

Charity registration number 1005302 (England and Wales)

Company registration number 02647131

NEW DIRECTIONS (RUGBY) LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

NEW DIRECTIONS (RUGBY) LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	J Jarman S Barhey A Giles L Hanson P Hughes J Phillips D Rayner M Sedgley A Canale-Parola (Chair)	
Secretary	J Jarman	
Senior management	P Tolley T Gray	Chief Executive Finance Manager
Charity number (England and Wales)	1005302	
Company number	02647131	
Registered office	Richmond Lodge 27 Bilton Road Rugby Warwickshire CV22 7AN	
Auditor	Burgis & Bullock 23-25 Waterloo Place Leamington Spa Warwickshire CV32 5LA	
Bankers	Handelsbanken Suite 1 Bloxam Court Corporation Street Rugby CV21 2DU	

NEW DIRECTIONS (RUGBY) LIMITED

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NEW DIRECTIONS (RUGBY) LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2025

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st March 2025. The trustees have adopted the provisions of 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).

New Directions (Rugby) Limited (New Directions) provides housing and support to vulnerable people, including adults with learning disabilities. The Charity provides support to people living in their own homes, residential and respite support in the Charity's own bespoke facilities, and also through day opportunities and sessional services.

Objectives and aims

The Charity's objectives are set out in the Articles of Association but have been summarised for the benefit of the Inspection Service under the Care Standards Act and the Essential Standards of Quality and Safety, as follows:

1. The provision and facilitation of housing, social housing, supported housing and specialised supported housing to vulnerable members of society;
2. The provision of residential and day care facilities for vulnerable and learning disabled people, either on a long-term basis or on a short-term basis, and to provide respite for those who are normally cared for by their families, carers or guardians;
3. The provision of transition skills training/facilities for vulnerable and learning disabled people to enable them to learn how to live in their own homes now and in the future;
4. The provision of facilities, in the interests of social welfare, for education, volunteering, employment and for the recreation of such persons and generally such facilities and services as shall be calculated to alleviate their needs.

Our Mission and Vision is:

To make a positive difference to the lives of vulnerable people, including those with learning disabilities, by promoting their rights, independence, choices, inclusion and by providing support and opportunities for them to lead fulfilling lives.

To provide a range of quality accommodation, as well as support at home and supported living support, and services to people with learning disabilities and their families/carers to promote their self-respect, individuality, dignity and to ensure they are safe and able to achieve their goals and wishes.

NEW DIRECTIONS (RUGBY) LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

We Believe:

- Everyone is equal and should have the same chances and choices in life
- People with learning disabilities should be listened to and supported to make choices that are right for them
- That the views of families, friends, carers and staff are very important and should be heard - People should be supported and encouraged to be as independent as their potential allows
- That we should always strive to improve our services and adapt them to the changing needs of the people we support whilst ensuring value for money services

We will do that:

- By putting the interests of vulnerable people, including those with learning disabilities, and their families at the heart of everything we do, listening to their wishes, hopes and aspirations of their futures.
- By adopting a person-centred approach, promoting individual choice, independence and by valuing and treating everyone with dignity and respect.
- By providing high quality accommodation and support through a range of supported living, residential, short stay/respite, home care options, day, leisure, social activities and support towards volunteering or employment opportunities.
- By ensuring our staff are well supported, trained, highly motivated, able to deliver the highest quality individually tailored support services to each person we are responsible for.
- By striving to improve services, to continually raise local awareness, promoting the positive contribution and potential of people with a learning disability within their community.
- New Directions is committed to enhance the rights, independence, choice and inclusion of people with disabilities and to provide opportunities for them to lead full and purposeful lives and to be involved in the community they live in.

Public Benefit

The Charity exists to support vulnerable people, including those with learning disabilities, their families and carers; their choices and wishes are at the very heart of everything we do, through our person-centred services. Our links with families, friends and carers are very important to the Charity and we aim to maintain these and offer support as far as we are able. The Charity regularly reviews the ways in which it engages with people who use the services, families, friends and carers. Current engagement methods include newsletters, emails, social media and meetings with individuals.

In setting the Charity's objectives and strategies we have given due consideration to the Charity Commission's guidance on public benefit.

The Charity currently supports over 115 people with a disability and employs over 200 people from Rugby and the surrounding areas.

We also work with local schools, colleges and businesses to improve their understanding of disability issues, facilitate opportunities for joint partnership working and more inclusion for people with disabilities, both in the community and within social networks. We work in partnership with local groups and charities to share our resources wherever we can, including offering room hire within our buildings at affordable rates.

NEW DIRECTIONS (RUGBY) LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Achievements and performance

Charitable activities

The Charity continues to consolidate its financial reserves enabling it to invest in innovative new developments and services to meet the needs of its existing and future customers.

Vicarage Road was formally deregistered as a Care Home in 2024 and we are planning to re-utilise this property to help meet the demand we have seen for high quality respite provision. We are working with Architects to develop plans to convert Vicarage Road into additional respite capacity.

Milner House, our residential respite service saw occupancy rates hitting an all-time high of 93%. We continue to work with our funders to meet the increasing level of demand, identifying new people to support and to maximise the income of the property to ensure that we can secure the long-term future for the service as it is so vital for so many families across Rugby and Warwickshire.

Community Choices Network (CCN) our day opportunities facility at The Exchange has seen a sustained level of use. By working with the landlord of the property in 2024, two additional toilets have been fitted which has made the facility much more comfortable for all.

Richmond Court, Gateway Court, Kings Court, Lennon Court and Queens Court continue to offer supported housing for up to 75 people living in their own flats, enabling them to live as independently as possible. 1 other individual is supported within their own home in Rugby.

