including reviewing estimated useful economic lives;
- Reviewing allocations and disclosures relating to restricted funds;
- Reviewing the latest CQC reports;

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates. These related to depreciation and the pension deficit funding liability.

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

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

Use of our report

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

For and on behalf of Haysmacintyre LLP,
Statutory Auditor

10 Queen St Place
London
EC4R 1AG



Lee Stokes

Senior Statutory Auditor

Date: **7 September 2022**

Statement of Financial Activities (SOFA)

for the year ended 31 January 2022

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2022 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2021 £'000
Income from:							
Donations and legacies	2	339	461	800	3,687	780	4,467
Charitable activities:	1g	5,158	-	5,158	5,537	-	5,537
Other trading activities		984	-	984	590	-	590
Investment income		2	-	2	5	-	5
Total income		6,483	461	6,944	9,819	780	10,599
Expenditure on:							
Costs of raising funds		338	-	338	322	-	322
Charitable activities		5,816	560	6,376	7,928	626	8,554
Other trading activities		862	-	862	838	-	838
Total expenditure	3,4&5	7,016	560	7,576	9,088	626	9,714
Net (Expenditure)/Income		(533)	(99)	(632)	731	154	885
Other Recognised Gains and Losses							
Gains unrealised loss on investments	10	1	-	1	5	-	5
Net Movement in Funds		(532)	(99)	(631)	736	154	890
Reconciliation of Funds:							
Fund balances brought forward At 1 February 2021		6,369	1,327	7,696	5,633	1,173	6,806
Fund balance carried forward							
At 31 January 2022	15,16	5,837	1,228	7,065	6,369	1,327	7,696

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

Balance Sheet

for the year ended 31 January 2022

	Notes	2022 £'000	2021 £'000
Fixed Assets			
Tangible assets	9	3,143	3,234
Investments	10	36	35
		3,179	3,269
Current Assets			
Stocks	11	12	18
Debtors	12	914	362
Bank deposits and cash	13	4,465	4,948
		5,391	5,328
Liabilities			
Creditors: Amounts falling due within one year	14	(1,476)	(781)
Net Current Assets			
		3,915	4,547
Total Net Assets Less Current Liabilities			
		7,094	7,816
Creditors – amounts falling due after more than one year	14	(29)	(120)
Total Net Assets			
		7,065	7,696
The Funds Of The Charity			
Restricted funds			
	15	1,228	1,327
Unrestricted funds			
Fixed assets	16	3,179	3,269
Working capital	16	2,658	3,100
		5,837	6,369
Total Charity Funds			
		7,065	7,696

The financial statements were approved by the Board of Trustees and authorised for issued and are signed on 14 July 2022 on their behalf by:

George Blunden

George Blunden, Chair

Revitalise Respite Holidays

Cash Flow Statement

for the year ended 31 January 2022

	2022 £'000	2021 £'000
Cash Flows From Operating Activities		
Net cash used in operating activities	(378)	1,865
Cash Flows From Investing Activities		
Dividends, interest and rents from investments	2	5
Purchase of investments	-	(28)
Purchase of plant, plant and equipment	(107)	(110)
Disposal of fixed asset	-	1
Net cash (used in)/provided by investing activities	(105)	(132)
Change In Cash And Cash Equivalents In The Reporting Period	(483)	1,733
Cash and cash equivalents at the beginning of the reporting period	4,948	3,215
Cash and cash equivalents at the end of the reporting period	4,465	4,948
	2022 £	2021 £
Reconciliation of net income to net cash Flow from operating activities:		
Net income from the reporting as per the Statement of financial activities	(631)	890
Adjusted for:		
Depreciation charge	198	186
Dividends, interest and rent from investments	(2)	(5)
(Gains) on investments	(1)	(5)
Decrease in stocks	6	5
(Profit) on the disposal of fixed assets	-	(1)
(Increase) / Decrease in debtors	(552)	1,262
Increase / (Decrease) in creditors	695	(432)
Decrease in defined benefit pension scheme liability	(91)	(35)
Net cash (utilised) by operating activities	(378)	1,865

