Response

Together we can achieve change



RESPONSE ORGANISATION

ANNUAL REPORT

AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2026

Charity registration Number 1101071
Company registration number 4781936 (England and Wales)

A welcome from the Chief Executive



It is with great pleasure that I present the Annual Report and Accounts to 31 March 2026.

2026 feels a mix of excitement, trepidation, and opportunity with many organisations operating within Mental Health facing uncertainty and opportunity in equal measure. The wider landscape has seen recently announced changes in the structure of the NHS Integrated Care Board, with the previous Buckinghamshire Oxfordshire and Berkshire now becoming Thames Valley with the introduction of parts of the Frimley ICB team. In addition we have seen the announced changes across Oxfordshire in relation to councils.

These changes have provided the backdrop to the implementation of national and local policies around health, homelessness, landlord and tenant legislation, and employment – all of which impact on our day to day operations.

As at the date of this report we are working through the final stages around the reshaping of the Oxfordshire Adult Mental Health Contract, with a new multi year agreement being put in place for 1 April 2027 onwards. This new contract is the output of a major review of services across the county, in conjunction with the partners within the Oxfordshire Mental Health Partnership. While it focusses on the needs of the residents and those who we support, it also comes at a time of significant financial restraints within the system, and the transition from the current to the new structure will need to be well managed.

Homelessness remains a critical issue for the county, and the growth of our programmes in this area (Settled Oxfordshire and Rapid ReHousing) where we provide supported accommodation have played an important part in supporting the wider pathways for alleviating homelessness, as well as building our partnership with Oxford City Council. Access to suitable properties within the City remains an issue for the sector, and Response, with its portfolio, continues to play an active role in this regard.

Our Young People's Supported Accommodation (YPSA) programme has contracted in the last twelve months as a function of a reduction of referrals of 16 to 21 year olds. While this reduction in demand should be seen as a positive trend in the sector, we sense that the situation for this age group is

not improving – the wide media coverage of the pressures facing young people as they start out on their working life are well documented and remain an issue of high concern.

The opening of the Thatcham Hub, a local outreach community programme to support 11 – 18 year olds in the local area, has been well received and is already operating at capacity. This indicates that there is a strong need for this very localised type of support and is a programme that we are looking to roll out to other suitable communities.

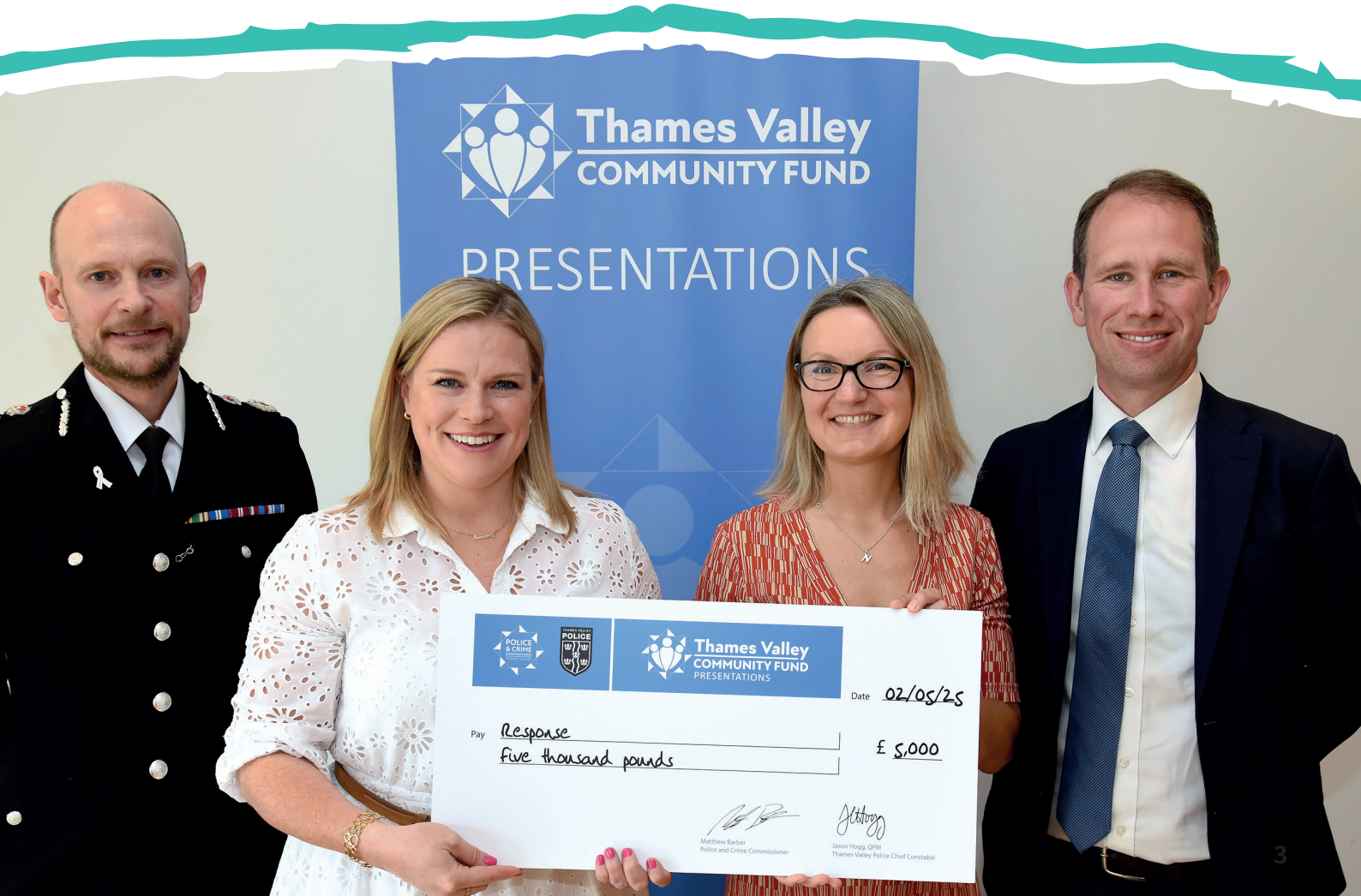
Our flagship at Scrutton Close has seen the construction of a new outdoor activity building (supported by a local donor – many thanks) enabling the residents of the property to have a genuine communal space for games, sharing experiences, and building their own sense of community.

I would like to recognise the contribution of our dedicated team of support workers across all of our services. They know that every contact counts, and the cumulative impact they have on the quality of each individual is immense. I would also like to thank all of our partners and their individual teams for their continued support, including Oxford Health NHS Foundation Trust, Oxfordshire County Council, Oxford City Council, and Oxfordshire Youth, who provide support for our Young People's Supported Accommodation (YPSA) programme.

Finally, I want to express my heartfelt thanks to everyone who helps Response deliver on its charitable mission. To our Board of Trustees, who generously give their time to offer guidance and independent thinking; to our supporters, who raise funds and volunteer for us; and to our staff, both in frontline services and central support teams, for their hard work and commitment to continual improvement. I also want to thank those who use our services, along with their relatives, friends, and carers, who teach us new perspectives every day.

Nicola Leavesley

Nicola Leavesley
Chief Executive



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Legal and administrative information



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Executive Team

Nicola Leavesley – Chief Executive

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Jamie Douglas – Associate Director of Response Youth

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Company Number

4781936

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Trustees' report

(including directors' report) – year ended 31 March 2026

The Trustees present their report and the audited financial statements of the Charity for the year ended 31st March 2026.

The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

Reference and Administrative Details

Response Organisation is a charitable company limited by guarantee. It is registered as a charity (No. 1101071) and a company (No. 4781936). Details of Trustees, Executive Officers and external advisers are given on the legal and administrative information page.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

Objectives and activities

Purposes and Aims

Our charity's purposes, as set out in the objects contained in the charitable company's Articles of Association, are to:

- benefit the public by supporting the statutory services to provide services for people with enduring mental health and well-being needs, across a range of complexities; and
- provide appropriate mental health care and support services that are readily accessible to those who need them so that they can maintain optimum levels of independence; and
- through its day to day activities, enhance the education of the public in matters relating to hospital management and mental health.

Ensuring our work delivers our aims and public benefit

We review our aims, objectives and activities each year. The review looks at what we achieved and the outcomes of our work in the previous twelve months, at the success of each key activity and the benefits they have brought to those groups of people we are set up to help.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they set.

Our Purpose - Transforming Lives

At Response we work to transform lives through mental health support and housing.

Our Vision

Response exists to improve the health and wellbeing outcomes of young people and adults with mental health challenges and multiple disadvantage.

We want people to:

- live safely and independently
- feel connected to their communities
- have stable homes and meaningful relationships
- access the right support at the right time
- have hope, purpose and opportunity.

Our Approach

We deliver co-produced, psychologically informed services, offering housing, life skills and support in developing social connections.
We provide a sliding scale of support – from early interventions in local communities, to intensive support within specialist supported housing.

Why Response?

We have over **60 years of experience** of providing trusted mental health support and accommodation.

Our **Expert Team,** skilled in early intervention, youth work, benefits advice, mental health conditions, substance use, hoarding and self neglect.

Our **Strong Partnerships,** working closely with the NHS, local councils, schools and VCSE.

We are an **Accredited Provider,** recognised for delivering high-quality services.

We have a track record of **Proven Impact,** providing housing for 500 individuals and supporting many more young people in the community.

