

Annual Report

Community Integrated Care's Annual
Report for the financial year 2021/22





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1.1 The Voice of the People We Support and their Families

Our Quality Advisors are a group of people we support, who are employed by the Charity as experts in providing feedback on the care and support delivered by the Charity. Pre-pandemic, their primary role was to visit services and complete quality audits, providing the Charity with the benefit of their experience and wisdom.

During the year, they have continued with their audits, which have been facilitated remotely via Teams. In recent months, they have been able to visit services again and have welcomed the opportunity to meet with people in person once again and see at first-hand the support they are being given. They have also continued to support with policy development and the creation of accessible information, both in the form of video presentations and written pieces. They have also supported the Care and Support Plan project,

sharing their insight into what makes a good support plan and what they want/don't want from support staff, and assisted with the induction of the new Assessment and Intervention Practitioner team.

A new Participation Specialist has recently been recruited, who will be supporting the Quality Advisors in setting-up VOICE groups in every region, starting in the South region. These groups will allow the Charity to hear from the people supported and their families, with the objective of improving the standard and delivery of care still further.





1.2

GameChangers Statement

GameChangers is the Charity's employee forum, made up of sixty colleagues from around the organisation who represent the views of their colleagues on the issues that matter to them most. They play a key role in supporting and advising the Executive Team and Senior Leadership Team on a variety of topics and projects.

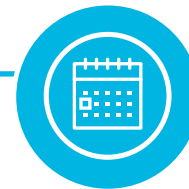
During the year, as well as recruiting and training its own new members, GameChangers has supported a wide range of business-critical projects, including:



Reviewing and testing learning modules and experiences for the new Capability Framework, as well as supporting the brand identity for this project.



Supporting the Executive Team with the communication and cascade of the workforce investment in pay and wellbeing.



Reviewing and amending policies affecting holidays for people supported.



Reviewing and amending mileage rates in response to the cost-of-living crisis.



Supporting the Self-Directed Teams Project pilot.

In October 2022, GameChangers will host a presentation stand at the Charity's Best Lives Possible Roadshow for Leaders, with a view to encouraging further participation and engagement with the forum across the organisation.

1.3

Chair's Statement

The year 2021/22 has been the most challenging year in our history - a statement which some of our friends and colleagues might feel still doesn't quite set the scale of the challenges faced up to and dealt with.

Libby Raper,
Chair, Board of Trustees,
Community Integrated Care

So, let me start again by saying thank you to everyone involved for their resilience and courage in keeping so many safe and well, whilst acknowledging the severe challenges that the Covid-19 pandemic has brought.

I would like to take this opportunity to focus on a few areas of our work, which have a particular resonance with me, and on which further details are set out within this report.

Developing our ability to actively seek out and hear the voices of the people we support, as well as colleagues, is hugely important, and so it has been a personal pleasure to have been able to visit services again and to join one of our leadership development programmes. We now open each Board meeting with a perspective from the frontline, and together with greater Trustee involvement with our influential GameChangers forum, we are better able to benefit from important insights and challenges.

Not least in our achievements throughout the year has been the work to refresh our ambitious strategy - the heart of which is to get even better at improving the lives of everyone we support. I would like to pay tribute to my fellow Trustees and to Mark Adams and his Executive Team, for the significant work they have done on this, which has been even more impressive during a time of pandemic.

The focus we have on improving the working lives of colleagues is a key priority, and I was pleased that our Charity was in a position to deliver a very significant pay and wellbeing investment. We are committed to calling for fair and just pay and recognition for colleagues,

and our work with sector partners to highlight this continues.

I am keen that our work in the area of diversity and inclusion brings real and lasting change and I am very encouraged by the efforts we are putting into delivering our equality, diversity and inclusion plan - "A Place I Belong".

Finally, I would like to say a specific thank you to those Trustees who finished their term of service during the year. We are sorry to have said farewell, but we are hugely grateful for their advice, guidance and challenge over the years. In welcoming new Trustees to the Board, I am confident that our governance will be refreshed and that our bold ambitions will be in good hands.

Let us look forward to the coming year with confidence and a realistic sense of excitement around developments yet to come.

1.4

Chief Executive Officer's Statement

It is my privilege to showcase in this report the incredible achievements of the Charity during 2021/22. Despite adversity, our Charity has triumphed – not only in keeping people safe and well, but by innovating, creating life-changing experiences and investing heavily in our colleagues.

Mark Adams,
CEO, Community
Integrated Care

Like the year before it, 2021/22 has proved to be a journey of many ups and downs. Whilst we witnessed the huge success of the UK's vaccination roll-out, our Charity endured further waves of Covid-19 and, devastatingly to us all, lost more treasured members of the Community Integrated Care family.

In March 2021, one year on from the first national lockdown, we joined the country in marking the National Day of Reflection - a poignant moment that will forever live in our memories. We paid tribute to the much-loved people that we have lost throughout the pandemic by launching our own Community Integrated Care Memory Wall, to ensure their legacies live on.

