

**Revitalise**

# Annual Report

**& Consolidated Accounts**

for the year ended 31st January 2023



# Our **Vision**

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

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# 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.

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# Our **Values**



We are **inclusive**.

We welcome everyone.



We are **change-makers**.

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



We are **caring**.

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



We are **joyful**.

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



We are **hardworking**.

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

# The Team

## Trustees

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

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

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

### **Kevin McGuirk** **Chair of the Finance, Audit & Risk Committee**

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

### **Deborah Wheeler** **Chair of the Quality & People Committee**

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

## Cedric Moore

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

## Christopher Blue

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

## Richard Senior

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

## Trustees who also served during the year were

**Jane Kennedy**

Resigned July 2022

**Adam Wiltshire**

Resigned March 2023

**William Maughan**

Resigned February 2023

## Senior Management Team

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

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

### **Janine Tregelles CBE**

Chief Executive Officer

### **Alex McDowell**

Director of Fundraising

### **Helen Giles MBE**

Director of People and Culture

### **Kate McLeod**

Chief Financial Officer

### **Rebecca Young**

Director of Strategy, Impact and External Affairs

## Patron

### **Samantha Cameron**

## Vice Presidents

### **Dame Judi Dench CH DBE**

### **Dame Esther Rantzen DBE**

### **Hugh Kemsley OBE**

### **Denis Green**

### **Tim Prideaux JP DL**

### **John Spence CBE DL**

### **The Rt. Hon. The Lord Crawshaw**

### **Arthur Smith**

### **Sir Andrew Buchanan Bt**

## Honorary Ambassadors

### **Dan Bentley**

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

### **Nick Skelton CBE**

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

### **David Smith MBE**

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



## Advisers

### Solicitors

Anthony Collins  
134 Edmund Street  
Birmingham  
B3 2ES

Trowers & Hamlins  
3 Bunhill Row  
London  
EC1V 8YZ

### Bankers

Barclays Bank  
1 Churchill Place  
London  
E14 5HP

### Statutory Auditors

Haysmacintyre LLP  
10 Queen Street Place  
London  
EC4R 1AG

## Centres

### Revitalise Jubilee Lodge

Grange Farm  
High Road  
Chigwell  
Essex  
IG7 6DP

### Revitalise Sandpipers

Fairway  
Southport  
Merseyside  
PR9 0LA

## Administration and Registered Office

### Revitalise Respite Holidays

240 City Road  
London EC1V 2PR

# Thank you to all our supporters

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

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



## **Awards for All (Lottery)**

**Broome Family Charitable Trust**

**Bruce Wake Charitable Trust**

**Calleva Foundation**

**Derby & Derbyshire Disabled Soldiers Settlement**

**Eveson Trust**

**Helen Roll Charity**

**Higgins Group PLC**

**Inman Charity**

**James and Grace Anderson Trust**

**Loppylugs and Barbara Morrison Charitable Trust**

**Peacock Charitable Trust**

**PF Charitable Trust**

**Ravensdale Trust**

**Richard Lawes Foundation**

**Rochdale Fund for Relief in Sickness**

**Royal Naval Benevolent Trust**

**Scouloudi Foundation**

**Sefton Borough Council**

**The Edward Gostling Foundation**

**Whitehead Monckton Charitable Foundation**

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

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

**To make a donation or find out more about the volunteering opportunities we offer, please visit [www.revitalise.org.uk](http://www.revitalise.org.uk).**





## Contents

Chair and Chief Executive's Review	10
Strategic Report	16
Trustees Report	22
Statement of Trustees' Responsibilities	31
Independent Auditors' Report	32
Statement of Financial Activities	36
Balance Sheet	37
Cash Flow Statement	38
Notes to the Accounts	39 - 59



# Chair and Chief Executive's Review

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



*Janine Tregelles*

**Janine Tregelles CBE**  
**Chief Executive Officer**



*George Blunden*

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

# Hear from our guests



People like  
**Jon and  
Jean**

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

Jon and Jean first met back in 1974 on a blind date and were married a year later. Twelve years ago, Jon

developed vascular dementia, and Jean became his carer as well as his wife.