Our Values

Caring

The human connections we build with each other help us to provide compassionate and individualised support.

Safe

Fostering an environment where everyone feels secure and able to be themselves.

Creative

Encouraging and celebrating innovative solutions, acknowledging experimentation is part of the creative process.

Aspirational

Inspiring everyone to believe in themselves and achieve their personal goals.

The Challenge

Mental health and housing systems across the Thames Valley are under increasing pressure. Demand for support continues to rise while services face growing financial constraints. People are waiting longer for help and many fall between gaps in statutory provision.

Supported housing shortages, delayed hospital discharge, rising homelessness and long waiting lists for children and young people's mental health support are all placing significant pressure on local systems.

Across the Buckinghamshire, Oxfordshire and Berkshire Integrated Care System, thousands of young people and adults are currently waiting for ADHD and autism assessments. In some areas, ADHD waiting lists have closed completely due to demand.

This demonstrates the importance of flexible, community-based support outside statutory pathways.



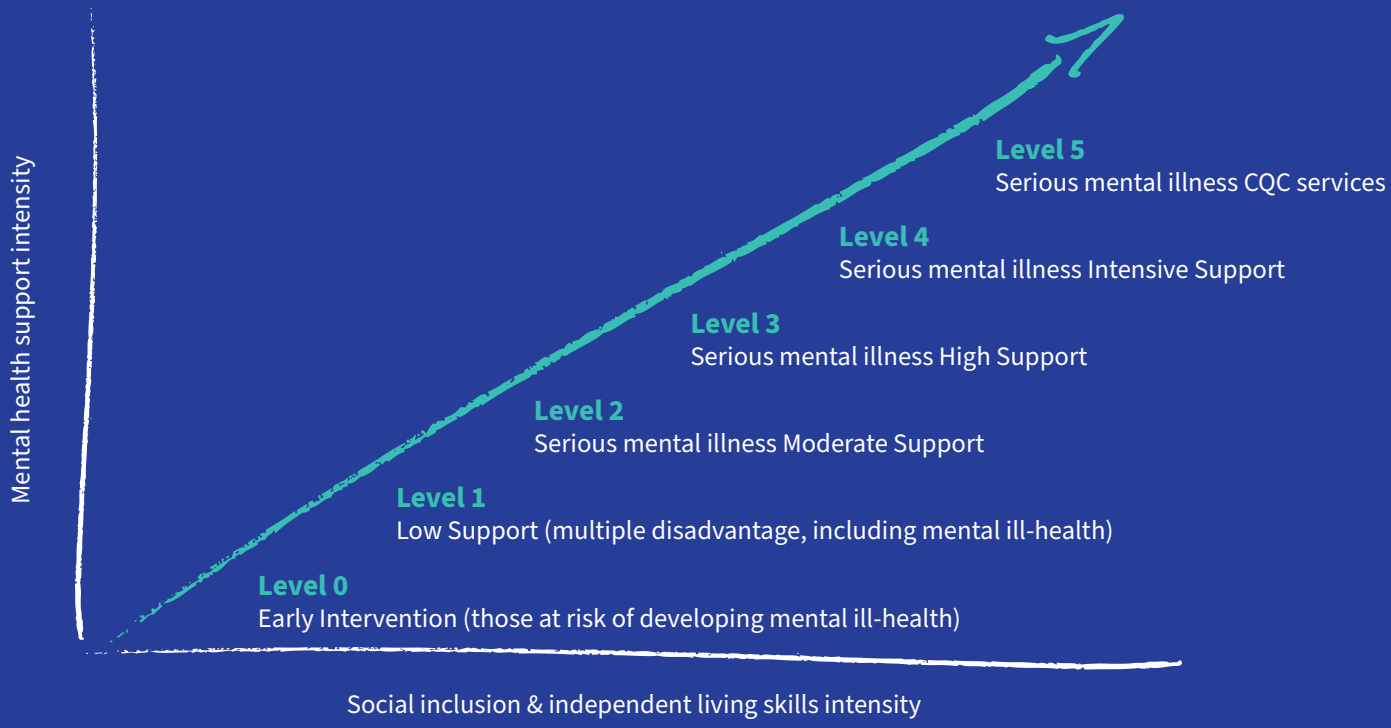


How We Work - Our Continuum of Care

Response provides a sliding scale of support, designed around the prevalence and severity of mental health need. Rather than offering a single type of service, we work across a full spectrum; from early intervention in schools and communities through to intensive, specialist supported housing for people with serious mental illness and the most complex needs.

This model is deliberately flexible. People have different needs which can change over time, and our aim is always to provide the right level of support at the right moment. Stepping up when needs increase, and stepping down as people build confidence and independence.

Sliding scale of service provision, based on mental health prevalence





Ben's Story

Facing homelessness

Ben was referred to us after becoming homeless and struggling with mental health challenges and the breakdown of family relationships. When Ben first arrived, he rarely left the house due to anxiety, lack of knowledge about the city, and fear of public transport. He often stayed in his room for days, avoided self-care tasks, and struggled to keep his living space clean. Ben was also vulnerable to exploitation; for instance, he once allowed strangers into his home, unaware of the potential risks.

Gaining independence

Initially, Ben found it hard to trust staff and relied heavily on his mother for support. He faced difficulties managing his ADHD and was unaware of how substance use was affecting him. With our support, Ben began building his independence.

We worked collaboratively with him to identify solutions, such as creating reminders for appointments and addressing the root causes of his anxiety about leaving the house. We also partnered with Aspire to support Ben in developing skills for education, employment, and training (EET).

"It's cool to not be on the streets anymore."

Growing confidence

Over time, Ben's confidence grew. He started attending appointments independently, taking better care of himself, and maintaining a clean living space. He now regularly engages in EET activities, has applied for jobs, and is preparing for independent living. Ben's resilience and belief in himself have significantly improved, and he frequently expresses gratitude for the support he has received.

Ben's transformation is a powerful testament to his resilience and the positive impact of compassionate, tailored support. Through patience, collaboration, and understanding, Ben was able to overcome significant challenges, build independence, and move toward a brighter future. His journey reflects how the right approach can empower individuals to take control of their lives and thrive, even in the face of adversity.

Jane's Story



Life before Response

Jane has bipolar disorder and PTSD. These conditions have shaped much of her adult life. In her 20s, she struggled with unstable jobs and, in 2020, reached crisis point. After a suicide attempt, she was hospitalised. But she recovered, found work, and began building a life with her partner.

By May 2023, things had changed. Jane's mental health declined again. Both she and her partner lost their jobs and were evicted from their home. They ended up in a Travelodge in Wheatley, with nowhere else to go.

Jane felt deeply let down by mental health services. But when she met her Response key worker, something shifted. She said:

"With your help, I know I can shine again."

Finding Support with Response

In July 2023, Jane was offered a place at Settled Oxfordshire, a turning point in her journey. With the pressure of homelessness lifted, she began focusing on her recovery.

At Settled Oxfordshire, Jane learned to recognise and manage her triggers. The flexible pet policy meant she could adopt Blaze, a cat who became a calming, therapeutic presence in her life.

Jane had also been struggling to access therapy through the NHS. In response, her key worker applied for a grant from Greater Change to fund private sessions. This allowed Jane to choose her own therapist and feel more in control of her recovery.

Her physical health improved too. After registering with a GP, she received Slimming World vouchers and, with her key worker's encouragement, lost 3.5 stone. She said:

"Response really got me a life. The support and the grant have changed everything. I'm so grateful."

Moving Forward

Now Jane is looking ahead. She's started going to the gym, explored a local discount scheme, and is working on her confidence. Her goal is to become a florist. She's looking into floristry courses and hopes one day to open her own shop.

Jane's story shows the power of timely, personal support, and what's possible when someone is given the chance to recover in their own way.

Leslie's Story



A lifetime of misunderstanding

Hoarding disorder is widely misunderstood. It is not laziness, carelessness, or choice. It is a complex compulsive condition, often rooted in anxiety, trauma, and an overwhelming emotional attachment to objects that can silently erode a person's safety, health, and independence over decades.

Leslie had been living with these behaviours for over 40 years. He had previously become homeless because of the impact of his hoarding. When Response became involved, his room had reached a critical point: fire hazards were significant, safe access routes were blocked, and his physical health needs, including diabetes, gout and hypertension, were being compounded by an unsafe environment.

For Leslie, this was about more than clearing a room. It was about keeping his home and avoiding becoming homeless again.

Walking alongside, not ahead

Our team knew that meaningful change could only come if Leslie was at the centre of it. So, his dedicated Key Worker began where it mattered most: building trust.

Week after week, through patient, non-judgemental conversations, his Key Worker sat with Leslie's shame, not challenging it, but gently, consistently, making space for something different.
They celebrated small wins. They worked side by side sorting belongings, not taking over.

They helped Leslie see that a clearer room wasn't a loss, it was a step towards safety, towards security, towards staying in his home.

"Thank you for your hard work with me. I know it's not easy"

A life rebuilt

For over 20 years, Leslie has volunteered at a local charity shop several days each week- quietly, consistently, reliably showing up for others even as his own world grew more precarious. That commitment never wavered. And through Response's support, it no longer has to compete with the weight of crisis.

Today, Leslie has greater awareness of his needs. He is more open and less isolated. Most importantly, the fear of losing his home has eased. His wellbeing has improved in ways that don't always make it into reports, but that matter deeply to Leslie.