In September 2021, we said farewell to our Older Peoples (EachStep) services, as they embarked on a new future, transferring to a specialist care provider. After delivering older people's care in our communities for the last three decades, this was a bittersweet moment in our Charity's history, and for me personally. Whilst we hope a positive move for everyone involved, it goes without saying that it was exceptionally sad to say goodbye to our incredible teams. I would therefore like to thank everyone again for their dedication and commitment and wish them the very best for the future.

Throughout all this, thanks to the unrelenting efforts of our people, our Charity has rallied on. A key highlight for me has been our continued fight for fair pay for social care, something you can read more about in the early chapters of this report. In July 2021, we launched our landmark "Unfair To Care" report, which was a significant step in this journey. Our social care workers deliver an essential role in society, they are highly skilled, technical and responsible, doing complex work every day, but their pay does not reflect this. I would like to thank our colleagues who bravely opened-up about the financial hardships they have faced, our partners for supporting us and

sharing in this research, and every single person in our communities who contacted their MP and shared our 'Unfair To Care' report in their own personal networks.

It has also been an honour in 2021 to oversee the development of a brand-new five-year organisational strategy – Best Lives Possible.

Best Lives Possible is a promise to the people we support, and the people who support them, as well as a reminder to everyone else, of why we exist. By evolving our brilliant We Dare strategy and building on the superb work we have already achieved, Best Lives Possible will take our Charity to the next level, elevating everything we do and placing us at the forefront of our sector. You can read more about our bold ambitions in this area within this report.

Witnessing the progress already achieved under our new five-year strategy gives me great pride and excitement for the future. The early chapters of this report chart the first steps in this journey – how we have stood up for our sector, supported our colleagues, innovated in our services and engaged our communities - and I look forward to seeing everything still to come in the years ahead.

Finally, whilst the Covid-19 pandemic continues to present many challenges, I would like to thank each and every one of our colleagues - from our leaders to our frontline teams - for your commitment to Community Integrated Care. I hope that our new, exciting and ambitious plans contribute to the best lives possible for you, too.

However you support the Charity, whether you are a family member or loved one, a partner, a commissioner or a care professional, I hope this report provides you with insight into some of the Charity's most memorable moments of 2021/22.



1.5 Our Vision, Purpose and Values

We believe that having a disability should not mean exclusion from opportunity, dignity or equality and our mission is to change lives by delivering world class support to people with care needs and by being a leading employer of exceptional people.

The Charity’s ethos underpins everything it does: we are proud of our people, we care with passion, and we believe in the potential of every person we support and every colleague we employ. Chosen by our people, our vision

statement is simply “Your Life, Your Choice”. We believe this impactful statement sets out what it is we want Community Integrated Care to achieve – a society in which people are in control of their own lives.

The Charity’s ambitious and uncompromising attitude is reflected in its five key values:



INCLUDE

the people we support, our colleagues, partners and the communities we work in



DELIVER

the best possible outcomes for the people we support, our colleagues and the people we work with



ASPIRE

to be the best at what we do



RESPECT

individual choice and promote inclusion, rights and independence



ENABLE

others to fulfil their needs and achieve their aspirations

In conjunction with these values and as part of our strategic plan, the organisation has adopted an ambitious communication strategy to encourage staff to be bold and brave in achieving the Charity’s aims and objectives under the motto of “We Dare” to:

- challenge the expectations and perceptions of the social care sector by delivering world-class support and ambitious models of care;
- enrich the lives of the people we support, their loved ones and the communities we work in;
- ensure that our colleagues, customers and communities receive the best support from our central Support Services;
- champion the amazing people who work in the care sector, to enable them to make the most of their talents;
- speak up for those whose voices are not always heard and challenge discrimination;
- be brave and imaginative in finding new ways to make the world a better place; and
- bring our goals to life by investing our resources in our colleagues, customers and communities.

02

2.1 Welcome our new trustees

2021/22, we were fortunate to gain some remarkable additions to our Board of Trustees and our Executive Team. Welcoming some new names, as well as familiar faces stepping up to fresh challenges, we are excited to see the incredible knowledge, experience and value they bring to the Charity. New Trustees have included:



Wallace Dobbin

Wallace is a senior director with over 30 years' experience in corporate strategy, mergers, acquisitions, governance and risk management. He brings with him a wealth of knowledge from his previous roles in the public sector, including being the former Vice Chair and Senior Independent Director of Gloucestershire Hospitals NHS Foundation Trust and a Trustee of Sir Steve Redgrave's Charitable Trust.

Jay Muthu

Jay is Group Director of People and Organisation Capability at Entain Group. Prior to Entain Group, Jay worked at Virgin Media, Monster.com, Thomson Reuters and VMware. He has designed and delivered award-winning people development initiatives and is a sought-after speaker on leadership, inclusion and employee engagement. As a lifetime wheelchair user, Jay believes that positive role modelling is essential to breaking stereotypes.