Training compliance levels were sustained at over 99% across the organisation as we continue to work towards our target of achieving 100% compliance.

We have received a number of grants and donations during the year including a grant received from the National Lottery Fund of £20,000 towards the purchase of a new minibus to enable the people we support to access transport as part of our Day opportunities provision. We also received a grant of £5,000 from The 29th May 1961 Charitable Foundation for the same purpose and a minibus was secured in April 2025. A separate grant of £5,000 was secured from the Screwfix foundation towards the installation of hoists within our respite service.

We also received donations from local charities and businesses. The Rotary Club of Dunsmore donated £2,000 having nominated New Directions as their charity of the year

Smaller grants and donations were received from Warwickshire County Councillors Community grants scheme, Warwickshire CAVA Kind Food grant scheme and funds raised through a garage sale organised by residents on the Woodlands estate of Rugby.

We received generous donations from Sir Edward Boughton Long Lawford Charity, and received funds raised by the 'Pantomaniacs' who resolved that each year funds raised from their seasonal Panto performances would be donated to New Directions Rugby.

NEW DIRECTIONS (RUGBY) LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Quality Assessments and Achievements

Care Quality Commission Assessments

All our homes and services hold a "Good" rating, under the CQC assessment regime, with very positive inspection reports with no actions to follow up.

Disability Confident Employer

New Directions maintains its status as a Disability Confident Employer; this is the successor to "Positive about Disability".

Feedback and Involvement by the People we Support

Customer and Stakeholder Satisfaction Feedback

The views of everyone involved with the Charity are very important to us. We obtain regular feedback through user-friendly questionnaires and also through group meetings. These enable customers and stakeholders to tell us what we do well and what they would like us to change. Our electronic feedback forms enabled even more people to give feedback this year with high levels of satisfaction being expressed from 183 respondents which is a great increase on the previous year's 115 responses with each respondent being able to submit anonymously should they choose to.

Person Centred Plans

Everyone we support has a person-centred plan, which involves placing the individual at the centre of the plan, their family and friends and support staff. These plans are reviewed annually and are a key part of our organisational philosophy. We look at what is important to the individual and how they can be supported to achieve their needs and desires.

Voices and Choices and Tenants meetings

The people we support meet on a regular basis, supported by invited staff members, in a Voices and Choices meeting. Tenants are also invited to quarterly meetings to discuss their homes and where they live. The people we support have the opportunity to make suggestions and to tell us about their ideas at these meetings. These groups continue to be involved in shaping future services and to play an active part in governance.

Developing our Communications

We continue to produce regular communications, which are formatted in an accessible, easy to read and understandable format. This newsletter highlights the achievements and adventures of our customers and staff along with future developments. We also send out email news updates, and information through our Facebook, Twitter, LinkedIn and Instagram social media pages and through updates on our website.

The "Star of the Month" award which recognises the hard work and commitment of individual staff members continues to be well received and valued alongside our Teamwork and CEO's Outstanding Contribution awards to recognise our staff in greater numbers for their contributions.

NEW DIRECTIONS (RUGBY) LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Developing our Staff

New Directions is committed to and invests in a comprehensive staff training and development programme for all its staff team, so they are knowledgeable, skilled, continually updated and to ensure they can offer the highest quality of services to people with learning disabilities. The improvements put in place and felt over the last year in terms of learning and development has seen near 100% compliance in training achieved across the organisation and satisfaction and feedback from staff on their development rise accordingly.

The Board would like to thank all the staff and volunteers for their hard work and dedication over the last year.

The Board is happy to report that the Charity achieved all strategic objectives set for the 2022-2025 period.

Future Developments

Our 2025-28 strategic objectives are:

- To expand our respite provision by redeveloping and repurposing Vicarage Road into a 4 bed respite care home to be run alongside Milner House
- Embed our Awards ceremony held within our 2024 AGM in to every AGM going forward
- Refresh the New Directions Website and branding in readiness for our 75th year celebrations
- Celebrate our 75th year of providing accommodation and support in 2026
- Secure the Care Home tender for Warwickshire's framework of residential providers
- Expand our training offer externally and achieve accreditation through Highfield
- Secure a new Minibus through fundraising to increase our fleet of company vehicles
- Maintain our Supported Living void levels at below 5

Financial review

Review of past financial year

The Charity has had another successful year and continues to steadily increase the number of people it supports.

Daisy Court, our latest residential 10 bed care home development, was officially opened by the Mayor of Rugby on the 5th March 2024. Daisy Court has evolved into a wonderfully welcoming home and achieved 80% occupancy during 2024/5.

During 2024/5 much energy and time was focused upon reducing the number of voids within our supported living properties and by the end of the financial year, the number of voids held had reduced significantly from 12 to 6. It was pleasing to see that our respite service at Milner House continued to sustain high occupancy levels and our Day opportunities service further increased attendance levels.

The investment in growth seen in recent years means that we are in a strong financial position going forwards and the budgets for 2025 indicate that all services will make a positive financial contribution to the Charity. Managers are required to report directly to the Board on their service and are held to account if budgets are not maintained.

NEW DIRECTIONS (RUGBY) LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

The Board, CEO and management team recognise that while 2024/5 has been a very busy and rewarding year, the investments made into developing new services and our focus upon the Key Performance Indicators for our services and the Charity as a whole have resulted in the provision of high-quality support and evidenced improvements. All are committed to keeping the running costs of the Charity as low as possible, whilst maintaining our high quality, responsive services.