Fatima's Story



Fatima (name changed to protect her anonymity) is pictured here. This is her story and her experience of receiving life changing support from Response.

From temporary accommodation to a safe home

For years, Fatima experienced controlling and abusive behaviour from her ex-husband, and there were times when she wasn't sure what her future would look like. She had spent much of her life dealing with difficult circumstances, but somehow, always found the strength to get back up.

When Fatima's marriage ended, she faced another painful challenge. She was no longer living with her children, and that was incredibly difficult for her.

After leaving the relationship, she moved into temporary accommodation. That uncertainty made an already difficult situation even harder.

She worried that at any moment she could receive a phone call telling her that she had to move again and start over somewhere new. She needed somewhere she could finally feel settled and safe.

A home of her own

Through Response, she was supported to move into a home of her own. Having somewhere safe and secure gave her the stability she had been missing for so long.

In Fatima's words: "From the moment I arrived, I felt that the property was right for me. For once, I had the freedom to make my own choices and start thinking about what I wanted from my future. It felt like the property fitted me. For once, my life fitted."

The location was important too. Being close to public transport, local amenities, her mosque and her wider community meant that Fatima could stay connected while also becoming more independent.

"Response gave me this lovely property where I can see myself safe. I can sleep and I can wake up. I have a shelter."

For Fatima, having a home means much more than having four walls. It has given her somewhere she can feel safe, regain control and begin focusing on herself. With the support of Response, she now has a safe and secure foundation from which she can move forward. After everything she has been through, she has finally been able to rebuild her confidence and create a future on her own terms.



> "We understand the importance of a safe and stable home to support recovery. We believe that personalised support at the right time enables better recovery outcomes."

Our Work - Support and Housing for Adults

Our support for adults ranges from supporting independent living to intensive support within specialist supported housing.

Response provides **support and housing for adults** with mental health challenges and multiple disadvantage – for example, poverty, trauma and homelessness – across Oxfordshire, Berkshire and Buckinghamshire.

We offer a variety of **supported accommodation** ranging from housing with visiting support, to on-site 24/7 services.

We believe that personalised support at the right time enables better recovery outcomes. We support individuals within our services to work towards their goals using trauma-informed interventions and recovery focused support.

We understand the importance of a **safe and stable home** to support recovery.

Our housing services are based across Oxfordshire, Buckinghamshire and Berkshire. We provide a mixture of both shared and self-contained, single-person accommodation to **support people back into the community.** We carry out thorough assessments with the people we support, at the start of their journey with Response, to ensure they are matched to an appropriate property that matches their level of support need.

We currently operate over 190 houses and flats, housing upwards of 500 people. Our portfolio is mixed and consists of both properties owned by Response as well as properties leased through housing associations and our private landlord scheme.



The Response Recovery Model

Our model of support draws from a range of therapeutic approaches to empower our colleagues and enable the people we support to work on their own recovery goals.

We believe that for our services to be effective, they must be based on sound values and principles. We also believe that it is vital to understand the people we support are individuals and to address their needs adequately. Our **Achieving Change – Making Every Contact Count (MECC)** recovery model draws from a range of therapeutic approaches to empower our colleagues and enable the people we support to work on their own recovery goals through individualised services.

Training embraces a range of key approaches to Recovery including:

- Psychologically informed environments
- Trauma informed practice
- Strength-based approaches
- Motivational interviewing; and
- Talk Therapy.



Co-production and engagement

Co-production is a collaborative way of working between service providers and the people we support. We work together to design, evaluate and deliver services. It is an approach that ensures that people with lived experience are an integral part of the design of services.

We do not see co-production as a checkbox; it's a shared commitment to designing services with people, not for them. We are building a culture where Experts by Experience, carers and families, and colleagues collaborate as equal partners.

This approach ensures that our services reflect real needs, not assumptions. Through Advisory Boards, interview panels and focus groups - lived experience directly shapes our decisions. Co-production leads to smarter, more inclusive, and more effective support.

At Response, we empower people to build new skills, grow in confidence, and have a real say in shaping the services that support them. Through various opportunities, individuals can become **Experts by Experience (EbEs),** using their lived experience to influence decisions and drive meaningful change within Response. EbEs play a key role in interview panels, where their insight helps identify the qualities that make a great candidate. Their involvement ensures that the people we support have a voice in the hiring process, shaping the future of our teams.

Focus groups, both within Response and externally with the Oxfordshire Mental Health Partnership, offer a platform for people to share their thoughts, experiences, and ideas. These groups help us shape services that truly meet the needs of those who use them, making sure every voice is valued and heard.

Every opportunity is designed to give people the chance to engage at a level that suits them, whether it's sharing their views, influencing policies, or playing a hands-on role in co-production. However people choose to get involved, their contributions help shape a more inclusive, responsive and supportive organisation.

Our **Advisory Board** is a forum where Experts by Experience and carers can actively contribute to shaping policies, procedures, and key organisational decisions. This is a space where they can not only provide feedback but also co-produce meaningful changes, ensuring that the future of Response is built in partnership with the people we support.

The Board supports our Executive team by sharing valuable insights from lived experience of our services. It also offers opportunities to build skills in areas such as chairing meetings, reviewing policy, developing confidence and more. Membership is open to anyone who is using or has used Response services, as well as their family, friends and carers.



Our 24-hour services

24-hour staffed accommodation offers safe, structured support for people taking steps towards independence.

These services provide **24-hour supported accommodation** for individuals with serious mental illness , offering varying levels of support depending on the service and stage of recovery.

Across these services, **experienced staff are available around the clock** to provide a safe, structured and community-based environment that supports people to move towards greater independence. Depending on individual need and service model, support may include assistance with daily living skills, medication management, meal preparation, crisis support, and access to recovery-focused and therapeutic activities.

The services also promote **social engagement and community involvement,** helping individuals build confidence, stability and the foundations for independent living.

24-hour services provided include:

- The Littlemore Campus, including Morrell Crescent, Rowan House and Kate Turnbull House
- Scrutton Close
- Grove House
- Papist Way
- Carramar
- Harwood House
- Iris Hayter House

The 24-hour services range in terms of provision and support.

Services are individually designed around system need. For example the **Littlemore Campus** is a jointly run intensive support service delivered in collaboration with Oxford Health NHS Foundation Trust. It comprises two 24-hour projects providing a dedicated complex psychosis pathway for individuals in Oxfordshire. The service aims to support rehabilitation and long-term recovery, helping people reach their full potential and reduce hospital admissions. Support workers are supported on site by the Oxford Health NHS Flexible Campus clinical team, enabling a coordinated and cohesive approach to care and recovery.

By way of contrast **Scrutton Close** offers a safe and supportive environment for individuals taking their first steps towards independent living after intensive services. The service is designed to help people build confidence, regain stability, and move forward in their recovery within a welcoming, home-like environment. Through daily support and recovery planning, residents gain the skills needed to manage their own lives while still having access to staff support when needed.

Our Transitional Services

A range of short-term supported accommodation designed to build skills, stability and independence.

Our transitional support is **short-term accommodation, designed for individuals to live in for approximately two years,** supporting them to move on.

Response provides a range of transitional accommodation, from self-contained apartments with staff on-site, self-contained apartments with visiting support, and shared houses – some of which are single-sex properties.

Housing with 9 - 5 staff on site and medication assistance

Provides a safe and supportive environment where staff can assist individuals with managing their medication. This may include prompting people to order prescriptions from the pharmacy and helping them stay on track with their treatment. The service offers a mix of shared housing and one-bedroom apartments, all located in and around Oxford city. The focus is on managing mental health and daily living needs, developing recovery skills, and supporting individuals to progress towards more independent or settled accommodation in the community.

Community Housing with support on site 9 – 5

Provides a safe and supportive environment that enables people to live as independently as possible. Staff are available Monday to Friday, 9am to 5pm, with an out-of-hours on-call service offering emergency support when needed. We offer a range of tailored support, including assistance with daily living tasks, access to mental health professionals, and other therapeutic resources. Our trained staff are dedicated to supporting each individual to improve their overall wellbeing and achieve their personal goals.

Community Housing with Visiting Support 9 – 5

Offers safe, supportive community housing for individuals living with mental health challenges, who do not require 24-hour support. Our accommodation supports people continuing their recovery, with visiting support. We provide comfortable, homely accommodation close to local shops and amenities, helping individuals stay connected to their community. Our visiting support is tailored to individual needs and focuses on promoting independence and encouraging people to take an active role in their own wellbeing.

Care Quality Commission registered care

Iris Hayter House is Response's residential care home, registered by the Care Quality Commission (CQC) to provide care for adults diagnosed with serious mental health challenges and complex health needs, in a nurturing and person-centred environment.

Being CQC registered means that the care home has met the rigorous standards set by the Care Quality Commission, a UK government agency responsible for regulating and inspecting health and social care services. This ensures that the care home provides safe and high-quality care to the people we support, that the house is well-maintained, and that staff are appropriately trained. This registration also means that the CQC regularly inspects the care home to ensure that it is continuing to meet these standards.

Iris Hayter House assists individuals with personal care, daily activities, medication management, and crisis intervention. The program also encourages community engagement and socialisation, promoting the well-being and self-sufficiency of the residents.