Sue Tunmore

Sue is People Director at the Co-op, where she has worked for over five years in a variety of leadership roles. She has valuable experience in change management, business transformation and operating model design. Sue is also a Director for Co-op Legal Services Board and is Chair of Governors for Co-op Academy Clarice Cliff, which provides nursery and primary education to over 400 children.

Mandy Wearne

Mandy is a Non-Executive Director at Liverpool University Hospitals NHS Foundation Trust and has an extensive background in NHS leadership, management, clinical practice and public health. She has held a number of Executive Director roles, including in health care strategy, as well as being Policy Advisor to the Department of Health on the development of social value-led provider models.



We also said goodbye to Philip Smyth, David McIntosh and Heather Tierney-Moore, after many years as members on our Board of Trustees. We are grateful for their expertise, guidance and challenge, as well as their passion and dedication during their time with the Charity.

2.2 Sale of the Older Peoples Services (EachStep) division

The Charity has focused increasingly on independent living services to the extent these now account for over 80% of revenue. Our strategy sees this focus growing and the Charity made the decision to exit the provision of older peoples care and nursing home services, completing the sale of the division on 11 October 2021. We are sad to see that so many brilliant

and dedicated people have left the Charity but believe they have a bright future as part of a dedicated care and nursing home business.

In 2020/21, an impairment was triggered as a result of the impending sale which led to the write down in value of the assets totalling £5.6m. The profit on sale recorded in 2021/22 was £2.0m.

2.3 Best Life Possible

BEST LIVES POSSIBLE

Over the last four years, the Charity's We Dare strategy, has helped us all to focus our collective efforts on transforming the lives of the people we support, our colleagues and the communities in which we work (the "Power of Three"). Now, as we look to evolve and take our next step, we have asked ourselves one simple question - why do we exist? For every single one of us - in every team, every department and at every level - the answer has been the same: so that the people we support, and the people who support them, can live the Best Lives Possible.

This simple yet powerful call to action challenges us all to consider whether our work helps us to deliver the best lives possible for our colleagues, the people we support and our communities and provides a clear focus for our activities. That is not to say we have lost sight of the incredible work of the last five years. We Dare is, and will continue to be, how we express our values with passion at Community Integrated Care and it remains an integral part of the Charity's strategy.



As we set out on this next step in our strategic vision, we do so with a clear desire to deliver the Best Lives Possible for the people we support and our colleagues. In doing so, we aim to set an example to the rest of the sector, by becoming the best provider and employer in social care. This will involve the following stakeholders:



offering our colleagues a career they love, that values and rewards them appropriately, and provides opportunities for learning and personal growth.



partnering with people who choose Community Integrated Care to increase their independence, maximise their potential and fulfil their aspirations with dignity and respect.



helping to shape an inclusive society that recognises people who have support needs as valued citizens and champions the importance of our sector.

The Best Lives Possible strategy is all about preparing and encouraging our frontline colleagues to be as successful as possible. As well as being armed with our We Dare values and focused on our three stakeholders (customers, colleagues and communities), colleagues and people supported will see through various strategic projects and initiatives how the whole of Community Integrated Care is behind them, supporting their efforts to deliver the Best Lives Possible. These projects and initiatives sit under the following four main objectives, the first three of which also reinforce the Power of Three:



Career Opportunities



Service Quality & Innovation



Community Engagement



Sustainable Economics



2.4 Standing Up for Our Sector

Campaigning for change

Over the past decade, the role of the frontline Support Worker has changed substantially, with our colleagues being called upon to apply ever greater levels of skill and understanding.

Commissioned by the Charity and launched in July 2021, our ground-breaking report, "Unfair To Care", provided, for the first time, in-depth evidence that frontline carers receive an unjust deal in comparison to other public funded sectors and broke the stereotype that social care is a "low-skilled" sector. Carried out by independent global experts in job role evaluation, Korn Ferry, the research found that many frontline social care workers are undervalued by as much as 39% - nearly £7,000 per year - in comparison to their peers in equivalent positions in other public funded sectors.

The report called on the Government to:

- Provide an immediate and fair pay rise to all frontline social care workers.
- Deliver a system of fair and objective pay benchmarks and bandings for all social care roles as a matter of urgency.

- Create a wider workforce strategy to make social care a viable, respected, and sustainable career in the longer-term.

The report showed that frontline Support Workers carry a huge weight of responsibility. The role is physically and emotionally demanding, requiring empathy, technical ability, understanding and confidence. In short, it is complex, and not low-skilled and the research demonstrated clearly that colleagues are not paid fairly for the outstanding work they do.

As the social care sector continues to lose approximately 34% of its employees every year, it is clear that the issue of low pay is at the heart of this crisis. We will therefore continue to call for change and fight for fair pay and recognition, because we know our valuable Support Workers deserve so much more.

The report garnered a great deal of publicity, including 2.4 million impressions across social media, a media reach of 54 million people and was shortlisted at the Third Sector Care Awards.

Representing our workforce

Responding to Government proposals, engaging with key political figures and undertaking over forty media interviews during the year, we have been proud to continue our fight for increased recognition, funding and respect for the social care sector.