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

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

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

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

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

**Lisa**



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

“I’ve seen myself with more freedom”, she says, “and my mum is better. It gives her more freedom.”

## And Dawn



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

Dawn values her holidays at Revitalise as they offer her the ability to take her mind off everything that she is worrying about, and the stress of life. She says that what often people don't realise is that so many people who need care are lonely. Revitalise has created a

community of people for Dawn to connect with. She has made countless friends with both guests and volunteers of all ages, many of whom she is still in contact with.

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

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

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

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

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

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

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

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

## Public benefit

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

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

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

# Strategic Report

## Review of Activities in the Year

### Achievements in 2022/23:

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



- We re-launched our excursions programme at both centres, ensuring as many guests as possible could benefit from trips to places they might otherwise have no opportunity to go, including to the capital city to take in the museums, theatres and other popular attractions, to various seaside resorts, on canal and barge trips, visits to historic houses and to areas of outstanding natural beauty around our centres.
- We continued to deliver our Spinal Unit contract at our Sandpipers Centre, providing rehabilitative step down for patients in the period between leaving hospital and returning home.
- We worked with architects and designers to draw up plans for a complete refurbishment and redevelopment of Sandpipers, with the addition of another 12 beds including space to accommodate families, which our strategy research identified as a clear future opportunity for Revitalise. Planning permission was granted in August 2022 and we hope to be on site in 2023/24, pending the success of the capital appeal.
- We re-launched our website, comprehensively overhauling all of our content and user journeys to improve the guest and visitor experience. Online visibility has been a major challenge for Revitalise and the project enabled us to step-change our search engine optimisation to the extent that we now rank highly on search engines across key search terms related to our core offering. Organic traffic to our website has seen an overall increase of 18% year on year as a result, with page views having seen a 27.8% increase.
- Following a major review of our guest marketing mix, we launched a digital-first advertising and communications strategy, working with our digital agency to optimise all digital channels and reduce our overall cost per acquisition, enabling funding and delivering guest breaks to be our absolute priority.
- In close consultation with our guests and our funders, we developed the 'Give me a Break' brand and key messaging to support our capital and revenue fundraising. We launched the first stage of the appeal to trusts, foundations and private philanthropists in the spring of 2022. This is a 3-year appeal, which aims to raise the funds to complete the refurbishment of Jubilee Lodge and for the redevelopment and refurbishment of Sandpipers.
- Whilst overall fundraising income fell short of our target, as described in the Chair and Chief Executive's report, the amount of legacy income Revitalise received in 22/23 was higher than in the previous year and, with new gift notifications received during the course of the year, we expect legacy income will again exceed the 21/22 figure in 23/24. We also stepped-up legacy fundraising activity and heard from many supporters whose Wills already include a gift to Revitalise.
- Our appeals and other individual giving activities also exceeded budget targets primarily due to a successful summer campaign and the positive response to Revitalise's Radio 4 Appeal that was broadcast in December and narrated by the actor and playwright Rory Kinnear. This appeal generated more than £20k in directly attributable donations as well as inspiring other support. Staff vacancies within the fundraising team over the course of 22/23 and a challenging recruitment market had some impact on the team's capacity, but the successful recruitment of a new Capital Appeal lead, and the creation of a new community engagement role based in Southport has put the team in a stronger position for the year ahead. With the development of a refreshed fundraising strategy, underpinned by the Capital Appeal we are confident in our ability to increase voluntary income levels again in 23/24 and beyond.
- Financial year 22/23 was a very positive year for Revitalise's retail portfolio with annual sales income exceeding £1.3m, which is a new record for the charity. During the course of the year three new stores were added to the portfolio while one store was not retained. Two of the new stores were in Portsmouth and were chosen for both financial and strategic reasons. The third new store, in Chichester, also represents Revitalise's first store beyond Hampshire and is in a great location from the perspective of income and brand visibility. There are plans to add further new sites in 23/24 with the opening of the first of these new stores, in Lymington, in May 2023.