Homeless Supported Housing

Response delivers accommodation services for people at risk of homelessness and those experiencing homelessness. Working in partnership with local authorities and key agencies, our services provide safe, stable housing alongside tailored support to help individuals develop independent living skills, improve wellbeing, and move towards long-term accommodation and greater independence.

Two programmes are delivered with a focus on Homelessness:

Settled Oxfordshire

To provide people experiencing homelessness with affordable supported accommodation. Settled Oxfordshire is designed for individuals who may be staying in B&Bs, emergency temporary accommodation, experiencing street homelessness, or living in shelters. Through stable housing and tailored support, the service aims to help people move forward with their lives in safe, comfortable, and well-supported environments. Settled Oxfordshire is committed to tackling the barriers to homelessness through providing:

- Women's only accommodation
- Accommodation for couples
- Accommodation for individuals with pets
- Accommodation for individuals specific mobility needs.

Rapid ReHousing

Delivered in partnership with Oxford City Council, the service provides temporary shared accommodation and support for single adults aged 18–65 who are experiencing or at risk of homelessness across Oxford, helping them build independent living skills and move towards stable, long-term housing. This service also works closely with other agencies such as Homeless Oxfordshire, Asylum Welcome, St Mungo's, Crisis, Aspire, and Connections to reduce homelessness.

The Rapid Rehousing service provides shared housing alongside tailored support to help individuals develop the skills and confidence needed to live independently and move towards long-term, stable accommodation.

Rapid Rehousing is designed for people who may be in temporary accommodation, sofa surfing, or otherwise without secure housing. Through safe and well-maintained shared homes and structured support, the service helps residents rebuild independence and progress towards more permanent housing solutions.



Response Youth – Support and Housing for Young People

We offer specialised services for children and young people between 11-25 years old, and for families who need support.

We provide a range of **evidence-based interventions** for young people including youth-work informed approaches, solution-focused methods and more.

Our support and housing for young people is tailored to meet the unique needs of each young person and family we work with. We take a **person-centred approach to care,** focusing on the individual's strengths and working collaboratively with families to support them through their journey. We are particularly skilled at bringing a youth worker and social prescribing approach to our work.

Our team understands that seeking help for mental health challenges can be daunting, especially for children and young people. That's why we work to create a **safe and welcoming environment** where young people and their families can feel comfortable and supported.

We believe that **early intervention and prevention** are key to improving outcomes for young people and families struggling with mental health challenges. We work closely with schools, Children and Adolescent Mental Health Service (CAMHS), GPs, and other professionals to ensure that young people and families receive the support they need when they need it.

REACH is our framework for supporting young people with their mental health and wellbeing. The Framework helps young people build resilience, connection, and confidence, through early person-centred support, designed to meet young people where they are, and walk beside them as they grow.

Recognise	We see every young person's unique story, needs and goals – without judgement
Engage	We build trust through active listening, empathy and open conversation
Affirm	We reflect back strengths, celebrate progress, and build genuine confidence
Connect	We link young people to community, peer support and meaningful opportunities
Help	We equip young people with practical tools for independent, lasting wellbeing.



> "People can be their own worst enemies and let their past define them and dictate what they do for the rest of their lives. It might be easier not to take a big step, but I think you need to use the support that's offered and push yourself."

Young People's Supported Accommodation (YPSA)

The YPSA service is commissioned by Oxfordshire County Council in partnership with district councils. **It supports young people aged 16 to 21** who require accommodation and help to develop independent living skills.

Response delivers the accommodation and support in partnership with Oxfordshire Youth and Oxfordshire County Council.

Services are targeted at young people aged 16-21 experiencing the following issues.

- Separation from or loss of family
- Past family experiences such as trauma, abuse, neglect, family breakdown, parental drug and alcohol dependency, parent mental health or disability issues
- Behaviours that challenge, which have resulted from their experiences
- Needs resulting from drug and alcohol use, anger management, low self-esteem, self-harm, mental health, learning disability and domestic abuse.

The YPSA service supports young people to develop independence, access opportunities, and build essential life skills.

- We enable young people to build the skills to live independently
- Through working with other agencies, we ensure there is holistic support for young people
- We help young people to engage or re-engage with activity that supports education, employment or training.



Thatcham Wellbeing Hub

The Wellbeing Hub is Response's first project aimed at providing preventative and open access support to the community.

The Hub is a physical location, **based in Thatcham in West Berkshire,** where young people can access scheduled support or drop in for sessions to explore what is available. We support **young people aged 11-25.**

Staffed by our Wellbeing Youth Workers, the hub offers drop-in sessions, or 12 sessions of targeted 1:1 support. Our approach is a **youth worker led approach to mental health** and is informed by solution-focused therapeutic approaches, social prescribing, SEND (Special Educational Needs and Disabilities) and neurodiversity awareness.

As well as working from the Hub building, we also provide **outreach into schools and other community spaces** as part of a flexible and person-centred approach.

Supportive Steps (part of the Child and Adolescent Mental Health Services)

The Child and Adolescent Mental Health Service (CAMHS) Single Point of Access is the central hub for all mental health referrals in Oxfordshire.

Supportive Steps is a programme offered within CAMHS, to parents and carers to help them get support without having to be placed on a waiting list.

Social prescribing

The Supportive Steps social prescribing from Response is aimed at supporting cases which may not meet the threshold for need at the time of referral, but signpost parents and carers to other appropriate and helpful support within the wider community.

Our social prescriber brings the expertise needed to support social prescribing and community connectivity for children, young people and families.

When referrals are made into the Single Point of Access, the Response social prescriber will be allocated to appropriate young people in need of support.



Our housing and standards

Housing is at the heart of our support for adults and young people. Everyone has the right to a safe and comfortable home. Our housing services are based across Oxfordshire, Buckinghamshire and Berkshire and provide a mixture of self-contained, single-person accommodation and shared accommodation.

Finding the right accommodation

At the start of someone's journey with Response, we carry out thorough assessments to ensure that the people we support are matched to the appropriate housing that meets their level of support need. Every individual is provided with a tailored support package.

Meeting the standard

All of our properties have annual fire risk assessments and compliance is kept up-to-date at all times – this includes gas safety checks, electrical safety certificate and energy performance certificate (EPC).

Housing and income support

Our housing and income team look at affordability assessments and welfare benefit awareness. They can therefore support people through the current cost-of-living crisis, helping them maximise their income and sustain their tenancy with Response.

We provide access and support for individuals to their customer portal, with the ability to manage their account online or via phone. This empowers the people we support to manage their own finances, with help available where needed.

Anti-social behaviour

We take anti-social behaviour seriously and have a zero-tolerance policy towards it. We understand that anti-social behaviour can cause distress and harm to individuals and communities, and we are committed to tackling it effectively.

We have an anti-social behaviour online report form and helpline number so that our residents can get support.

We take a collaborative approach to dealing with anti-social behaviour, and we work closely with other agencies and partners, such as the police, local councils, and community groups. This partnership working ensures that we can provide the best possible support and advice.

Income and benefits support

Our housing and income officers work closely with the people we support to discuss the conditions of housing benefit, and support with personal applications to Universal Credit and other financial support.

We have policies and procedures in place to support any residents with payment difficulties, including looking at payment plans and budgeting support.

Our Strategy

Our key strategic priorities for 2026 – 2030 fall within the following key areas:

Person Centred Mental Health Support

More people will receive timely, effective support and fewer will reach crisis without early intervention. We will strengthen out continuum of care, so support is experienced as connected, and consistent, by focusing on three groups:

People with serious mental illness and multiple disadvantage

We will strengthen specialist rehabilitation and supported housing, supporting recovery, reducing avoidable admissions and enabling long-term stability.

People at heightened risk of homelessness

We will develop a clearer offer for people whose support needs are significant but often do not meet thresholds. Our focus will be on early stability, tenancy sustainment and preventing escalation.

Young people

We will expand early support, helping young people get the help they need before problems escalate and reducing the need for more intensive services later.

By 2030

- More people will be supported across all levels of need
- Most will show sustained improvement in mental health and wellbeing
- More people will engage in meaningful activity
- More people will move into and sustain appropriate accommodation.

Safe, Stable Homes

All Response housing will meet clear standards of safety, quality and suitability. For the people we support, housing is more than accommodation. It is the foundation from which recovery, independence and wellbeing can grow. A safe and stable home provides the security people need to manage their mental health and build the life they want.

Our housing plays a critical role in:

- enabling hospital discharge,
- preventing admissions,
- reducing homelessness,
- supporting long-term stability.

By 2030:

- All properties will meet upcoming required standards
- All properties will provide psychologically informed environments
- We will have invested in environmentally friendly energy solutions in our owned properties
- Access to supported housing will better reflect need
- Tenancy sustainment will remain high.

Our model provides an alternative to hospital admission and temporary accommodation, delivering stable, relationship-based support that achieves better long-term outcomes. It reduces pressure on crisis services and supports more effective use of health and housing resources by enabling people to remain safely in the community.

System Leadership and Collaborative Partnerships

Response will continue to play a clear role in shaping how services work across the region and at neighbourhood level as both a delivery partner and a contributor to system design.

We are a core partner in the Oxfordshire Mental Health Partnership, where services are brought together to provide a coordinated response. Alongside this partnership we will continue to build strong partnership working with housing, health and voluntary sector organisations, improving coordination and ensuring support is more joined up around people's needs.

We will contribute by:

- bringing insight from frontline delivery and lived experience
- supporting more connected pathways
- working collaboratively across organisations
- advocating for the role of the voluntary sector
- ensuring lived experience informs decisions.