Going Concern Basis

The National Living Wage increased again during the year, which places a significant burden on the social care sector at a time when the increase in National Insurance contributions place additional pressures upon care providers across the sector. Our funders announced a mixture of funding increases for the year of 2024/5, yet with careful planning the Board of Trustees was able to put in place an 6.7% increase for our frontline staff in recognition of the increase in national minimum wage. The Charity has achieved planned growth in the last few years and the Trustees are confident the Charity will continue to operate as a going concern for the foreseeable future.

Reserves policy

The trustees of New Directions believe that the Charity should hold financial reserves because:

1. It has no endowment funding and is dependent for income upon fees received from the local government. Under present circumstances this may be expected to reduce significantly and/or at short notice.
2. It requires protection against and the ability to continue operating despite any unforeseen events or temporary shortfalls.
3. It is necessary to provide funds which can be designated to specific projects in line with our strategic objectives
4. To cover administration, fundraising and support costs without which the Charity could not function.

The trustees consider it prudent that free reserves, defined as net current assets less amounts that are designated or restricted for a specific purpose, should be sufficient to cover 3-6 months' administration, fundraising and support costs, and to provide a pool from which funds can be designated. The trustees also consider it prudent to ensure that it retains sufficient cash to cover 3 months' cash flow. The required level of free reserves and cash held, along with the position at the end of each quarter, is reported to the trustees at each board meeting.

The reserves policy is reviewed by the trustees every three years. The Charity holds general unrestricted funds of £3,709,247 (2024: restated £3,466,561), unrestricted designated funds of £317,919 (2024: restated £321,791) and restricted funds of £31,396 (2024: restated £2,470).

NEW DIRECTIONS (RUGBY) LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Structure, governance and management

Governing document

The company is a charitable company limited by guarantee originally incorporated on 19 September 1991. A Memorandum and Articles of Association governs the Charity. It is independent from all other organisations and public bodies.

Organisational structure

The Charity is governed by a Board of Trustees (Directors), supported by a management team led by a Chief Executive. The management team consists of a Finance Manager, a Human Resources Manager, Operations Managers, Registered Managers, Deputy Managers, Facilities Manager, Training Manager and Office Manager. The Chief Executive is responsible for the day to day running of the Charity and is appointed as the Responsible Individual as required by the Care Standards Act and the Essential Standards of Quality and Safety. The Chief Executive, Finance Manager, Human Resources Manager and Operations Managers report directly to the Board of Trustees.

Board of Trustees

The Board of Trustees presently consists of ten members and meets a minimum of four times per annum. The maximum number of trustees is twelve and shall be not less than five. The powers of the Board are defined in the Articles of Association dated 7th January 2014. The Board is made up of members who have a range of experience in areas such as special needs education, finance, psychology, business development, housing and local authority, legal matters and family members of the people we support, who can give an insight into living with people with learning disabilities. The board members provide complimentary skills, experience and knowledge ensuring an objective view in any management discussion.

The Board has two sub-groups being Finance and Development and Quality Assurance and Policy: both made up of Trustees and are supported by the management team. The Sub-Groups have delegated powers and agreed Terms of Reference and report to the Full Board of Trustees. Following a Governance review held in October 2023, each trustee is also allocated to the development of one of the following 8 areas of good governance as defined by NCVO; Foundation principle, Organisational purpose, Leadership, Integrity, Decision making, risk and control, Board effectiveness, Equality, diversity and inclusion and Open & accountable.

Trustees are openly recruited through the use of the Charity website, the national REACH volunteering website and network, social media and direct promotional mailings to families of those supported by the charity as well as through 'word of mouth'. The skills required from new Trustees are identified by analysing the Trustee skills audit held by the charity. Potential Trustees expressing an interest in the role are invited to hold informal discussions with the Chief Executive, attend an informal meeting with the Chair and or Vice Chair of Trustees prior to attending Board and subcommittee meetings as an observer. References are taken up and a full DBS check obtained for any Trustee considered for appointment. Any prospective Trustee brought on to the Board during the year is co-opted by the Trustees until they are formally proposed and elected to the role at the next AGM.

NEW DIRECTIONS (RUGBY) LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

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:

J Jarman

S Barhey

A Giles

L Hanson

P Hughes

J Phillips

D Rayner

M Sedgley

K Ward

(Appointed 27 May 2025 and resigned 8 October 2025)

S Back

(Resigned 9 September 2024)

A Canale-Parola (Chair)

Regulation, Compliance and Funders

As a provider of supported living, respite, supported housing and residential care services the Charity is subject to regulations set out by the Care Quality Commission. The Charity is subject to planned and unplanned inspections to ensure that all regulations are complied with. The Chief Executive reports the findings of all inspection reports to the Board and any action taken or needed. In complying with the Essential Standards of Quality and Safety from the Care Quality Commission, the Trustees are of the opinion that all risks relating to the activities of the Charity have been identified and robust systems and procedures are in place to manage those risks.

The Charity works closely with the Local Authority, Warwickshire County Council and the National Health Service in the form of the Integrated Commissioning Board (ICB). Most customers are financed by fees paid by either Warwickshire County Council or the ICB. The Charity has developed good working relationships with Warwickshire County Council and the ICB and has developed innovative services and accommodation in line with the needs of the people it supports and commissioning intentions. Some customers also pay out of their own personal budgets.

Structure, Governance and Management

The Chief Executive is responsible for ensuring that all the financial controls are in place. The Finance Manager carries out the day-to-day functions and is responsible to the Chief Executive.

Major financial decisions are made by the Board of Trustees.