- In 22/23, the retail team also made a step-change in their online selling capabilities and income receipts. The online sales team now has an excellent base in one of the Portsmouth stores and a small team dedicated to maximising the income from specific items that can fetch higher prices and reach a bigger market via eBay or other similar platforms.
- We conducted a comprehensive employee survey. We were delighted that 81% of our colleagues responded to the survey, which returned an outstanding employee engagement index of 82%. We involved colleagues in arriving at a clear action plan for improvements against lower scoring areas which has been shared with all.
- We remodelled job roles and operating structures in our holiday centres to better support both the delivery of what our guests have told us they want and clearer career progression routes for our colleagues.
- We have been training our managers at all levels to be competent and empowering leaders of their teams through a rolling programme of leadership and management development. Supporting employee wellbeing has been a key area of focus within the programme.
- We reviewed our Equality, Diversity and Inclusion Policy and delivered advanced training to all our managers in promoting and managing diversity and inclusion. EDI was one of the highest scoring areas in our employee survey, with 85% of employees agreeing that Revitalise respects and values individual differences.
- To support colleagues to meet the challenge of exceptionally high inflation, we have afforded the best we can by way of an annual cost of living pay increase, targeting the highest increases to the less senior tiers.
- We introduced a recognition scheme to reward and celebrate exceptional achievements among both our employees and volunteers.
- We involved 640 volunteers in both our holiday centres, drawn largely from the Duke of Edinburgh scheme and local colleges providing health and social care qualifications. Volunteers have confirmed the benefits in terms of their greater understanding of disabilities and their own personal development while our guests have benefited enormously from the social and befriending support the volunteers provide.
- We commissioned a comprehensive review of our General Data Protection Regulations compliance and put together an action plan to target the identified areas for improvement. This included a review and updating of all policies and of training materials and methods for our colleagues.





# New Rooms at Jubilee Lodge



# Future Plans

## Redeveloping our centres and expanding our provision

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

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

## The *Give me a break* capital appeal

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

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

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

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

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

## Investing in people

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

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

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

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

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

## Improving the quality of our service delivery

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

# Trustees' Report

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

## Objects and Public Benefit

### Our objects

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

### Our vision

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

### Our purpose

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

### Our services

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



# Structure, Governance and Management

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

## Our **partnerships**

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

## Our **public benefit**

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

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

## **Board of Trustees**

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

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

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

The Board delegates powers to the following Committees and individuals.

- **Finance, Audit & Risk Committee**

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

- **Brand & Commercial Development Committee**

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

- **Quality and People Committee**

The Quality and People Committee comprises at least two Trustees and is attended by the Chief Executive, Director of People & Culture and Quality Consultant. With respect to quality, its role is to ensure Revitalise puts the guest experience, which is a combination of high quality and safe care and excellent hospitality, at the heart of the service we offer, to assure the

Board that the organisation is compliant with all regulatory and legal matters in relation to guest experience, and to ensure that the Charity has all the necessary systems and processes in place to effectively deliver quality throughout the guest experience. In regard to People, it sets and monitors the organisation's people strategy, ensuring that pay policies are fair and competitive so that the Charity attracts and retains colleagues with the right talent and skills, and making certain that the Charity has the right Trustees and senior leaders to govern, lead and deliver objectives.