Shaping social care in Scotland

Our Charity's leadership team took part in the Scottish Government's consultation for a National Care Service, helping to shape the future of social care in Scotland and highlighting the challenges currently faced by our workforce and to ensure their voices were heard.

Open letter to Government

Mark Adams joined former health and care ministers, charities and the UK's largest social care union, in co-signing the Future Social Care Coalition's open letter to the Chancellor of the Exchequer, calling for immediate action on pay in the sector. The letter impressed upon the Chancellor the need to "respect and reward" all working on the "forgotten frontline" of social care.

Party conferences

Coming together with decision makers and key influencers from the social care sector, Teresa Exelby, Chief People Officer, and John Hughes, Director of Communities and Partnerships, joined panels at Future Social Care Coalition sponsored events at the Conservative and Labour Party Conferences. Speaking to politicians directly, they represented the sector's 1.6 million dedicated workforce by highlighting the need for better pay.



Primetime TV

In October 2021, Teresa Exelby, together with North West Regional Manager, Caroline Broughall, featured on the BBC's Newsnight programme, raising awareness of the recruitment challenges

in social care. In November 2021, ITV Tonight's special feature "Social Care: The True Cost" followed a day in the life of Gillian Whittle, a Support Worker at Springwood in Warrington, highlighting the challenges faced by those on the frontline.

2.5 Engaging our colleagues

Investing in our people

Against the backdrop of the one of the most challenging periods in the Charity’s history, teams up and down the country have shown impressive resolve, resilience and selflessness. Even in the face of such adversity, they continued to put first the safety, wellbeing and happiness of the people we support.

In October 2021, the Charity announced a landmark investment of over £5 million in employee pay, reward and wellbeing. This included a new industry-leading hourly rate for Support Workers of £9.70 per hour in England and £10.20 in Scotland, as well as enhanced remuneration for the festive holidays and significant funding for new wellbeing initiatives. This was by far the biggest investment in colleagues made by the Charity, recognising and rewarding the work and effort of colleagues, particularly during the pandemic.

A great place to work

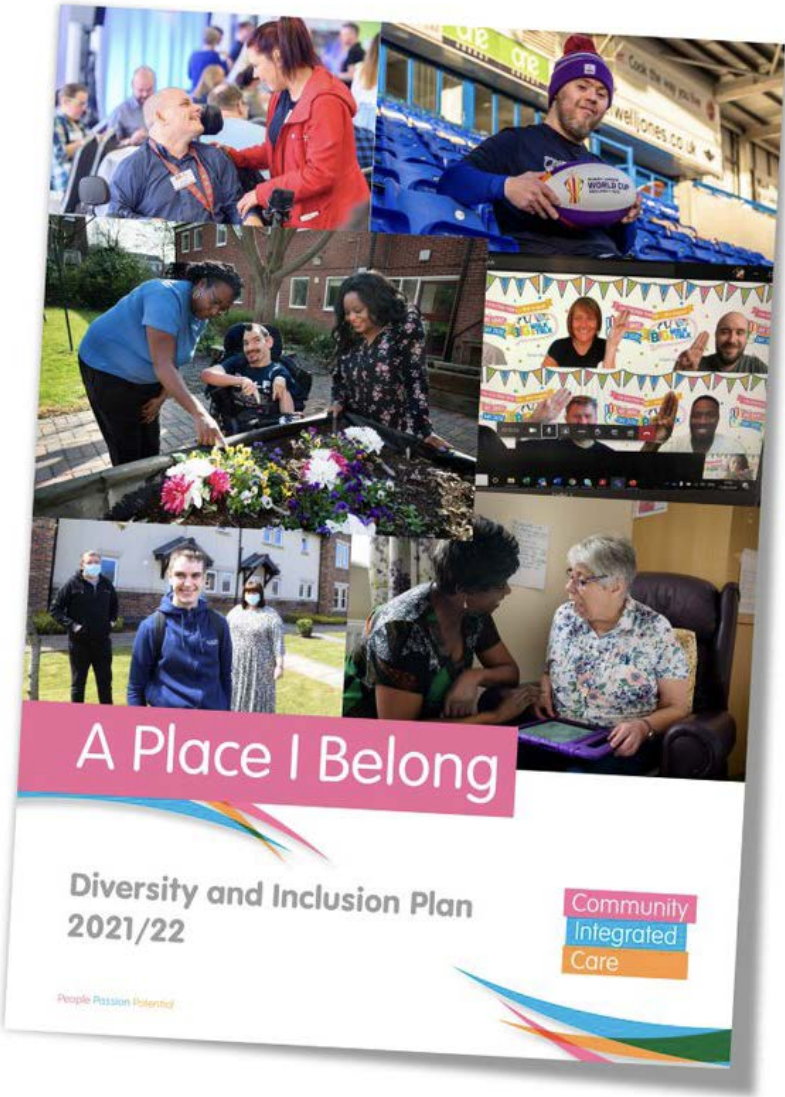
Attracting and retaining the best talent, and being recognised as a great place to work, is something that drives the leadership team in its decision-making. Whether that relates to financial considerations on how best to invest funds or which initiatives and projects are introduced and prioritised, the positive impact on colleagues remains a focus. A great deal of time is spent listening to colleagues to get this right, through regular all-company webinars, surveys, service visits and GameChangers.