By 2030:

- Partnership working will be more consistent at regional and neighbourhood level
- Pathways between services will be clearer
- The role of the voluntary sector will be better recognised
- Lived experience will be embedded.

Our aim is to contribute to a system that works more effectively for the people who rely on it.

Stability and Sustainability

Response will be a financially resilient organisation with a skilled and supported workforce.

Our workforce is central to our impact. We will continue to invest in:

- specialist skills, including trauma-informed practice and complex needs
- career development and progression
- wellbeing and support
- an inclusive culture where all colleagues can contribute.

Alongside this, we will further strengthen our organisational resilience by:

- diversifying income including increased unrestricted income through fundraising
- reducing reliance on single contracts
- strengthening governance and financial planning
- improving systems and processes.

By 2030:

- Income will be more stable and diversified
- Workforce retention and wellbeing will improve
- Systems will support consistent delivery
- We will be able to adapt without compromising quality.

Equity, Diversity and Inclusion

We recognise that not everyone has the same opportunities to access support or achieve positive outcomes. People facing poverty, discrimination, language barriers, digital exclusion, insecure housing, poor mental health or a lack of support networks often experience greater barriers to getting the help they need. This is particularly true for people with serious mental illness, who often experience the greatest barriers to accessing support and being heard. This is also the case for some of the most vulnerable people in our communities, whose voices are too often unheard and whose needs can be overlooked.

We are committed to reducing these inequalities and ensuring our services reflect and respond to the communities we serve. We will identify and remove barriers to access, listen to and amplify the voices of people with lived experience, and create ani inclusive environment where colleagues and the people we support feel valued, respected and able to be themselves.

By doing this, we aim to improve access, reach underserved communities and achieve better outcomes for the people who need our support most.

Co-Production

People with lived experience are central to how we design, deliver and improve our services. Their insight is essential to making sure support is relevant, effective and shaped around what people actually need, helping us achieve better outcomes.

By doing this, we aim to improve access, reach underserved communities and achieve better outcomes for the people who need our support most.

How We Will Measure Success

We will track a focused set of indicators,

- number of people supported including:
  - number of people in employment, education and training
  - mental health and wellbeing outcomes including good physical health
- housing stability
- quality of housing provision
- workforce retention and wellbeing
- financial resilience.

Financial review

The Statement of Financial Activities, set out on page 38, reflects all income receivable in the year

The net income for the year was £573,000 (2025: net expenditure £88,000). During the year, Response has benefitted from being able to retain its property portfolio and support controls, while also maintaining close control of its costs, notably personnel and central support costs. In addition the Charity received a gift of a property in Oxford with a value of approximately £200,000.

Pence in the £

The Charity maintains a number of central functions whose sole purpose is to support the Charity's activities, including in areas such as Finance, Human Resources, and IT support. In the current year these support costs represented 10.8p in every £1 of Revenue (2025: 12.6p, 2024: 13.5p).

Reserves Policy

The Reserves Policy is reviewed annually. The Trustees have decided that the policy for free reserves should be measured in terms of the number of weeks' expenditure to be covered, rather than income, having considered best practice and sector benchmarking.

The definition of free reserves can include certain fixed assets as well as net current assets (excluding restricted funds). Response holds a number of unencumbered freehold properties that could be sold and replaced with rented houses should additional funding be required. These properties are shown at cost in the financial statements. Trustees have determined that up to one third of free reserves could be made up of such fixed assets.

Response aims to hold a minimum of one month's expenditure as free reserves as defined above, and to increase free reserves held to a minimum of six weeks' expenditure over the next three years. Each year the Trustees consider Response Organisation's exposure to the risk of any significant loss of income or unforeseen cost. The nature of our contracts means that any major contractual change would require at least six months' notice which would enable us to put in place additional funding if it should be needed.

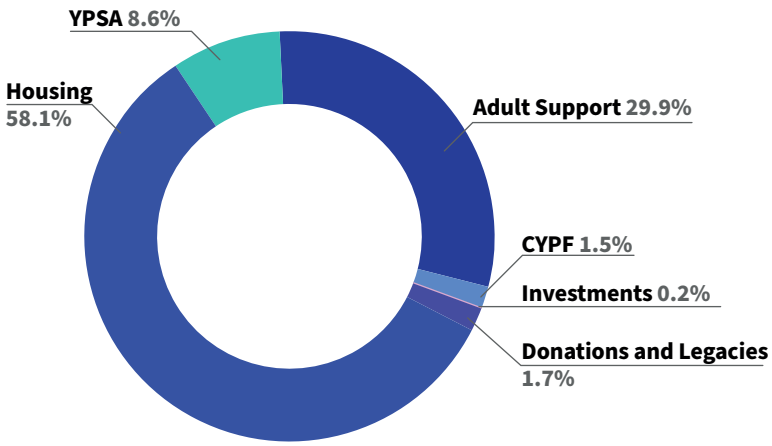
In considering what constitutes "free reserves", the Trustees take the balance standing to the credit of unrestricted funds, deduct from that the cost of owned properties (less any associated loans) that are not linked to restricted funds, to arrive at a figure of free reserves. The reserves trend for the last five years for the Charity itself, can be summarised as follows:

All in £000s	**2026**	**2025**	**2024**	**2023**	**2022**
Unrestricted funds	6,908	6,370	6,453	6,818	7,411
Property Assets (excluding restricted)	7,513	7,266	7,337	7,894	8,130
Mortgages and loans	(1,229)	(1,367)	(1,500)	(1,628)	(1,752)
	6,284	5,899	5,837	6,266	6,378
"Free Reserves"	624	471	616	552	1,033
Represents X weeks of charitable expenditure	1.92	1.43	1.92	1.68	3.29

At 31 March 2026 Response did not meet the free reserves requirement. The Trustees and the Executive Team are currently reviewing the reserves policy, however this will not be finalised until the team have greater certainty as to the future nature of the Charity's contract for the provision of Adult Mental Health Support within Oxfordshire. Once this is known, the Charity will be able to introduce a more suitable reserves policy to reflect potential risks and uncertainties.

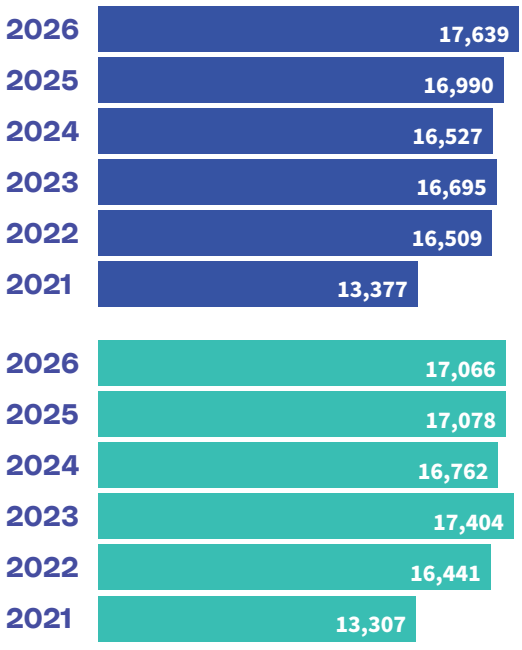
The Charity historically has invested in property used to accommodate many of the Charity's beneficiaries.

Source of funds



This is mix of income for the current financial year.

Income over time and Expenditure

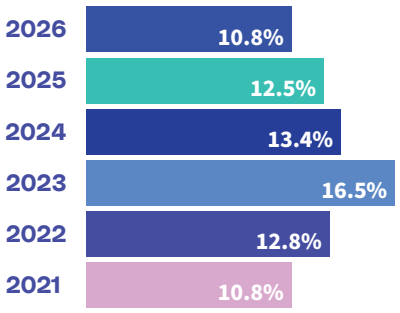


Changing trends in income. Introduction of YPSA during 2021 drove a new strand of support services, and also an increase in housing. Also note that for the purposes of working capital, property sales happened in 2022 and 2023.

Expenditure patterns are in line with income patterns, although cost increases generally exceed increases in revenues.

Central Support costs

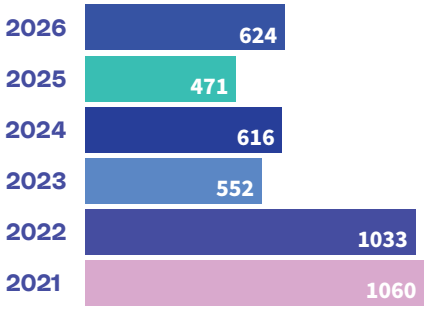
as % of total spent



Programme support costs are now settled again around 10% - 13%.

Free Reserves

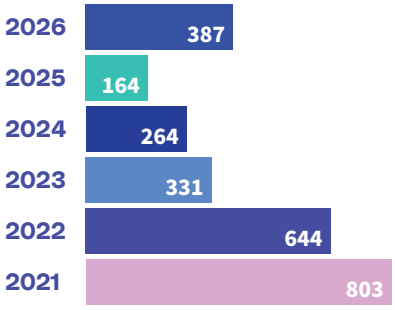
£000s (table in Annual Report)



Static free reserves reflects the difficulty in passing on increased costs in the current contract environment.

Net Current Assets

Net current assets per balance sheet



Again reflective of cost inflation management against revenue increases.