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

- **Portfolios**

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

- **Chief Executive**

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

- **Senior Management Team**

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



## Group structure

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

# Financial Review

## Financial performance

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

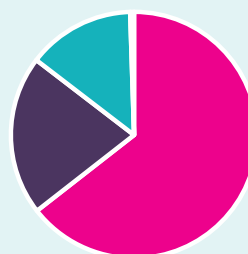
2022/23 continued to be challenging as COVID 19 impacted on our ability to return to a full holiday offering. We continued to offer our Jubilee Lodge Centre to the NHS to support those coming out of hospital for the first quarter of the financial year. Our Sandpipers Centre offered respite and holiday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



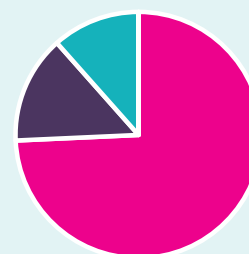
# Sources of Revenues and Use of Expenditure

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

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

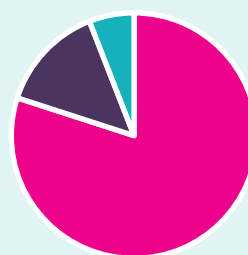


Income 2022-23

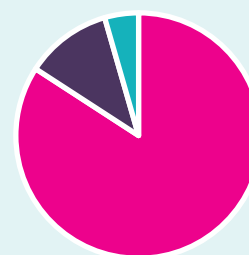


Income 2021-22

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



Expenditure 2022-23



Expenditure 2021-22

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

## Reserves Policy

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

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

### Reserves at 31 January were:

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

## Investment Policy

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

## Fundraising policy

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

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

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

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

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



This approach is supported by the Revitalise Fundraising Promise:

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

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

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

# Risk Management and Internal Control

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

The principal risks facing the Charity are:

## ● Governance and Strategy

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

## ● Quality and People

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

## ● Business and Financial

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

## ● External (including Covid-19, Regulatory and Technology)

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

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

# Staff and volunteers

## Staff

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

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

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

## Volunteers

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

# Statement of Trustees' Responsibilities

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

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

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

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

In so far as the Trustees are aware:

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

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

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

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

**Rebecca Young**  
Company Secretary



26 July 2023

# Independent Auditors' Report

## to the Members of Revitalise Respite Holidays

### Opinion

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

In our opinion, the financial statements:

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

### Basis for opinion

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

### Conclusions relating to going concern

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

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

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



## Other information

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

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

## Opinions on other matters prescribed by the Companies Act 2006

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

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

## Matters on which we are required to report by exception

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

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

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

## Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 32, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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



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

### Use of our report

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

**Lee Stokes**

Senior Statutory Auditor

For and on behalf of Haysmacintyre  
LLP, Statutory Auditor

08 August 2023

10 Queen St Place  
London, EC4R 1AG

# Statement of Financial Activities (SOFA)

## for the year ended 31 January 2023

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

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

# Balance Sheet

## for the year ended 31 January 2023

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

The financial statements on pages 36 to 37 were approved by the Board of Trustees and authorised for issued and are signed on their behalf by: *George Blunden* George Blunden, Chair, 26 July 2023

# Cash Flow Statement

## for the year ended 31 January 2023

	2023 £'000	2022 £'000
<b>Cash Flows From Operating Activities</b>		
Net cash used in operating activities	(948)	(378)
<b>Cash Flows From Investing Activities</b>		
Dividends, interest and rents from investments	35	2
Purchase of investments	(13)	-
Purchase of plant, plant and equipment	(959)	(107)
Disposal of fixed asset	-	-
<b>Net cash (used in)/provided by investing activities</b>	<b>(937)</b>	<b>(105)</b>
<b>Change In Cash And Cash Equivalents In The Reporting Period</b>		
	<b>(1,885)</b>	<b>(483)</b>
Cash and cash equivalents at the beginning of the reporting period	4,465	4,948
Cash and cash equivalents at the end of the reporting period	<b>2,580</b>	4,465
	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
<b>Reconciliation of net income to net cash Flow from operating activities:</b>		
Net movement in funds as per the Statement of financial activities	(1,021)	(631)
<b>Adjusted for:</b>		
Depreciation charge	207	198
Dividends, interest and rent from investments	(35)	(2)
(Gains)/losses on investments	(3)	(1)
Decrease in stocks	1	6
(Profit) on the disposal of fixed assets	-	-
(Increase) / Decrease in debtors	130	(552)
Increase / (Decrease) in creditors	(210)	695
Decrease in defined benefit pension scheme liability	(17)	(91)
<b>Net cash (utilised) by operating activities</b>	<b>(948)</b>	<b>(378)</b>