Workplace wellbeing

A theme that emerged in 2021/22 as an area that would give Community Integrated Care a point of difference was the approach to colleague wellbeing. As a result, a large part of the investment in colleagues has gone into creating a Wellbeing Strategy, offering colleagues support tailored to them. We have also been proud to embark on a new partnership with Everymind At Work – mental health experts who deliver 24/7 wellbeing support through interactive sessions, training and a market-leading app.

Flexibility works

Due to the pandemic, the world of work has witnessed a seismic change in how and where people work, so the Charity asked itself how it could take a lead in this area. In the summer of 2021, a four-day working week pilot was launched, compressing the working week for office-based colleagues and allowing for more flexible working arrangements. As a result of the success of the pilot, it is intended to roll it out across the leadership team.



A place I belong

As a Charity whose founding ethos is one of inclusion, and with an aim of becoming an employer and provider of choice, the duty to create an organisation that is fair and equal to all is taken very seriously. The Charity values and celebrates the things that make each individual unique, including backgrounds, personality, life experiences and beliefs, whilst also recognising and respecting individual differences. This helps better reflect the needs of the people we support, make more informed decisions and introduce fresh ideas and perspectives.

In June 2021, the Charity launched its first Diversity & Inclusion Plan – “A Place I Belong”. Based on twelve months of listening and learning, plus an in-depth audit carried out by independent experts, The Employer’s Network for Equality & Inclusion, the plan outlines the Charity’s ambitions in this important area. Much has already been delivered, including colleague-led Inclusion Networks and the appointment of the Charity’s first Wellbeing, Diversity & Inclusion Specialist, who will lead the work and deliver on commitments in this area.



Leading the way in professional development

In September 2021, a brand-new colleague development programme was launched called LEAD (Learn, Enable and Deliver). This transformative three-day learning experience has provided frontline leaders with the space to take a step back, reflect and develop their leadership style. The programme has also supported managers in better understanding their role, responsibilities and in being the best they can be, whilst ensuring they focus on both their own and their teams’ wellbeing.

This unique learning experience was created, developed and delivered entirely by the Charity’s in-house Learning & Development team, who, over the course of five months, brought together 100 colleagues across England and Scotland to focus on their personal development. It has become

clear that colleagues are already reaping the rewards of the investment in their professional development, with Gillian Edwards, Service Leader in the Central region, having said... “LEAD was truly training with a difference - I was blown away by how much I learnt about myself over the three days. Since being back in my service, I have definitely noticed that I have been putting into action what I learned, including key skills such as delegation and planning”.

The Learning & Development team are currently working on a brand-new framework, focusing on the skills, knowledge and behaviours needed by colleagues to create the best lives possible for the people we support. Made up of over 300 capabilities, the framework will support the ‘Unfair To Care’ research and colleagues will experience relevant and engaging learning pathways driven by the specific needs of the people they support, their individual goals and outcomes.

Double success at the National Care Awards

The Charity received two prestigious awards at the National Care Awards, with Mark Adams receiving the “Care Leadership” award and North East Advanced Support Worker, Tracy Hamilton, receiving the “Care Champion” award. Tracy was singled out for special mention by the judges for her incredible actions throughout the pandemic, recognising her extraordinary compassion and bravery, and her outstanding commitment to the people she supports.



Outstanding contribution to social care

At the Great British Care Awards in Scotland, Regional Manager, Fiona Barrie-Higgins, received the highly coveted “Outstanding Contribution to Social Care” award. This award recognised Fiona’s leadership during the pandemic, her selfless actions and unrelenting passion to the social care sector over a 20-year period. Allison Cochrane, Managing Director for Scotland said... “Fiona has shown compassion and commitment beyond measure. She is truly deserving of this award and we are all so proud of her.”

2.6

Innovating our services

Cutting-edge care

Technology has the power to transform people’s lives by giving them full control of how, where and when they want to be supported. To ensure that the Charity is leading the way in delivering care that is truly innovative, the Technology Enabled Care project has been exploring opportunities for technology that will increase people’s independence, maximise their potential and fulfil their aspirations. This has included the use of tablet devices, which enable people supported to manage their own care planning independently. The tablets have a direct link to a remote care team, meaning that support is at hand at any time, should they need it. The next stage of the technology journey will include a wide range of assistive devices and digital opportunities, such as fall sensors, medication dispensers and a night monitoring service. This technology will enable the personalisation of support, allowing colleagues to find the best possible care solutions.

All this work allows the Charity to create strong partnerships with local authorities and commissioners, by creating life-changing social care solutions that work for the people we support

Planning for the future

An important project was launched in the year, aiming to drive excellence in care and support planning across the organisation. Care and support plans put the people we support at the centre of setting their own aims, identifying what is important in their lives and ensuring that everyone is working together to achieve the same purpose, namely maximising independence and quality of life.