The Board has confirmed its compliance with the Good Governance Code of Practice as recommended by the Charity Commission. This includes internal controls, financial, governance and risk management, whistle-blowing, equality and diversity, performance appraisal, clarity of roles and measures to avoid personal benefit or conflicts of interest.

NEW DIRECTIONS (RUGBY) LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Pay and remuneration of key management

All key management posts have salary scales in place informed by benchmarking data and/or the benchmarking advice of our external HR advisors. Progression through each salary scale is subject to a performance review process and is dependent upon the achievement of targets, overall contribution to the company's strategic objectives and financial affordability. All posts are regularly checked against the social care market locally and regionally to ensure competitiveness and our ability to effectively recruit.

Pay uplifts are agreed across the organisation each year by the Trustees as part of the charity's budget-setting process and applied from April each year. Annual pay uplifts are dependent upon the financial uplifts received from our funders, principally Warwickshire County Council and the Integrated Care Board. As pay uplifts are applied across the whole organisation, this ensures that the differentiation between roles and responsibilities is protected and a clear progression route is maintained.

Risk management

The Trustees have a duty to identify and review the risks to which the Charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The Charity has a risk strategy in place along with a detailed risk register ensuring that the risks are identified, assessed and managed. Significant risks to the charity are reviewed by the Trustees at every Board meeting.

Risks are grouped into Strategic, Compliance, Operational, Financial and Reputational risks. Each risk is rated for its impact and likelihood of occurring given any mitigating actions already taken.

At the time of the report, principal risks identified scoring 3 or above on a scale of 1-5 included; reducing voids within supported living premises, reducing agency costs and engaging with the Fair Pay Agreement consultation for social care.

The Board has in place clear monitoring and reporting requirements for each of these risks to ensure that, supported living voids are kept within the targets set by the budget for 2025/6, that agency costs steadily reduce and that the charity actively engages in local and national consultations so that any resulting fair pay agreement is applied to all care workers equally and that local authorities are financially resourced in order that all providers can meet any resulting additional costs.

Each of these three principal risks are RAG rated as Amber and scored at 3 on the 1-5 scale. None of these risks is currently expected to adversely affect the financial performance or position of the charity going forward.

NEW DIRECTIONS (RUGBY) LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Statement of Trustees' responsibilities

The Trustees, (who are also the directors of New Directions (Rugby) Limited 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that 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.

Auditor

Burgis & Bullock were appointed as auditor to the company during the period. The auditors will be proposed for re-appointment at the forthcoming Annual General Meeting. This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Disclosure of information to auditor

In so far as the trustees are aware:

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

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



J Jarman

Trustee

Date: 18.11.25

NEW DIRECTIONS (RUGBY) LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF NEW DIRECTIONS (RUGBY) LIMITED

Opinion

We have audited the financial statements of New Directions (Rugby) Limited (the 'Charity') for the year ended 31 March 2025 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 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the 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 Charity'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.

NEW DIRECTIONS (RUGBY) LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF NEW DIRECTIONS (RUGBY) LIMITED

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information 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 Charity 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.

NEW DIRECTIONS (RUGBY) LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF NEW DIRECTIONS (RUGBY) LIMITED

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.

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

We gained an understanding of the legal and regulatory framework applicable to the Charity and the industry in which it operates and assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Based on our understanding of the Charity and industry we identified that the principal risk of non-compliance with laws and regulations related to breaches of Health & Social Care Acts, Human Rights Act, Safeguarding, Mental Capacity Act, Health & Safety and Environmental Regulations, GDPR, Charities Act 2011, Companies Act 2006 and UK Employment Law. We also evaluated management incentive and opportunities for fraudulent manipulations of the financial statements.

NEW DIRECTIONS (RUGBY) LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF NEW DIRECTIONS (RUGBY) LIMITED

Audit procedures performed included:

- Reviewing returns made to Companies House, HMRC and the Charities Commission;
- Reviewing board minutes for any evidence of breaches of laws and regulations or fraudulent activity not otherwise disclosed to the auditors;
- Discussions with management, including consideration of known or suspected incidences of non-compliance with laws and regulation and fraud;
- Identifying and assessing the design effectiveness of controls in management have in place to prevent and detect fraud;
- Challenging assumptions and judgments made by management in their significant accounting estimates and assessing if these indicate evidence of management bias;
- Reviewing the accounting records for large and unusual journal entries and testing any identified and in particular the rationale for any transactions outside the Charity's charitable activities;
- Reviewing the accounting records for large and unusual bank payments and testing any identified and in particular the rationale for any transactions outside the Charity's charitable activities;
- Testing a sample of debit entries in the income & expenditure account to check they are bona-fide costs of the Charity and in line with the charitable objectives;

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

A further description of our responsibilities 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.

WA Hubbard

Wende Hubbard FCCA (Senior Statutory Auditor)

For and on behalf of Burgis & Bullock, Statutory Auditor

Chartered Accountants

23-25 Waterloo Place

Leamington Spa

Warwickshire

CV32 5LA

Date: *18th November 2025*

NEW DIRECTIONS (RUGBY) LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

Current financial year		Unrestricted funds general 2025	Unrestricted funds designated 2025	Restricted funds 2025	Total 2025	Total 2024 as restated
	Notes	£	£	£	£	£
Income from:						
Donations and legacies	3	-	1,916	30,800	32,716	29,243
Charitable activities	4	6,885,031	-	-	6,885,031	5,572,616
Investments	5	212	-	-	212	3,250
Total income		<u>6,885,243</u>	<u>1,916</u>	<u>30,800</u>	<u>6,917,959</u>	<u>5,605,109</u>
Expenditure on:						
Charitable activities	6	6,642,557	5,788	1,874	6,650,219	5,582,930
Total expenditure		<u>6,642,557</u>	<u>5,788</u>	<u>1,874</u>	<u>6,650,219</u>	<u>5,582,930</u>
Net income/(expenditure)		242,686	(3,872)	28,926	267,740	22,179
Net movement in funds	8	242,686	(3,872)	28,926	267,740	22,179
Reconciliation of funds:						
Fund balances at 1 April 2024		3,466,561	321,791	2,470	3,790,822	3,768,643
Fund balances at 31 March 2025		<u>3,709,247</u>	<u>317,919</u>	<u>31,396</u>	<u>4,058,562</u>	<u>3,790,822</u>