Risk management and internal control

The Trustees have reviewed and updated the formal risk management process to assess business risk and implement risk management strategies. They have assessed the appropriate risk appetite for the organisation and approved an updated risk policy and strategy. Risk management is owned by the Board and the corporate risk register is on the agenda at each Board meeting.

Risk	Actions taken to date to address the risk
Maintaining quality housing – we recognise that there are changes in relation to Decent Home Standards, resident expectations, and EPC standards, all of which require management and investment. This combines with the importance of Psychologically Informed Environments to enable those we support to have the best opportunities.	Our property portfolio is being continually assessed against both current and future requirements. We liaise closely with landlords and other housing providers to ensure that there is a clear agreement on actions to be undertaken, where responsibility for such works lies, and monitoring the quality and delivery of property works
Financial sustainability – we recognise that a diverse range of income streams and substantial capital reserves are required, and will ensure sustainability; the current growth phase will consolidate the position for Response Organisation	Our Support contracts continue to be under financial pressure with revenue increases falling behind increases in Oxford Living Wage and Inflation. The focus remains on cost management, good housing management to minimise voids, and in managing arrears. The investment to date in fundraising capacity is starting to raise our external profile and also to generate funds.
Loss of significant contracts – a number of contracts are expected to be reviewed / renewed / reshaped over the next 12 – 18 months, which will create challenges for the organisation. These changes are at a time of reorganisations within the Health Services and the Council structures so carry a degree of uncertainty	We maintain close relationships with our key commissioners, and are in regular discussion around future needs and how they can be met across the system. Our goal is to ensure that those that are supported receive the best support from the system, and we believe Response is best placed to provide a significant part of this support.
Health and safety – We recognise that weak Health and safety systems, processes, policies and staff aware may lead to an increase in major incidents, accidents, and work-related illnesses	Our Health and Safety team continue to train staff and develop improved reporting systems for incidents, app based tools to enable support staff to provide regular reports on the status of all of our properties, and to have a culture of continual review and learning in relation to health and safety.
IT Security. We recognise that cyber attacks, hacking, fraud and system failure may lead to operational failure if we have inadequate IT infrastructure	We continue to achieve "Standards Met" in our Data Security and Protection Toolkit assessment. Mobile phones and computers are on a mobile device management system and Conditional Access has been introduced, along with increased use of Triple Factor authentication. In addition we have introduced Cyber insurance which includes remote penetration testing as part of its service.
Safeguarding – embedding of a safeguarding culture is essential to ensure that no serious harm arises to residents, staff, external visitors or the general public	We use a range of activities to closely manage and monitor Safeguarding through the organisation. Alongside regular training, Safeguarding Panels are held to consider resident issues, internal audits of our services (through ReSET), peer review from the Oxford Mental Health Partnership and other commissioners, and close monitoring and reporting through the executive. Quality and Performance Committee and Trustees.

The Trustees have reviewed Response Organisation's current internal controls and the costs of operating particular controls, relative to the benefits. The internal systems are designed to provide reasonable but not absolute assurance against material misstatement or loss.

They include:

- A strategic plan and annual budget approved by the Trustees
- Regular consideration by the Trustees of financial results, variances from budgets and non-financial performance indicators
- Delegation of day to day management authority and segregation of duties.

Employees

Response Organisation aims to be a great place to work where our people feel valued and are given opportunities to develop and learn. Employees are involved in defining our corporate strategies and objectives and we continually ask ourselves how well we are doing in terms of managing and involving our employees.

Engagement with employees

Response values our colleagues and seeks to reflect our values of being caring, safe, creative and aspirational in our organisational culture. We seek to ensure that people feel informed about what is happening within Response and that their views are considered when decisions are made. The wellbeing of our colleagues is a priority for Response and has been confirmed through our accreditation with the Mindful Employer. Our second organisational Wellbeing Day took place during Mental Health Awareness week and included a motivational speaker, workshops and team building activities. The day provided our colleagues with tips and techniques to help them improve resilience and connect with individuals across the organisation who they may never have met prior to the event.

The bi-annual wellbeing survey results have remained high and the introduction of the monthly Happiness Survey has seen positive feedback in real time.

Great feedback included:

"I think we do a lot to ensure staff feel safe and supported while at work. and I love the variety of events we have for the staff"

"Response is a great employer and they appreciate all the staff and hard work we all put in and also cares about the people we are here to help and support."

"I have never worked in an organisation that values the wellbeing of their staff as much as Response. I am safe in the knowledge that if I was ever to have a personal problem I would be happy to share with my manager and the rest of my team."

2026 saw Response nominated for Employer of the Year at the Oxfordshire Business Awards where our commitment to staff development, EDI and Wellbeing have been recognised.

Our first Behaviours and Values Competency Framework was introduced in 2025, providing colleagues with a clear understanding of the levels of performance expected, how they can progress their career with Response and be used as a tool to motivate and reward high standards.

Response were able to continue with the accreditation as an Oxford Living Wage employer for a fourth year in a row, ensuring we can provide a competitive rate of pay across Oxfordshire that is sustainable for individuals to live and work in the county.

Disabled employees

Response is an equal opportunities employer and has the Employer Accreditation with Disability Confident. Response seeks to ensure that no job applicant or employee receives less favourable treatment on the grounds of any protected characteristics. This is why we send our interview questions out in advance to every applicant. Response recognises that it is the prime task of those responsible for recruitment to ensure that the best person is appointed for each vacancy, regardless of the protected characteristics stated in the Equality Act 2010.

As of 31st March 2026, 5.6% (2025 5.7%) of members of staff had self-declared a disability.

If the applicant is disabled, and short-listed for interview, they will be asked if they have any special requirements to enable them to undertake the interview. For example, wheelchair access, assistance with completing any test or lip-reading/ sign-language. The panel will assess each applicant's responses in the interview individually using a standard scoring system. Everyone has equal opportunities to apply for job opportunities across Response, promotion or sideways moves, all job vacancies are advertised to all of Response weekly. Training opportunities are open to all employees.

Response utilises an external occupational health provider where necessary and appropriate and with agreement from the employee when an employee becomes disabled as well as for other health issues impacting on their work. Response utilises the government's access to work scheme when reasonable adjustments have been exhausted. A Work With Me Passport is put in place – this supports the employee and the line manager –ensuring both parties are working collaboratively together.

Pensions

Response Organisation continues to operate a defined contribution pension scheme with Friends Life. For those employees who are not members of the Friends Life scheme, in August 2014 Response Organisation introduced automatic enrolment into a defined contribution workplace pension scheme with The People's Pension. The pensions offered and provided to employees meet The Pensions Regulator's requirements.

Funds held on behalf of third parties

At 31st March 2026 Response Organisation held funds totalling less than £10k (2025: £108k) on behalf of residents. The transactions and assets associated with residents' funds are accounted for separately and are not included within the financial statements of Response Organisation. Residents' funds are held in separate bank accounts and specific controls are in place to safeguard these funds.

Structure, governance and management

Response Organisation is governed by its Memorandum and Articles of Association. The Board of Trustees ("the Board") is responsible for the overall governance of the charity. The Board meets six times a year. The quorum of the Board is five Trustees and for any Committee is three; the maximum number of Trustees is twelve.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

L Weston (Chair)	Appointed 10 July 2025
C Cornforth	
N Inge	
R Middleton	Appointed 8 June 2026
Dr M Muijen	
P O'Shaughnessy	Appointed 10 September 2026
B Palmer	
K Rushworth	
Dr V Vogwill	Appointed 10 July 2025
S White	Appointed 10 July 2025
R Sutcliffe	Resigned 10 July 2025

In January 2021 the Board reviewed its Standing Orders, Scheme of Delegation and Reservation of Powers. The Standing Orders take account of the Articles of Association, legislative, code and regulatory requirements and good practice advice. The Board are currently reviewing these documents to ensure that they remain appropriate to the needs of the Charity.

The Standing Orders also clarify how the procedures and delegations work in accordance with the constitution and taking account of the codes as follows:

- Charity Commission Charity Governance Code for larger charities;
- Charity Commission The Essential Trustee: what you need to know, what you need to do (CC3)
- Care Quality Commission (Registration) Regulations 2009
- National Housing Federation Code of Governance and Code of Conduct.

Response Organisation has complied with the Charity Commission Code of Governance.

The Standing Orders are part of a wider governance framework which includes:

- Articles of Association
- Scheme of Delegation and Powers of Reservation
- Financial Regulations
- Business plan and strategies
- Policies and procedures
- Terms of reference for the Board and Committees.

The present membership of the Board is set out on the legal and administrative information page. A regular skills audit is carried out to ensure that the Trustee body has the appropriate mix of skills and experience. New Trustees receive an induction pack containing detailed information about Response Organisation, its organisation and its work. Trustees are encouraged to undertake a skills audit and to attend training sessions in order to develop their knowledge and skills. The Trustees actively encourage the participation of users and carers in the working of the charity.

Election and re-election of Trustees is carried out by approval by the Board. Executive Officers are consulted regarding all appointments. Trustees are appointed for a period of three years after which they are required to retire by rotation at an Annual General Meeting. Trustees who so retire, may, if willing to act, be reappointed up to a maximum total term of nine years. A Trustee's term of office may also be ended by resignation or by removal, if necessary, by the Board and in accordance with the Memorandum and Articles of Association.