Notes to the Accounts

for the year ended 31 January 2022

1. Accounting Policies

A General information

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

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

B Basis of accounting

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

C Going concern

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

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

Notes to the Accounts

for the year ended 31 January 2022

1. Accounting Policies (Continued)

D Donations

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

E Grants

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

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

F Legacies

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

G Income from charitable activities

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

H Other Trading Activities

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

Notes to the Accounts

for the year ended 31 January 2022

1. Accounting Policies (Continued)

I Gifts in kind

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

J Expenditure

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

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

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

Notes to the Accounts

for the year ended 31 January 2022

1. Accounting Policies (Continued)

K Fundraising costs

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

L Governance costs

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

M Operating leases

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

N Pension costs

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

Notes to the Accounts

for the year ended 31 January 2022

1. Accounting Policies (Continued)

O Capitalisation policy and depreciation

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

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

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

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

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

Notes to the Accounts

for the year ended 31 January 2022

1. Accounting Policies (Continued)

P Value of land and buildings

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

Q Stocks

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

R Deferred income

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

S Restricted funds

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

T Unrestricted funds

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

Notes to the Accounts

for the year ended 31 January 2022

1. Accounting Policies (Continued)

U Foreign currencies

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

V Transfers between funds

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

W Debtors / Creditors Policy

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

X Significant Judgements Policy Statement

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

Notes to the Accounts

for the year ended 31 January 2022

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

	Unrestricted £'000	Restricted £'000	Total 2021 £'000
Donations, Grants and Gifts	3,566	775	4,341
Legacies	121	5	126
Total	3,687	780	4,467

	2022 £'000	2021 £'000
Donations received from the Trustees during the year	1	4

	2022 £'000	2021 £'000
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3. Total Expenditure

This is stated after charging:

Audit fees	25	24
Depreciation	198	186
Operating rentals		
- Equipment	71	100
- London Office rental	52	71
- Other assets	181	195

During the year 2 Trustees (2021: 2) received reimbursement of travel costs including those paid direct by the Charity totalling £585 (2021: £173) but no emoluments.

During the year, Trustees' indemnity insurance was provided at a cost of £773 (2021: £1,932).

Notes to the Accounts

for the year ended 31 January 2022

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

	Central Admin £'000	Reservations £'000	Volunteers Department £'000	IT £'000	Marketing £'000	2021 Total £'000
Funding costs	57	-	-	20	5	82
Breaks for disabled people and carers	1,525	310	7	147	465	2,454
Total	1,582	310	7	167	470	2,536

For details on apportionment basis see note 1j above.



Notes to the Accounts

for the year ended 31 January 2022

	Direct Staff Costs £'000	Overheads & Support Costs £'000	Other £'000	Direct Depreciation £'000	Discounts/ Subsidiaries £'000	2022 Total £'000
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5. Analysis of total expenditure

Raising funds

Investment for future	-	-	67	2	-	69
Management	-	64	-	-	-	64
Legacies	-	-	3	-	-	3
Trusts	-	-	105	-	-	105
Corporate and Events	-	-	97	-	-	97
Total	-	64	272	2	-	338

Charitable activities in Furtherance of the Charity's objectives:

Breaks for disabled people and carers	2,322	1,948	1,664	187	232	6,353
Governance costs	-	-	23	-	-	23
Total	2,322	1,948	1,687	187	232	6,376

Other trading activities

Costs of charity shops	460	-	379	9	-	848
Costs of other activities	-	-	14	-	-	14
Total	460	-	393	9	-	862