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

NEW DIRECTIONS (RUGBY) LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

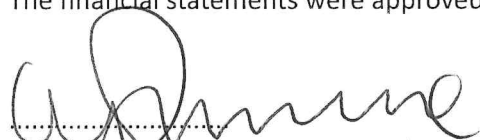
Prior financial year		Unrestricted funds general 2024 as restated £	Unrestricted funds designated 2024 as restated £	Restricted funds 2024 as restated £	Total 2024 as restated £
	Notes				
Income from:					
Donations and legacies	3	19,615	9,628	-	29,243
Charitable activities	4	5,572,616	-	-	5,572,616
Investments	5	3,250	-	-	3,250
Total income		<u>5,595,481</u>	<u>9,628</u>	-	<u>5,605,109</u>
Expenditure on:					
Charitable activities	6	5,572,171	7,010	3,749	5,582,930
Total expenditure		<u>5,572,171</u>	<u>7,010</u>	<u>3,749</u>	<u>5,582,930</u>
Net income/(expenditure)		23,310	2,618	(3,749)	22,179
Transfers between funds		162,540	(62,540)	(100,000)	-
Net movement in funds	8	185,850	(59,922)	(103,749)	22,179
Reconciliation of funds:					
Fund balances at 1 April 2023		3,280,711	381,713	106,219	3,768,643
Fund balances at 31 March 2024		<u>3,466,561</u>	<u>321,791</u>	<u>2,470</u>	<u>3,790,822</u>

NEW DIRECTIONS (RUGBY) LIMITED

BALANCE SHEET AS AT 31 MARCH 2025

	Notes	2025		2024 as restated	
		£	£	£	£
Fixed assets					
Tangible assets	12		5,465,576		5,422,529
Current assets					
Debtors	13	1,164,618		755,580	
Cash at bank and in hand		416,057		574,827	
			1,580,675		1,330,407
Creditors: amounts falling due within one year	15		(523,447)		(2,542,836)
Net current assets/(liabilities)			1,057,228		(1,212,429)
Total assets less current liabilities			6,522,804		4,210,100
Creditors: amounts falling due after more than one year	17		(2,464,242)		(419,278)
Net assets			4,058,562		3,790,822
The funds of the Charity					
Restricted income funds	19		31,396		2,470
Unrestricted funds - general	21		3,709,247		3,466,561
Unrestricted funds - designated	20		317,919		321,791
			4,058,562		3,790,822

The financial statements were approved by the Trustees on 18.11.25



A Canale-Parola (Chair)

Trustee

Company registration number 02647131 (England and Wales)

NEW DIRECTIONS (RUGBY) LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

		2025		2024	
	Notes	£	£	as restated £	£
Cash flows from operating activities					
Cash generated from operations	25	171,420		12,672	
Interest paid		(189,148)		(172,776)	
Net cash used in operating activities			(17,728)		(160,104)
Investing activities					
Purchase of tangible fixed assets		(83,668)		(1,177,921)	
Investment income received		212		3,250	
Net cash used in investing activities			(83,456)		(1,174,671)
Financing activities					
Proceeds from new bank loans		2,150,000		1,189,917	
Repayment of bank loans		(2,207,586)		(55,675)	
Net cash (used in)/generated from financing activities			(57,586)		1,134,242
Net decrease in cash and cash equivalents			(158,770)		(200,533)
Cash and cash equivalents at beginning of year			574,827		775,360
Cash and cash equivalents at end of year			416,057		574,827

NEW DIRECTIONS (RUGBY) LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Charity information

New Directions (Rugby) Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Richmond Lodge, 27 Bilton Road, Rugby, Warwickshire, CV22 7AN.

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" 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)". 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. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Prior period restatement

The prior year has been restated to correct certain designated funds that had been historically classified as restricted funds in error; support and governance costs that had not been apportioned over charitable activities; agency staff costs that had been incorrectly included in wages and salaries; operating lease commitments that were incorrectly disclosed, mortgage loan interest that had not been allocated to the correct charitable activity; to include custodial assets held as appointee on behalf of services users previously not included; irrecoverable bad debts not provided for and bank loans incorrectly shown as payable after five years and not correctly split between due within one year and after one year.

The effect of the adjustment to include custodial assets held as appointee on behalf of service users is an increase in cash at bank brought forward of £82,448 as at the 31 March 2024, and an increase in other creditors for the same amount.

The effect of the correction of certain designated funds is a reduction in restricted funds brought forward of £56,283 as at the 1 April 2024, a reduction in unrestricted funds brought forward of £265,508 as at the 1 April 2024 and an increase in designated funds of £321,791.

The effect of the irrecoverable bad debt adjustment is a reduction in unrestricted reserves brought forward of £113,280 as at the 1 April 2024 and an increase in bad debt provision brought forward for the same amount. In addition there is a reduction in income for year ended 31 March 2024 of £113,280.