By implementing new training, coaching and ongoing support for frontline leaders, the aim is for care and support plans to be rated highly against internal benchmarks and recognised by the Care Quality Commission and the Care Inspectorate as being exemplary. These aims will also be supported by Nourish, the digital care planning platform, which was rolled-out to all services in 2021. With the new system, underpinned by the care and support planning priorities, the platform is expected to transform the way support is delivered and in due course will also capture the achievements of the people we support.

Creating and maintaining great quality care and support plans is about much more than just meeting legal or regulatory requirements, it is the bedrock of truly person-centred care. The Charity therefore strives to make sure that people are active participants in shaping the support they receive, that they are able to break down barriers or inequalities they may face and that they enjoy real, inclusive citizenship, living the best life possible

Flourishing lives

An the year, the Positive Behaviour Support team and frontline leaders took part in an important project called Flourishing Lives, exploring what good support looks like by using feedback from those involved most – the people who receive it and deliver it. Originally pioneered by the University of Oxford and now led by Manchester Metropolitan University’s School for Social Care Research, this important project has taken a deeper look at solving issues faced by people with disabilities, including fewer friendships and a lower-than-average life expectancy



Welcome on board

Throughout 2021/22, it was the Charity’s mission to develop more innovative and specialist services and grow in new geographical areas across England and Scotland. These new services included Station Road in Dollar, Clackmannanshire. Previously a traditional care home, the building was completely refurbished creating four modern apartments that will enable people with learning disabilities live independently in their own homes. Allison Cochrane, Managing Director of Scotland said... “Station Road is a really special service that has the community at its heart. For the people supported who will be moving in, this will be their first home as they transition from children’s social care services. This accommodation will help them become more independent and our dedicated team will play a vital role, providing support to

help them build confidence, become a part of their community and live fulfilling lives”. In April, Kirkdale House, a new specialist supported living service in Thornaby, Stockton-On-Tees, was opened, featuring 23 self-contained apartments with their own bathrooms, kitchens and front door. Marc Brodie, Managing Director of the North East and Yorkshire region, said... “This exciting development has enabled our Charity to strengthen our longstanding relationship with Stockton social services, whilst also giving the opportunity to partner with Safe As Houses Care, Stockton-on-Tees Borough Council and the Care Housing Association.

Taking place throughout the pandemic, the development of Kirkdale House was never going to be easy but together we have truly created a person-centred environment built for the future.”

Joining the team

As we recognise there is strength in numbers, we have been looking to join forces with like-minded organisations, bringing together shared passions, expertise and resources. In doing so, hundreds of new colleagues and people supported have been welcomed into the Community Integrated Care team.

In June 2021, specialist learning disability charity, Lifetime Opportunities Trust (LOT), joined the team. The charity had a significant presence throughout London and Hertfordshire and the merger resulted in 100 new people and 160 new colleagues joining Community Integrated Care. Vida Steele, Service Leader at Lowdell in Middlesex, who joined from LOT, said... "At first, I was quite nervous of the change, however, the support at Community Integrated Care has been above and beyond. For the people we support, it is having schemes on offer that help us make positive changes and for colleagues there are so many opportunities for progression."

In September 2021, North West based specialist care provider, Access Community Services (ACS) joined the team. The acquisition of ACS extended support to a further 100 people with learning.

Our quality ratings

Whilst the Charity is usually extremely proud to celebrate its Care Quality Commission and Care Inspectorate successes, they are not featured in this year's report as both regulators have paused their usual inspection routines, due to the impact of the pandemic. That said, it has still been considered crucial to check on services, engage with colleagues and seek feedback from the people we support. To do this, new approaches have been developed, including satisfaction surveys, extra quality of life audits and establishing Voice Groups in every region.

Driving improvement

As we know innovation is key to delivering industry-leading support, a new team of clinical leaders is at the centre of pioneering practices. Headed by a Clinical Psychologist and three specialist nurses, this unique team is using its expertise to deliver the best care possible for the people we support, with a particular focus on people with complex needs. In the year, the team has developed the Charity's first Complex Care Strategy, working to embed increased awareness and understanding of the different types of complex conditions. Always on hand to provide guidance to frontline colleagues, the team shares its expertise with colleagues, from advising on support plans, mentoring colleagues and introducing key training modules.

Positive Behaviour Support

The Positive Behaviour Support (PBS) team work to recognise the context and meaning of behaviour, to develop supportive environments and skills that enhance people's lives. During the year, the team has shown a true commitment to increasing people's quality of life, from creating bespoke support packages, introducing a brand-new, specialised PBS training module, and even educating professional rugby coaches on how to be more inclusive. Championing social inclusion, the team has enabled Rugby League coaches to deliver world-class rugby training to people with disabilities, as part of the Community Integrated Care Learning Disability Super League. By equipping trainers with the key skills and knowledge to ensure that participants taking part feel safe and understood, the PBS team guaranteed that the programme was as inclusive as possible.