# Notes to the Accounts

## for the year ended 31 January 2023

### 1. Accounting Policies

#### A General information

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

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

#### B Basis of accounting

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

#### C Going concern

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

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

# Notes to the Accounts

## for the year ended 31 January 2023

### 1. Accounting Policies (Continued)

#### D Donations

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

#### E Grants

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

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

#### F Legacies

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

#### G Income from charitable activities

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

#### H Other Trading Activities

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



# Notes to the Accounts

## for the year ended 31 January 2023

### 1. Accounting Policies (Continued)

#### I Gifts in kind

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

#### J Expenditure

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

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

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

# Notes to the Accounts

## for the year ended 31 January 2023

### 1. Accounting Policies (Continued)

#### **K Fundraising costs**

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

#### **L Governance costs**

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

#### **M Operating leases**

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

#### **N Pension costs**

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

# Notes to the Accounts

## for the year ended 31 January 2023

### 1. Accounting Policies (Continued)

#### O Capitalisation policy and depreciation

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

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

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

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

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

# Notes to the Accounts

## for the year ended 31 January 2023

### 1. Accounting Policies (Continued)

#### **P Value of land and buildings**

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

#### **Q Stocks**

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

#### **R Deferred income**

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

#### **S Restricted funds**

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

#### **T Unrestricted funds**

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

# Notes to the Accounts

## for the year ended 31 January 2023

### 1. Accounting Policies (Continued)

#### U Foreign currencies

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

#### V Transfers between funds

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

#### W Debtors / Creditors Policy

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

#### X Significant Judgements Policy Statement

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

# Notes to the Accounts

## for the year ended 31 January 2023

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

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

	<b>2023 £'000</b>	2022 £'000
Donations received from the Trustees during the year	<b>1</b>	4

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

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

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

# Notes to the Accounts

## for the year ended 31 January 2023

	Central Admin £'000	Reservations £'000	Volunteers Department £'000	IT £'000	Marketing £'000	2023 Total £'000
<b>4. Support costs directly attributed to services and fundraising activities</b>						
Funding costs	33	-	-	16	10	59
Breaks for disabled people and carers	1,038	191	-	114	467	1,810
<b>Total</b>	<b>1,071</b>	<b>191</b>	<b>-</b>	<b>130</b>	<b>477</b>	<b>1,869</b>

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

For details on apportionment basis see note 1h above.

# Notes to the Accounts

## for the year ended 31 January 2023

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



# Notes to the Accounts

## for the year ended 31 January 2023

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

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

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

# Notes to the Accounts

## for the year ended 31 January 2023

**2023**                      2022  
**£'000**                      £'000

### 6. Staff Costs

Staff costs and numbers were as follows:

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

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

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

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

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

	<b>2023</b>	2022
	<b>£'000</b>	£'000
Remuneration paid to key management	596	549
Key management are as described in the Trustees' Report		

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

Individuals: All employees	207	260
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### Full time equivalents:

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

# Notes to the Accounts

## for the year ended 31 January 2023

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

## 8. Taxation

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

# Notes to the Accounts

## for the year ended 31 January 2023

	Freehold Land & Buildings £'000	Leasehold Land & Buildings £'000	Furniture & Equipment £'000	Motor Vehicles £'000	Total £'000
<b>9. Tangible fixed assets</b>					
<b>Cost at book value</b>					
At 1 February 2022	6,525	2,141	536	348	9,550
Additions	-	909	50	-	959
<b>At 31 January 2023</b>	<b>6,525</b>	<b>3,050</b>	<b>586</b>	<b>348</b>	<b>10,509</b>