Total expenditure	2,782	2,012	2,352	198	232	7,576
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Notes to the Accounts

for the year ended 31 January 2022

	Direct Staff Costs £'000	Overheads & Support Costs £'000	Other £'000	Direct Depreciation £'000	Discounts/ Subsidiaries £'000	2021 Total £'000
--	--------------------------------	---------------------------------------	----------------	---------------------------------	-------------------------------------	------------------------

5. Analysis of total expenditure

Raising funds

Investment for future	-	-	14	-	-	14
Management	222	82	-	-	-	304
Legacies						
Trusts	-	-	1	-	-	1
Corporate and Events	-	-	3	-	-	3
Total	222	82	18	-	-	322

Charitable activities in Furtherance of the Charity's objectives:

Breaks for disabled people and carers	3,100	2,454	1,933	170	874	8,531
Governance costs	-	-	23	-	-	23
Total	3,100	2,454	1,956	170	874	8,554

Other trading activities

Costs of charity shops	439	-	371	16	-	826
Costs of other activities	-	-	12	-	-	12
Total	439	-	383	16	-	838

Total expenditure	3,761	2,536	2,357	186	874	9,714
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The 'Overheads and support costs' shown above include the full costs of providing accommodation and management support for the fundraising department, along with the costs of providing marketing, public relations and communications for the department.

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

Notes to the Accounts

for the year ended 31 January 2022

2022
£'000

2021
£'000

6. Staff Costs

Staff costs and numbers were as follows:

Salaries	4,034	4,790
Social security costs	344	382
Other pension costs	56	100
Redundancy/Termination costs	66	26
	4,500	5,298
Total emoluments paid to staff (excluding social security costs)	4,156	4,916

During the year the Charity also spent £305,383 (2021: £294,272) on agency staffing.

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

	2022 No.	2021 No.
£150,000 - 159,999	1	1
£100,000 - 109,999	-	-
£90,000 - 99,999	-	1
£80,000 - 89,999	2	1
£70,000 - 79,999	-	-
£60,000 - 69,999	3	1

Total pension contributions for these employees were £16,528 (2021: £9,672).

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

	2022 £'000	2021 £'000
Remuneration paid to key management	549	457
Key management are as described in the Trustees' Report		

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

Individuals: All employees	207 2022	260 2021
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Full time equivalents:

Breaks for disabled people and carers	91	128
Fundraising	5	4
Support services	21	20
Charity shops	21	21
	138	173

Notes to the Accounts

for the year ended 31 January 2022

	2022 £'000	2021 £'000
7. Major component parts of expenditure		
Cost of sales	8	9
Staffing, agency, training and uniform costs	4,948	5,875
Rents	288	308
Property maintenance and cleaning	263	291
Telephones and postage	64	126
Water and energy costs	273	257
Event costs	6	20
Food costs	114	155
Medical sundries	96	93
Volunteer fares	-	4
Insurance	196	190
Vehicle running costs	84	128
Stationery and printing	103	154
Professional & consultancy fees	298	402
Depreciation	198	186
Marketing	173	313
Guest Subsidies / Discounts	232	874
Profit on Sale of Fixed Asset	-	(1)
Other	232	330
Total	7,576	9,714

8. Taxation

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

Notes to the Accounts

for the year ended 31 January 2022

	Freehold Land & Buildings £'000	Leasehold Land & Buildings £'000	Furniture & Equipment £'000	Motor Vehicles £'000	Total £'000
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9. Tangible fixed assets

Cost at book value

At 1 February 2021	6,503	2,100	497	343	9,443
Additions	22	41	39	5	107
At 31 January 2022	6,525	2,141	536	348	9,550

Depreciation

Cost at book value

At 1 February 2021	3,553	1,941	372	343	6,209
Charge for the year	118	34	46	-	198
At 31 January 2022	3,671	1,975	418	343	6,407

Cost at book value

At 1st February 2021	2,950	159	125	-	3,234
At 31 January 2022	2,854	166	118	5	3,143