The Chief Executive is responsible for the day to day management of Response Organisation's affairs and for implementing policies agreed by the Board. The Chief Executive is assisted by a team of senior managers.

Committees

The Board has established three formally constituted sub-committees, each with specific terms of reference and functions delegated by the Board; formal minutes of the committees are circulated to all Board members. The committees are:-

- Audit, Risk & People
- Finance & Property
- Quality & Performance.

The **Audit, Risk and People Committee** meets at least four times a year and oversees and provides assurance to the Board in discharging its responsibility for Response's audit, risk and HR activities.

This comprises financial reporting assurance; external audit; internal audit control and compliance, including corporate performance comprising the specification of the Key Performance Indicators (KPIs) adopted by the Board, Finance, and Performance Committees; IT Security and General Data Protection; business continuity; financial stress testing; health and safety, people and the risk management framework.

The **Finance and Property Committee** meets at least four times a year and oversees and provides assurance to the Board in discharging its responsibility for financial oversight and property asset management, including acquisitions and disposals. This includes business planning and approval of the draft annual budget for recommendation to the Board and monitoring performance against it, and compliance with loan covenants and financial regulations.

The **Quality and Performance** Committee meets at least four times a year and oversees and provides assurance to the Board in discharging its responsibility for engaging with its clients and focuses on enhancing the delivery of the services provided to them. This includes safeguarding, service user and stakeholder engagement, service delivery performance and KPIs.

The Board has responsibility for safeguarding the clients; it attaches high importance to this responsibility, and its membership includes individuals with significant experience in this field.

Key Management Personnel Remuneration

The Trustees consider the Trustees and Executive Officers as comprising the key management personnel of the charity: the Board is responsible for strategic planning and direction of the charity and it delegates to the Executive Officers the responsibility for managing and operating the charity on a day to day basis. All Trustees give of their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses, and related party transactions are disclosed in note 11 to the accounts.

Trustees are required to disclose all relevant interests and in accordance with the charity's policy, withdraw from decisions where a conflict of interest arises.

The pay of the Executive Officers is reviewed annually. The remuneration is reviewed to ensure that it is fair and not out of line with similar roles.

Key management remuneration is disclosed in note 21 to the accounts.

Auditor

In accordance with the company's articles, a resolution proposing that Gravita Audit Oxford LLP be reappointed as auditor of the company will be put at a General Meeting.

Disclosure of information to auditor

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.

L Weston

L Weston
Chair of Board of Trustees

Date: 10 September 2026

Statement of trustees' responsibilities

The trustees, who are also the directors of Response Organisation for the purpose of company law, are responsible for preparing the Trustees' 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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 charity will continue in operation.

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

Independent auditor's report To the members of response organisation

Opinion

We have audited the financial statements of Response Organisation ('the charitable company') for the year ended 31 March 2026 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2026 and of the its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 other information comprises the information included in the annual report other than the financial statements and our audiitor's report thereon. The trustees are responsible for the other information contained within the annual 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. 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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities, and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our knowledge and experience;

- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Company.

We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where applicable; and identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected, and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims;
- reviewing relevant correspondence.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at:
https:// 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.

Katherine Wilkes FCA (Senior Statutory Auditor)
for and on behalf of Gravita Audit Oxford LLP

Statutory Auditor

Date: 24 September 2026

First Floor, Park Central
40 - 41 Park End Street
Oxford, OX1 1JD

Statement of financial activities

(Including income and expenditure account) – for the year ended 31 March 2026

		Unrestricted Funds 2026 £'000	Restricted Funds 2026 £'000	Total 2026 £'000	Unrestricted Funds 2025 £'000	Restricted Funds 2025 £'000	Total 2025 £'000
Income and endowments from:							
Donations and legacies	**3**	256	62	318	96	55	151
Charitable activities							
Housing	**4**	11,755	–	11,755	10,861	–	10,861
Adult services	**4**	5,275	–	5,275	5,314	–	5,314
Response Youth	**4**	260	–	260	627	–	627
Investments	**5**	31	–	31	37	–	37
Total income		**17,577**	**62**	**17,639**	**16,935**	**55**	**16,990**
Expenditure on:							
Raising funds	**6**	53	–	53	76	7	83
Charitable activities							
Housing	**7**	10,408	–	10,408	10,353	22	10,375
Adult services	**7**	6,129	2	6,131	5,813	–	5,813
Response Youth	**7**	396	–	396	735	–	735
Total charitable expenditure		**16,933**	**2**	**16,935**	**16,901**	**22**	**16,923**
Loan interest		78	–	78	72	–	72
Total expenditure		**17,064**	**2**	**17,066**	**17,049**	**29**	**17,078**
Transfers between funds		28	(28)	–	28	(28)	–
Net income for the year / Net movement in funds		541	32	573	(86)	(2)	(88)
Fund balances as at 1 April 2025		6,367	530	6,897	6,453	532	6,985
Fund balances as at 31 March 2026		**6,908**	**562**	**7,470**	**6,367**	**530**	**6,897**

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

Balance sheet

As at 31 March 2026

	Notes	2026 £'000	2025 £'000
Fixed assets			
Tangible assets	**12**	8,377	8,185
Current assets			
Debtors	**13**	1,384	1,976
Cash at bank and in hand		1,536	667
		2,920	2,643
Creditors: amounts falling due within one year	**14**	(2,533)	(2,479)
Net current assets		387	164
Total assets less current liabilities		8,764	8,349
Creditors: amounts falling due after more than one year	**15**	(989)	(1,147)
Provisions for liabilities	**17**	(305)	(305)
Net assets		7,470	6,897
Income funds			
Restricted funds	**18**	562	530
Unrestricted funds		6,908	6,367
		7,470	6,897

The financial statements were approved by the Trustees on 10 September 2026

L Weston

L Weston
Chair

Company registration number 4781936

Statement of cash flows

For the year ended 31 March 2026

	Notes	2026 £'000	2026 £'000	2025 £'000	2025 £'000
Cash flows from operating activities					
Cash generated from (absorbed by) operations	**22**		1,359		(564)
Investing activities					
Purchase of tangible fixed assets		(383)		(219)	
Investment income received		31		37	
Net cash used in investing activities			(352)		(182)
Financing activities					
Repayment of bank loans		(138)		(133)	
Net cash used in financing activities			(138)		(133)
Net increase (decrease) in cash and cash equivalents			869		(879)
Cash and cash equivalents at beginning of year			667		1,546
Cash and cash equivalents at end of year			1,536		667

Notes to the financial statements

For the year ended 31 March 2026

1 Accounting policies

Charity information

Response Organisation is a private company limited by guarantee incorporated in England and Wales. The registered office is A G Palmer House, Morrell Crescent, Littlemore, Oxford, OX4 4SU.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity.

The financial statements have been prepared under the historical cost convention or transaction value unless otherwise stated in the relevant accounting policy note. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

The charity also received government grants in respect of supported housing contracts. Income from government grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

1.5 Expenditure

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

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in

undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold property and land	Not depreciated
Leasehold property & improvements	Straight line over the life of the lease
Office fixtures & fittings	33% Straight line
Equipment & furniture	25% Straight line
Vehicles	25% Straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

Depreciation is not charged on freehold property as the properties are maintained to a high standard, are not seen as diminishing in value, and therefore any depreciation charge would be immaterial. Properties are reviewed for impairment annually.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets
Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities
Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities
Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Provisions

Provisions are recognised when the charity has a legal or constructive present obligation as a result of a past event, it is probable that the charity will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation. Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value. When a provision is measured at present value, the unwinding of the discount is recognised as a finance cost in net income/(expenditure) in the period in which it arises.

1.11 Employee benefits

When employees have rendered service to the charity, short-term benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.13 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

1.14 Loans and Borrowings

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised costs using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

2 Critical accounting estimates and judgements

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

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

The judgements that have had the most significant effect on amounts recognised in the financial statements was the charge for depreciation during the year and the amount provided for dilapidations on leasehold properties. The liability related to dilapidations has been based upon a review of property conditions and historically incurred costs on previous expired leases.

3. Donations and legacies

	Unrestricted funds	Restricted Funds	Total	Unrestricted funds	Restricted Funds	Total
	2026	2026	2026	2025	2025	2025
	£000	£000	£000	£000	£000	£000
Donations and Gifts	256	62	318	96	55	151

As reported in the Annual Report to 31 March 2025, the Charity had been notified of a potential legacy of a property with an estimated value of £200,000. This property was received during the year to 31 March 2026 and is included above.