The PBS team was shortlisted at The National Learning Disability Awards 2021 for The Positive Behaviour Support Award.

Top quality

Since 2015, Quality Advisors have been crucial in enriching the care and support being delivered, by offering fresh perspectives and first-class advice. As people we support, they are trained and employed as 'experts by experience' and they provide valuable insight into services so that they can deliver the best lives possible. By conducting audits across the regions, supporting with quality internal assessments and delivering training for our teams, this special group ensure that the voices of the 2,500 people we support are heard loud and clear.

During the year, the Quality Advisors embarked on a new challenge - Voice Groups. On a mission to improve standards even further, the team have begun to set up groups of people supported in every region to represent their views. Sushma Majithia, Quality Advisor, said... "In 2021, we created our very first Voice Group in the South region – and it was a huge success! These groups are really important, they improve standards even further and the team has begun to set up groups of people supported in every region in order to represent their views"



2.7 Collaborating with communities

Fundraising champions

During the year, colleagues, partners and the people we support held many fantastic fundraisers for the Charity, but none more than a team in Yorkshire who took on the Leeds 10K, raising £300 for the

We Care Big Dream Fund. The team of runners rallied together, cheering each other on and jogging in groups to make sure that no one was left behind, including a person supported in his wheelchair.

The We Care Fund

With the help of money secured through grants, fundraising and generous partner organisations, the We Care Fund was divided into two in the year, creating the Big Dream Fund, to champion ideas that help people supported achieve their goals and ambitions and the New Beginnings Fund, to give the best possible experience to people supported when moving into an independent living environment, offering small grants to assist in this purpos

Giving back

With donations from partners and the fantastic efforts of hardworking corporate and community volunteers, the Charity is grateful for the support it has received in the year. Volunteers from the National Citizen Service (NCS) generously gave their time to make a positive impact on the lives of the people we support, including Sheffield Wednesday Community Programme volunteers

who refreshed Cottam Road. They created a beautiful “Dignitree”, which included handwritten messages explaining what dignity meant to them personally. Bradford City FC Community Foundation volunteers worked hard to raise money and improve the outdoor living spaces at Delf Hill Close.

Sunderland AFC’s Foundation of Light Charity volunteers created a wonderful sensory garden at Whitby Drive and Leicestershire Education Business Company volunteers helped to create a beautiful communal area at Evesham House.

Life-changing donations

Throughout the year, the Charity has been delighted to receive the support of many incredible brands and businesses, who have donated their money, time and resources. This has included donations of equipment and items from organisations such as Vodafone and ModiBodi, tickets and special experiences from the Football Association, Super League and Rugby Football League, and charitable grants from organisations, including Auth0, ScrewFix and B&Q.

The Charity has striven to amplify the impact of these donations on people’s lives, including creating paid work for the people we support. One such example of this was Liverpool-based restaurant, Lunya, which donated 1,200 home-cooked meals. As a result of this impressive donation, the Charity was able to assist John, a person supported in St Helens, to fulfil his life-long dream of gaining paid work by becoming a delivery driver for the project.



A partnership with a difference

The Charity has been changing lives at scale, thanks to the world-first partnership with the Rugby League World Cup 2021 (RLWC). With the Charity stepping into the role as the official social care partner for the tournament, John Hughes, Director of Communities & Partnerships, describing the opportunities the collaboration had brought, said.... “Our award-winning inclusive Volunteering Programme has been ground-breaking, offering opportunities like no other for the people we support to help them achieve their dreams – it truly has been volunteering with a difference. Advocating for social inclusion on such a scale meant that we needed an ambassador, so we were delighted to welcome Oliver Thomason as our new Sports Inclusion

Assistant. In just one year, the impact he has made is astounding! His inspirational work, changing the lives of over 300 people with disabilities, has meant he has been involved in some historic moments, none more than closing a day’s trading at the London Stock Exchange in November”.

Throughout the year, volunteers were involved in many unforgettable RLWC events, from Dacia’s Magic Weekend to the Betfred Super League Men’s and Women’s Grand Finals. Volunteers have baked treats for Sky Sports presenters, deejayed live to a crowd of thousands, created soaps and other hand-made gifts for players and supported prestigious trophy presentations.

Through exceptional experiences such as these, the Charity and RLWC have enabled the people we support to share their skills and demonstrate their incredible talents, gaining confidence and independence in the process.

Rolling back the years

Teaming up with partners at Age Exchange, a Reminiscence Dice Game was invented, providing a new and creative way for people to connect with treasured memories, remember happy times and re-live experiences. Whilst this resource has wide appeal, it has been particularly life-enhancing for people living with dementia. David Savill, Creative Director at Age Exchange, said... “It was wonderful to have the opportunity to design a product that can reach and benefit so many people, using the profile of the Rugby League World Cup 2021. This free game will make a real difference to the people who play it”.