NEW DIRECTIONS (RUGBY) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.3 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. At 31 March 2025, the charity had loan facilities totalling £2,568,057 which mature in July 2026. The Trustees are confident that these facilities can be refinanced on similar terms and therefore continue to adopt the going concern basis of accounting in preparing the financial statements.

1.4 Charitable funds

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

Designated funds comprise funds which have been set aside at the discretion of the Trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors or grantors 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.

1.5 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. Income for charitable activities is measured at the fair value of the consideration received or receivable and represents amounts receivable for services provided.

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.

Grant 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.

NEW DIRECTIONS (RUGBY) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.6 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.

1.7 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 land and buildings	not depreciated
Leasehold land and buildings	period of the lease
Fixtures and fittings	25% on straight line basis
Motor vehicles	25% on straight line basis

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.

The trustees consider that the freehold buildings are maintained in such a state of repair that their residual value is at least equal to their net book value. As a result, the corresponding depreciation would not be material and therefore is not charged in the Statement of Financial Activities.

1.8 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).

1.9 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.

NEW DIRECTIONS (RUGBY) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.10 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.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

NEW DIRECTIONS (RUGBY) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.12 Retirement benefits

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

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.

Support cost allocation

Support costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resources. Costs relating to a particular activity are allocated directly.

Bad debt provision

The charity makes an estimate of the recoverability of trade and other debtors. This involves assessing the likelihood of collection based on historical experience and specific knowledge of individual debtor circumstances. Actual outcomes may differ from these estimates. The bad debt provision at 31st March 2025 amounts to £190,580 (2024: restated £113,280).

NEW DIRECTIONS (RUGBY) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

3 Income from donations and legacies (Continued)

Government grants

Of the £30,800 grants received during the year, £800 were government funded.

4 Income from charitable activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 as restated £
Residential care		
Residential services	1,930,877	1,127,323
Supported living		
Home care/Supported living	3,105,165	2,714,110
Respite care		
Respite care	314,928	277,858
Community choices network		
Day opportunities	575,792	493,807
Supported living rentals		
Rental income	958,269	959,518
	6,885,031	5,572,616
	6,885,031	5,572,616

5 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	212	3,250
	212	3,250

NEW DIRECTIONS (RUGBY) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

6 Expenditure on charitable activities

	Residential care	Supported living	Respite care	Community choices network	Supported living rentals	Total
	2025	2025	2025	2025	2025	2025
	£	£	£	£	£	£
Direct costs						
Staff costs	1,111,451	2,639,609	210,297	315,513	274,992	4,551,862
Depreciation and impairment	6,873	-	-	4,440	-	11,313
Other costs	33,843	18,093	3,310	18,189	13,873	87,308
Rent	-	-	-	21,000	458,572	479,572
Agency staff	60,759	217,648	19,163	-	-	297,570
Mortgage interest	189,148	-	-	-	-	189,148
Property maintenance and cleaning	59,529	5,106	3,458	5,594	68,380	142,067
Rates and utilities	29,224	5,343	6,154	10,948	37,061	88,730
Food and household	48,414	3,281	7,309	2,180	613	61,797
	<u>1,539,241</u>	<u>2,889,080</u>	<u>249,691</u>	<u>377,864</u>	<u>853,491</u>	<u>5,909,367</u>
Share of support and governance costs (see note 7)						
Support	150,271	497,621	26,260	60,135	6,565	740,852
	<u>1,689,512</u>	<u>3,386,701</u>	<u>275,951</u>	<u>437,999</u>	<u>860,056</u>	<u>6,650,219</u>
Analysis by fund						
Unrestricted funds - general	1,682,150	3,386,401	275,951	437,999	860,056	6,642,557
Unrestricted funds - designated	5,488	300	-	-	-	5,788
Restricted funds	1,874	-	-	-	-	1,874
	<u>1,689,512</u>	<u>3,386,701</u>	<u>275,951</u>	<u>437,999</u>	<u>860,056</u>	<u>6,650,219</u>

NEW DIRECTIONS (RUGBY) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

6 Expenditure on charitable activities	(Continued)					
Previous year:	Residential care	Supported living	Respite care	Community choices network	Supported living rentals	Total
	2024	2024	2024	2024	2024	2024
	as restated	as restated	as restated	as restated	as restated	as restated
	£	£	£	£	£	£
Direct costs						
Staff costs	724,647	2,422,312	171,241	271,141	237,428	3,826,769
Depreciation and impairment	3,289	-	-	4,382	-	7,671
Other costs	345,896	11,228	31,928	54,917	317,239	761,208
Mortgage interest	172,776	-	-	-	-	172,776
	1,246,608	2,433,540	203,169	330,440	554,667	4,768,424
Share of support and governance costs (see note 7)						
Support	172,511	530,481	40,764	64,729	6,021	814,506
	1,419,119	2,964,021	243,933	395,169	560,688	5,582,930
	1,419,119	2,964,021	243,933	395,169	560,688	5,582,930
Analysis by fund						
Unrestricted funds - general	1,409,910	2,963,021	243,933	394,619	560,688	5,572,171
Unrestricted funds - designated	5,460	1,000	-	550	-	7,010
Restricted funds	3,749	-	-	-	-	3,749
	1,419,119	2,964,021	243,933	395,169	560,688	5,582,930
	1,419,119	2,964,021	243,933	395,169	560,688	5,582,930

NEW DIRECTIONS (RUGBY) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

7 Support costs allocated to activities	2025	2024
	£	£
Staff costs	452,139	388,098
Depreciation	29,308	45,526
Other employment costs	28,868	45,619
Health, safety and cleaning	16,119	34,670
Rent, rates and utilities	14,039	14,732
Insurance	49,224	32,012
Property costs	9,071	10,346
Motor and travel expenses	4,572	18,384
Computer, telephone and postage	75,379	74,597
Marketing and advertising	16,035	24,155
Bank interest	3,181	4,510
Sundry	5,589	6,259
Governance costs	37,328	25,260
Other costs	-	90,338
	<u>740,852</u>	<u>814,506</u>
Analysed between:		
Residential care	150,271	172,511
Supported living	497,621	530,481
Respite care	26,260	40,764
Community choices network	60,135	64,729
Supported living rentals	6,565	6,021
	<u>740,852</u>	<u>814,506</u>

Support costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resources. Costs relating to a particular activity are allocated directly.