Notes to the Accounts

for the year ended 31 January 2022

2022
£'000

2021
£'000

10. Investments

Investment movements during the year are as follows:

Market value as at 1 February	35	2
Investments gifted during the year	-	28
Revaluation	1	5
Market value as at 31st January	36	35

11. Stocks

Goods for resale	7	13
Food Stocks	5	5
Total	12	18

12. Debtors

Trade debtors	390	184
Other debtors	13	5
Prepayments	475	99
Accrued income	36	74
	914	362

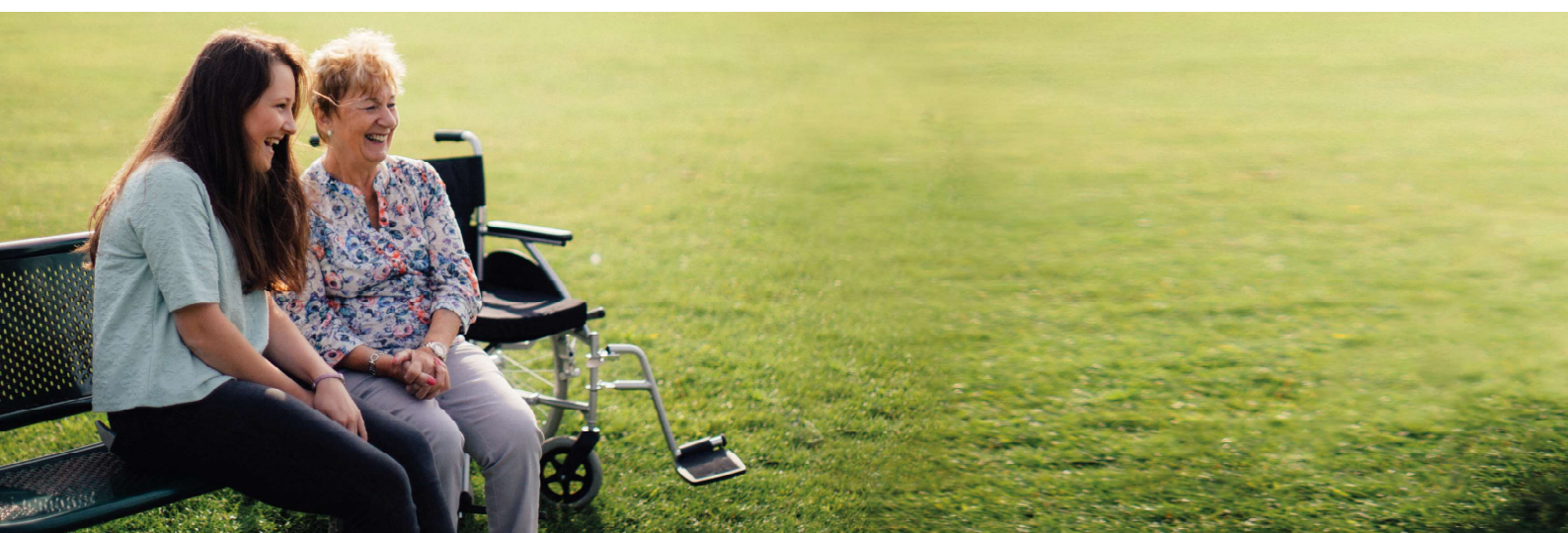
13. Bank deposits and cash

Deposits held by the Charity	2,227	2,225
Current accounts	2,237	2,721
Cash holdings	1	2
	4,465	4,948

Notes to the Accounts

for the year ended 31 January 2022

	2022 £'000	2021 £'000
14. Creditors		
Amounts falling due within one year:		
Trade creditors	342	223
Other creditors	292	10
Accruals	127	89
Taxation and social security	93	111
Deferred income	609	310
Defined benefit pension scheme liability	13	38
	1,476	781
Amounts falling due after one year:		
Defined benefit pension scheme liability	29	120
The movement in deferred income is analysed as follows:		
As at 1st February	310	551
Transferred to the income and expenditure account	(124)	(533)
Income received in advance	423	292
As at 31st January	609	310