### Depreciation

#### Cost at book value

At 1 February 2022	3,671	1,975	418	343	6,407
Charge for the year	112	51	43	-	207
<b>At 31 January 2023</b>	<b>3,783</b>	<b>2,026</b>	<b>461</b>	<b>344</b>	<b>6,614</b>

#### Net cost at book value

At 1st February 2022	2,854	166	118	5	3,143
<b>At 31 January 2023</b>	<b>2,742</b>	<b>1,024</b>	<b>125</b>	<b>4</b>	<b>3,895</b>

# Notes to the Accounts

## for the year ended 31 January 2023

**2023**                      2022  
**£'000**                      £'000

### 10. Investments

Investment movements during the year are as follows:

Market value as at 1 February	36	35
Investments gifted during the year	13	-
Revaluation	3	1
<b>Market value as at 31st January</b>	<b>52</b>	<b>36</b>

### 11. Stocks

Goods for resale	6	7
Food Stocks	5	5
<b>Total</b>	<b>11</b>	<b>12</b>

### 12. Debtors

Trade debtors	35	390
Other debtors	20	13
Prepayments	460	475
Accrued income	269	36
	<b>784</b>	<b>914</b>

### 13. Bank deposits and cash

Deposits held by the Charity	2,259	2,227
Current accounts	320	2,237
Cash holdings	1	1
	<b>2,580</b>	<b>4,465</b>

# Notes to the Accounts

## for the year ended 31 January 2023

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

### Amounts falling due after one year:

Defined benefit pension scheme liability	<b>12</b>	29
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Deferred income relates to guest fees received in advance of their holidays

### The movement in deferred income is analysed as follows:

As at 1st February	<b>609</b>	310
Transferred to the income and expenditure account	<b>(561)</b>	(124)
Income received in advance	<b>425</b>	423

<b>As at 31st January</b>	<b>473</b>	609
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# Notes to the Accounts

## for the year ended 31 January 2023

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

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

# Notes to the Accounts

## for the year ended 31 January 2023

### 15. Restricted funds (continued)

The categories of funds above are defined as follows:

#### Ellerslie Court

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

#### Other Revenue funds

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

#### Capital Campaign

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



# Notes to the Accounts

## for the year ended 31 January 2023

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

	As at 1 Feb 2021 £'000	Income & gains £'000	Expenditure & investment losses £'000	Net income/ (expenditure) £'000	Transfers £'000	As at 31 Jan 2022 £'000
<b>16. Unrestricted funds</b>						
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	-
	<b>6,369</b>	<b>6,484</b>	<b>(7,016)</b>	<b>(532)</b>	<b>-</b>	<b>5,837</b>

### Tangible Fixed Asset Fund

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

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

### Working Capital Fund

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

# Notes to the Accounts

## for the year ended 31 January 2023

### 17. Share capital

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

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

	Fixed Asset Fund £'000	Working Capital Fund £'000	Restricted Funds £'000	2022 Total £'000
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

### 18. Assets and liabilities representing funds

	Fixed Asset Fund £'000	Working Capital Fund £'000	Restricted Funds £'000	2023 Total £'000	2022 Total £'000
Fixed assets	369	-	-	369	330
Between two and five years	674	-	-	674	332
	1,043	-	-	1,043	662

### 19. Lease commitments

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

Within one year	369	330
Between two and five years	674	332
	1,043	662

# Notes to the Accounts

## for the year ended 31 January 2023

### 20. Capital Commitments

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

### 21 Related Party Transactions

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

### 21. Pension Scheme

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

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

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

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

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

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

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


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


# Revitalise


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