8 Net movement in funds	2025	2024
	£	£
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	12,750	4,620
Depreciation of owned tangible fixed assets	40,621	53,197
	<u>53,371</u>	<u>57,817</u>

NEW DIRECTIONS (RUGBY) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

9 Trustees

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

10 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Senior managers	3	3
Care managers	3	3
Administrative staff	5	9
Support staff	183	135
	194	150
	194	150

Employment costs

	2025 £	2024 as restated £
Wages and salaries	4,525,508	3,841,711
Social security costs	386,768	296,799
Other pension costs	91,725	76,357
	5,004,001	4,214,867
	5,004,001	4,214,867

Year ended 31 March 2024 employment costs have been restated to re-allocate agency staff costs.

As at 31 March 2025, there were 146 (2024: 125) full time equivalent employees.

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

	2025 Number	2024 Number
£70,001 to £80,000	-	1
£80,001 to £90,000	1	-
	1	1
	1	1

NEW DIRECTIONS (RUGBY) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

10 Employees (Continued)

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2025	2024
	£	£
Aggregate compensation	215,380	174,823
	215,380	174,823

11 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

12 Tangible fixed assets

	Freehold land and buildings	Leasehold land and buildings	Fixtures and fittings	Motor vehicles	Total
	£	£	£	£	£
Cost					
At 1 April 2024	5,307,007	44,025	213,372	61,854	5,626,258
Additions	8,600	-	49,363	25,705	83,668
	5,315,607	44,025	262,735	87,559	5,709,926
At 31 March 2025	5,315,607	44,025	262,735	87,559	5,709,926
	5,315,607	44,025	262,735	87,559	5,709,926
Depreciation and impairment					
At 1 April 2024	-	38,809	114,526	50,394	203,729
Depreciation charged in the year	-	4,440	29,309	6,872	40,621
	-	43,249	143,835	57,266	244,350
At 31 March 2025	-	43,249	143,835	57,266	244,350
	-	43,249	143,835	57,266	244,350
Carrying amount					
At 31 March 2025	5,315,607	776	118,900	30,293	5,465,576
	5,315,607	776	118,900	30,293	5,465,576
At 31 March 2024	5,307,007	5,216	98,846	11,460	5,422,529
	5,307,007	5,216	98,846	11,460	5,422,529

NEW DIRECTIONS (RUGBY) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

13 Debtors	2025	2024
Amounts falling due within one year:	£	£
Trade debtors	995,901	636,167
Other debtors	-	700
Prepayments and accrued income	168,717	118,713
	1,164,618	755,580
	1,164,618	755,580

14 Loans and overdrafts	2025	2024
	£	as restated £
Bank loans	2,568,057	2,625,642
	2,568,057	2,625,642
	2,568,057	2,625,642
Payable within one year	103,815	2,206,364
Payable after one year	2,464,242	419,278
	2,464,242	419,278
	2,464,242	419,278

The bank loans are secured on Richmond Lodge, 27 Bilton Road, Rugby CV22 7AN, Poppy Place, 1-3 Alfred Street, Rugby CV21 2EL, Daisy Court, 1A Market Street, Rugby CV21 3HG and 30 Vicarage Road, Rugby CV22 7AJ, together with a fixed and floating charge over all the charity's other assets.

The loan facilities mature in July 2026. The trustees are confident that these facilities can be refinanced on similar terms.

Interest was paid on the loan during the year amounting to £189,148 (2024: £172,776).

NEW DIRECTIONS (RUGBY) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

15 Creditors: amounts falling due within one year

		2025	2024
	Notes	£	as restated £
Bank loans	14	103,815	2,206,364
Other taxation and social security		74,264	69,762
Trade creditors		58,314	28,027
Other creditors		104,121	87,901
Accruals and deferred income		182,933	150,782
		523,447	2,542,836
		523,447	2,542,836

16 Cash held on behalf of service users

Included within other creditors is £85,796 (2024: £82,449) of cash at bank held in bank accounts in the name of charity but operated in the charity's capacity as appointees of certain service users.

17 Creditors: amounts falling due after more than one year

		2025	2024
	Notes	£	as restated £
Bank loans	14	2,464,242	419,278
		2,464,242	419,278

18 Retirement benefit schemes

		2025	2024
		£	£
Defined contribution schemes			
Charge to profit or loss in respect of defined contribution schemes		91,725	76,357
		91,725	76,357

The Charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the Charity in an independently administered fund.

NEW DIRECTIONS (RUGBY) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

19 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held subject to specific conditions by donors as to how they may be used.