4. Charitable activities

	Housing	Adult Services	Response Youth	Total
	2026	2026	2026	2026
	£000	£000	£000	£000
Income from charitable activities	11,755	5,275	260	17,290
Analysis by fund				
Unrestricted funds	11,755	5,275	260	17,290
Restricted funds	–	–	–	–

For the year ended 31 March 2025	Housing	Adult Services	Response Youth	Total
	2025	2025	2025	2025
	£000	£000	£000	£000
Income from charitable activities	10,861	5,314	627	16,802
Analysis by fund				
Unrestricted funds	10,861	5,314	627	16,802
Restricted funds	–	–	–	–

5. Investment Income

	2026	2025
	£'000	£'000
Interest receivable	31	37

6. Raising Funds

	Unrestricted funds	Restricted Funds	Total	Unrestricted funds	Restricted Funds	Total
	2026	2026	2026	2025	2025	2025
	£'000	£'000	£'000	£'000	£'000	£'000
Raising funds						
General fundraising costs	53	–	53	76	7	83

7. Charitable activities

	Housing	Adult Services	Response Youth	Total	Total
	2026	2026	2026	2026	2025
	£'000	£'000	£'000	£'000	£'000
Staff costs	1,656	4,166	248	6,070	5,784
Other direct costs	8,061	799	92	8,952	8,998
	9,717	4,965	340	15,022	14,782
Share of support & governance costs (see note 8)	691	1,166	56	1,913	2,141
	10,408	6,131	396	16,935	16,923
Analysis by fund					
Unrestricted funds	10,408	6,129	396	16,933	16,901
Restricted funds	–	2	–	2	22
	10,408	6,131	735	16,923	16,923

8. Support costs

	Support costs	Governance costs	2026	Support costs	Governance costs	2025
	£000	£000	£000	£000	£000	£000
Staff costs	1,155	–	1,155	1,146	–	1,146
Depreciation	69	–	69	111	–	111
Facilities Costs	83	–	83	112	–	112
General Office Costs	545	–	545	717	–	717
Audit fees	–	21	21	–	21	21
Office costs	–	40	40	–	34	34
	1,852	61	1,913	2,086	55	2,141
Analysed between Charitable activities	1,852	61	1,913	2,086	55	2,141

Governance costs includes payments to the auditors of £21,190 (2025: £20,700) for audit and related fees. Fees paid to the auditors for non-audit services totalled £4,125 (2025: £1,500) relating to tax matters.

9. Net movement in funds

	2026	2025
	£'000	£'000
Net movement in funds is stated after charging:		
Fees payable to the company's auditor for the audit of the company's financial statements	21	21
Depreciation of owned tangible fixed assets	391	322
Operating lease charges – rent	3,213	3,143
Operating lease charges – other	155	147

10. Employees

The average monthly number of employees during the year was:

	2026 Number	2025 Number
Housing	33	29
Adult Services	159	172
Response Youth	6	12
Support Services	26	26
Total	224	239

	2026 £'000	2025 £'000
Wages and salaries	6,259	6,329
Social security costs	784	605
Other pension costs	181	198
	7,224	7,132

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2026 £'000	2025 £'000
£60,001 - £70,000	1	2
£70,001 - £80,000	2	–
£80,001 - £90,000	1	1
£110,000 - £120,000	–	1
£120,000 - £130,000	1	–

Pension contributions

In accordance with the requirements of the Pensions Act 2008, Response Organisation administers a workplace pension scheme pension scheme with The People's Pension. The scheme automatically enrolls eligible employees at the prescribed rate of 3.2% of basic salary.

Response Organisation had retained the stakeholder pension scheme with Friends Life for employees who were members of that scheme before the introduction of the People's Pension workplace pension scheme. Contributions to the Friends Life stakeholder pension scheme are made up to a maximum of 6% of basic salary matched by the employer.

In addition, one member of staff is a member of the NHS pension scheme.

11. Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

Lucy Weston, Chair of Trustees, served as a non-executive director of Oxford Health NHS Foundation Trust ("Oxford Health") during the year. Oxford Health and Response have entered into a number of contracts relating to the provision of Mental Health Support Services by Response to approximately 250 adults as well as support for young people in schools and the community. The Chair does not participate in any discussions in relation to the specification, commissioning, or monitoring of activity under these or any other contracts between Response and Oxford Health.

12. Tangible fixed assets

	Freehold property and land	Leasehold property & improvements	Office fixtures & fittings	Equipment & furniture	Vehicles	Total
	£000	£000	£000	£000	£000	£000
Cost						
At 1 April 2025	6,258	2,152	611	625	6	9,652
Additions	236	133	22	192	–	583
Disposals / assets written off	–	(137)	(197)	(63)	(6)	(403)
At 31 March 2026	6,494	2,148	436	754	–	9,832
Depreciation and impairment						
At 1 April 2025	–	680	496	285	6	1,467
Depreciation charged in the year	–	144	63	184	–	391
Eliminated in respect of disposals / assets written off	–	(137)	(197)	(63)	(6)	(403)
At 31 March 2026	–	687	362	406	–	1,455
Carrying amount						
At 31 March 2026	6,494	1,461	74	348	–	8,377
At 31 March 2025	6,258	1,472	115	340	–	8,185

13. Debtors

	2026	2025
	£'000	£'000
Rents and service charges receivable	798	1,179
Other debtors	214	249
Prepayments and accrued income	372	548
	1,384	1,976

14. Creditors: Amounts falling due within one year

	2026	2025
	£'000	£'000
Bank loans	140	120
Other borrowings	100	100
Other taxation and social security	155	145
Trade creditors	721	350
Other creditors	164	339
Accruals and deferred income	1,253	1,425
	2,533	2,479

Accruals and Deferred Income at 31 March 2026 included £747,000 (2025: £962,000) of deferred income. The deferred income at 31 March 2025 was released during the year ended 31 March 2026.

15. Creditors: amounts falling due after more than one year

	2026	2025
	£'000	£'000
Bank loans	989	1,147

16. Loans and overdrafts

	2026	2025
	£'000	£'000
Bank loans	1,129	1,267
Other loans	100	100
	1,229	1,367
Payable within one year	240	220
Payable after one year	989	1,147

The long-term loans are secured against certain properties with a net book value of £4.1m (2025: £4.1m). These properties were valued at £5.6m in 2023. At 31 March 2026 the loans bore interest between 2.7% and 5.2% and are repayable over 20 years.

17. Provisions for liabilities

	2026	2025
	£'000	£'000
Dilapidations	305	305

18. Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 April 2024	Incoming resources	Resources expended	Balance at 1 April 2025	Incoming resources	Resources expended	Balance at 31 March 2026
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Thatcham (Priory) Project	230	–	(8)	222	–	(8)	214
Aylesbury (Mandeville) Project	256	–	(14)	242	–	(14)	228
Thatcham Young Person's Hub	–	35	(4)	31	5	(6)	30
Greener Homes	–	3	(1)	2	5	–	7
Kate Turnbull House	–	9	(2)	7	–	–	7
Scrutton Close Activity Facility	–	8	–	8	36	–	44
Settled Oxfordshire (Homeless)	46	–	(28)	18	–	–	18
Response Youth Wellbeing	–	–	–	–	10	–	10
Trauma Informed Approach	–	–	–	–	6	(2)	4
Total	532	55	(57)	530	62	(30)	562

The purposes of the restricted funds are as follows:

Thatcham (Priory) Project fund
Funds raised for the conversion and refurbishment of the supported housing project in Thatcham known as Carramar

Aylesbury (Mandeville) Project fund
Funds raised for the conversion and refurbishment of the supported housing project in Aylesbury known as Harwood House

Thatcham Young person's Hub
Funds raised for the conversion of buildings next to Carramar into a community hub for young people in Thatcham and the surrounding area

Greener Homes
Funds raised specifically for the purposes of implementing energy saving initiatives across the property portfolio

Kate Turnbull House Renovation
Funds raised for the purposes of renovating Kate Turnbull House and expanding its activities

Scrutton House Activity Facility
Funds donated to support the creation of an activity building at Scrutton Close

Settled Oxfordshire (Homeless)
Funds raised to help finance properties within the Settled Oxfordshire programme

Response Youth Wellbeing
Funds received for a specific development project in Oxfordshire to support young people in the community

Trauma Informed Approach
Funds received to support training and development of Trauma Informed approaches to Adult Care.

19. Analysis of net assets between funds

	Unrestricted Funds 2026	Restricted Funds 2026	Total 2026	Unrestricted Funds 2025	Restricted Funds 2025	Total 2025
	£'000	£'000	£'000	£'000	£'000	£'000
Fund balances at 31 March 2026 are represented by:						
Tangible assets	7,905	472	8,377	7,721	464	8,185
Net Current assets	297	90	387	98	66	164
Long term liabilities	(989)	–	(989)	(1,147)	–	(1,147)
Provisions	(305)	–	(305)	(305)	–	(305)
	6,908	562	7,470	6,367	530	6,897

20. Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2026	2025
	£'000	£'000
Within one year	3,217	2,664
Between two and five years	2,182	1,799
In over five years	2,265	2,387
	7,664	6,850

21. Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows

	2026	2025
	£'000	£'000
Aggregate compensation (6.7 Full Time Equivalents, 2025: 6.8 FTE)	615	592

22. Cash generated from operations

	2026	2025
	£'000	£'000
Surplus (deficit) for the year	573	(88)
Adjustments for:		
Investment income recognized in statement of financial activities	(31)	(37)
Donation of property	(200)	–
Depreciation and impairment of tangible fixed assets	391	323
Movements in working capital:		
Decrease (increase) in debtors	592	(342)
Increase (decrease) in creditors	34	(420)
Cash generated from (absorbed by) operations	1,359	(564)

23. Analysis of changes in future net funds / (debts)

	At 1 April 2025	Cash Flows	At 31 March 2026
	£'000	£'000	£'000
Cash at bank and in hand	667	869	1,536
Loans falling due within one year	(220)	(20)	(240)
Loans falling due after more than one year	(1,147)	158	(989)
	(700)	1,007	307

Response

Together we can achieve change



Response Organisation

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Call us: **020 3540 8694**

Charity No. 1101071
Company No. 4781936 - Limited by guarantee
Registered in England

Registered with FUNDRAISING REGULATOR