Notes to the Accounts

for the year ended 31 January 2022

	As at 1 Feb 2021 £'000	Income £'000	Expenditure £'000	As at 31 Jan 2022 £'000
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15. Restricted Funds

The following funds are derived from donations given for particular purposes

Balcombe trust	30	-	(30)	-
Capital Campaign	947	-	-	947
Interest	23	-	-	23
Joan Brander	73	-	(11)	62
Longleigh Foundation	20	13	(18)	15
National Lottery Fund	67	-	(67)	-
Royal Air Force Benevolent Fund	3	-	-	3
Other	164	448	(434)	178
Total restricted fund	1,327	461	(560)	1,228

	As at 1 Feb 2020 £'000	Income £'000	Expenditure £'000	As at 31 Jan 2021 £'000
Balcombe trust	-	30	-	30
Barclays charitable trust	-	100	(100)	-
Capital Campaign	947	-	-	947
Clothworkers' Foundation	13	-	(13)	-
Garfield Weston	-	300	(300)	-
Interest	23	-	-	23
Joan Brander	87	-	(14)	73
Longleigh Foundation	-	20	-	20
National Lottery Fund	-	109	(42)	67
Royal Air Force Benevolent Fund	8	-	(5)	3
Other	95	221	(152)	164
Total restricted fund	1,173	780	(626)	1,327

Notes to the Accounts

for the year ended 31 January 2022

15. Restricted funds (continued)

The categories of funds above are defined as follows:

Other Revenue funds

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

Capital Campaign

These funds have been received in response to the Charity's capital campaign for the construction of a fourth respite centre.



Notes to the Accounts

for the year ended 31 January 2022

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

	As at 1 Feb 2020 £'000	Income £'000	Expenditure & investment losses £'000	Net income/ (expenditure) £'000	Transfers £'000	As at 31 Jan 2021 £'000
16. Unrestricted funds						
Tangible Fixed Asset						
Fund	3,312	148	(191)	(43)	-	3,269
Working Capital Fund	2,321	(148)	197	49	730	3,100
Net Movement in Funds	-	9,818	(9,088)	730	(730)	-
	5,633	9,818	(9,082)	736	-	6,369

Tangible Fixed Asset Fund

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

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

Working Capital Fund

See reserves policy on page 30 of the Trustees' report.

Notes to the Accounts

for the year ended 31 January 2022

17. Share capital

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

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

	Fixed Asset Fund £'000	Working Capital Fund £'000	Restricted Funds £'000	2021 Total £'000
Fixed assets	3,269	-	-	3,269
Net current assets	-	3,220	1,327	4,547
Creditors - due after 1 year	-	(120)	-	(120)
	3,269	3,100	1,327	7,696

	2022 £'000	2021 £'000
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19. Lease commitments

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

Within one year	330	294
Between two and five years	332	321
	662	615

Notes to the Accounts

for the year ended 31 January 2022

20. Capital Commitments

As at 31 January 2022 the Charity had capital commitments totalling £ Nil (2021: £0).

21. Pension Scheme

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

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

The company is required to pay additional recovery plan contributions in line with the estimated share of the Series 1 and Series 2 scheme liabilities. During the year the contributions totalled £61,752 (2021: £35,701).

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

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

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

	2022 £'000	2021 £'000
Provision at start of period	158	192
Unwinding of the discount factor (interest expense)	1	1
Deficit contribution paid	(38)	(37)
Remeasurements - impact of any change in assumptions	(1)	2
Remeasurements - amendments to the contribution schedule	(78)	-
Provision at end of period	42	158

The provision for the defined pension scheme liability has been discounted by 1.60% as of 31 January 2022 (31 January 2021: 0.37%).



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Registered charity number: 295072 | Company number: 2044219

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