	At 1 April 2024 as restated £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2025 £
Transport fund	595	-	-	-	595
Respite hoist fund	-	5,000	-	-	5,000
Vehicle fund	1,875	-	(1,874)	-	1
Minibus fund	-	25,800	-	-	25,800
	<u>2,470</u>	<u>30,800</u>	<u>(1,874)</u>	<u>-</u>	<u>31,396</u>
Previous year:	At 1 April 2023 as restated £	Incoming resources as restated £	Resources expended as restated £	Transfers as restated £	At 31 March 2024 as restated £
Transport fund	595	-	-	-	595
Vehicle fund	5,624	-	(3,749)	-	1,875
Daisy Court fund	100,000	-	-	(100,000)	-
	<u>106,219</u>	<u>-</u>	<u>(3,749)</u>	<u>(100,000)</u>	<u>2,470</u>

Restricted and designated funds brought forward have been reclassified to reflect the correct nature of these funds.

NEW DIRECTIONS (RUGBY) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

20 Unrestricted funds - designated

These are unrestricted funds which are material to the Charity's activities.

	At 1 April 2024 as restated £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2025 £
Other immaterial funds	7,893	501	(300)	-	8,094
Day opportunities fund	5,745	815	-	-	6,560
Respite fund	10,189	600	-	-	10,789
Hardship benevolent fund	11,651	-	-	-	11,651
Poppy Place fund	20,805	-	(5,488)	-	15,317
Development and maintenance fund	265,508	-	-	-	265,508
	<u>321,791</u>	<u>1,916</u>	<u>(5,788)</u>	<u>-</u>	<u>317,919</u>
Previous year:	At 1 April 2023 as restated £	Incoming resources as restated £	Resources expended as restated £	Transfers as restated £	At 31 March 2024 as restated £
Other immaterial funds	8,878	15	(1,000)	-	7,893
Day opportunities fund	5,795	500	(550)	-	5,745
Respite fund	1,076	9,113	-	-	10,189
Hardship benevolent fund	11,651	-	-	-	11,651
Poppy Place fund	26,265	-	(5,460)	-	20,805
COVID recovery fund	62,540	-	-	(62,540)	-
Development and maintenance fund	265,508	-	-	-	265,508
	<u>381,713</u>	<u>9,628</u>	<u>(7,010)</u>	<u>(62,540)</u>	<u>321,791</u>

Other immaterial funds consist of six balances, being, communal assets fund, hardship benevolent fund, Queens Court fund, Kings Court fund, Gateway fund, supported living garden fund and Daisy Court fund.

NEW DIRECTIONS (RUGBY) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

21 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2024 as restated	Incoming resources	Resources expended	Transfers	At 31 March 2025
	£	£	£	£	£
General funds	3,466,561	6,885,243	(6,642,557)	-	3,709,247
	<u>3,466,561</u>	<u>6,885,243</u>	<u>(6,642,557)</u>	<u>-</u>	<u>3,709,247</u>
Previous year:	At 1 April 2023	Incoming resources as restated	Resources expended	Transfers	At 31 March 2024 as restated
	£	£	£	£	£
General funds	3,280,711	5,595,481	(5,572,171)	162,540	3,466,561
	<u>3,280,711</u>	<u>5,595,481</u>	<u>(5,572,171)</u>	<u>162,540</u>	<u>3,466,561</u>

22 Analysis of net assets between funds

	Unrestricted funds general 2025	Unrestricted funds designated 2025	Restricted funds 2025	Total 2025
	£	£	£	£
At 31 March 2025:				
Tangible assets	5,460,988	4,588	-	5,465,576
Current assets/(liabilities)	712,501	313,331	31,396	1,057,228
Long term liabilities	(2,464,242)	-	-	(2,464,242)
	<u>3,709,247</u>	<u>317,919</u>	<u>31,396</u>	<u>4,058,562</u>

NEW DIRECTIONS (RUGBY) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

22 Analysis of net assets between funds

(Continued)

	Unrestricted funds general 2024 as restated £	Unrestricted funds designated 2024 as restated £	Restricted funds 2024 as restated £	Total 2024 as restated £
At 31 March 2024:				
Tangible assets	5,411,069	9,586	1,874	5,422,529
Current assets/(liabilities)	(1,525,230)	312,205	596	(1,212,429)
Long term liabilities	(419,278)	-	-	(419,278)
	<u>3,466,561</u>	<u>321,791</u>	<u>2,470</u>	<u>3,790,822</u>

23 Operating lease commitments

Lessee

The operating lease payments represent rentals payable by the company for certain of its properties. Leases are negotiated for an average term of 10 years and rentals are fixed with rent reviews taking place on average every 3 years.

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:

	2025 £	As restated 2024 £
Within one year	458,930	458,930
Between two and five years	1,585,278	1,585,248
In over five years	511,788	650,974
	<u>2,555,996</u>	<u>2,695,152</u>

Operating lease commitments are restated to correct an error disclosed within the financial year ended 31 March 2024 amounts falling due between two and five years.

NEW DIRECTIONS (RUGBY) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

24 Related party transactions

There were no disclosable related party transactions during the year (2024 - none).

25 Cash generated from operations	2025 £	2024 £ as restated
Surplus for the year	267,740	22,179
Adjustments for:		
Investment income recognised in statement of financial activities	(212)	(3,250)
Depreciation and impairment of tangible fixed assets	40,621	53,197
Interest paid	189,148	172,776
Movements in working capital:		
(Increase) in debtors	(409,038)	(190,206)
Increase/(decrease) in creditors	83,160	(42,024)
Cash generated from operations	171,419	12,672

26 Analysis of changes in net (debt)/funds

	At 1 April 2024 as restated £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	574,827	(158,770)	416,057
Loans falling due within one year	(2,206,364)	2,102,549	(103,815)
Loans falling due after more than one year	(419,278)	(2,044,964)	(2,464,242)
	(2,050,815)	(101,185)	(2,152,000)