Baby bonnets

In response to a challenge to colleagues, the people we support and the wider rugby league community to get crafty and create RLWC themed baby bonnets to mark World Prematurity Day, hundreds of knitted bonnets were donated to North West NHS Trusts. Catherine McClennan, from the NHS Cheshire and Merseyside Women’s Health and Maternity Services Programme, said... “These baby bonnets highlight the power of community spirit and what can be achieved when we all work together”.

Walking for Wellbeing

A free toolkit is being provided to colleagues, giving guidance on creating special “Walking for Wellbeing” groups and achieving a healthier and happier lifestyle. Ivan Jordan, a Walking for Wellbeing leader, said... “It is important for us to get out in the fresh air, to see new faces and chat to new people after being stuck indoors for so long”.

Spotlight on Age Exchange

The partnership with Age Exchange also made exciting progress and achieved some incredible successes in the year, notably:

- Collaborating with the UK’s leading charity for veterans’ mental health, Combat Stress, alongside The National Army Museum and four schools, to create a series of powerful educational resources, exploring mental wellbeing through the experiences of military veterans and their families.
- Working alongside the Partnerships and Communities team to deliver a range of innovative activities for the people we support through the accessible activity hub, “What To Do”.
- Co-producing artwork with over forty people living with dementia for a special exhibition, which was showcased at the National Maritime Museum in December 2021.

Going green!

With funding from Merseyside Recycling and Waste Authority and the UK’s leading waste management company, Veolia, two long-term paid employment opportunities for people supported have been created. The aim is to change behaviours around recycling in services and in local communities, with a view to saving 11 tonnes of waste from landfill. Early successes have included collecting and donating pre-loved toys to Alder Hey Children’s Hospital and the delivery of accessible environmental workshops to hundreds of colleagues, the people we support and local community groups.

Partnering with the Police Force

Working with Merseyside and Northumbria Police Forces, the Charity has co-produced workshops with the people we support to explore the role of the police force in their communities and support people in overcoming disability hate crime. Over fifty North West frontline leaders were also given the opportunity to attend a special County Lines workshop with Cheshire Police, educating them on how to look out for signs of exploitation.

Virtual activities every day

Throughout the pandemic, online activities became embedded in people’s daily routines. From skills sessions on cookery and crafts, to once-in-a-

lifetime experiences with sporting stars, the Partnerships & Communities team have continued to provide unforgettable moments for the people we support and the wider community.

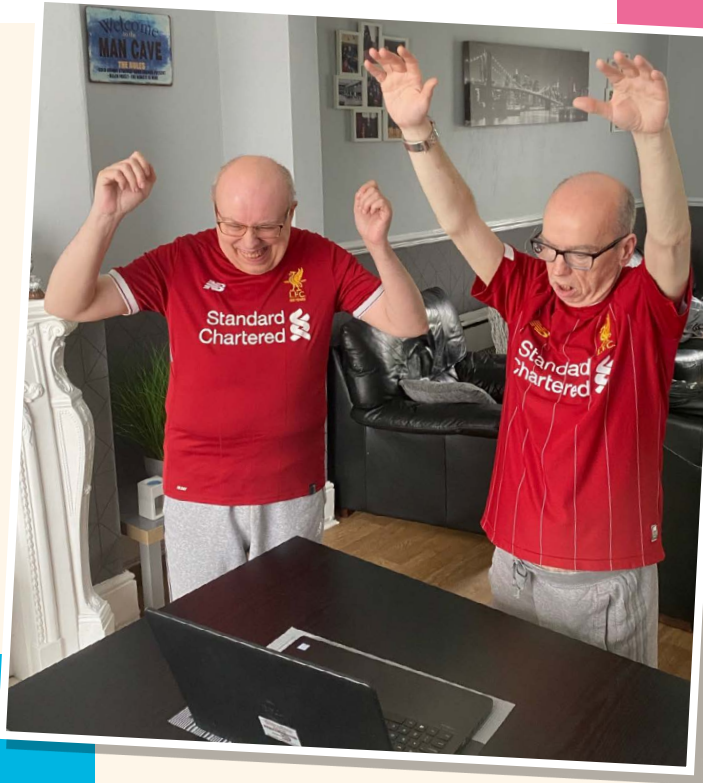
WWE ambassador

In July 2021, after hearing about the Charity’s World Wrestling Entertainment (WWE) super fans, professional wrestler, Ashton Smith, kindly hosted a virtual meet and greet for the fans and this experience inspired him to become an Official Ambassador for the Charity. Ashton said... “It was such a privilege to meet the people that Community Integrated Care support. I’m so proud to become an ambassador for the Charity and to support its life-changing work”.

Ashton joins Manchester City’s, İlkay Gündoğan, as an Ambassador for Community Integrated Care.

We’ve got the answer!

The Charity’s unique online activity www.What-To-Do.co.uk, offers free online accessible activity sessions. Specially designed for people with care and support needs, it offers something exciting for everyone to participate in, every day. A number of guest stars have joined the sessions, including a special live disco in celebration of Black History Month hosted by the rapper and producer, Nutty P, and a dance special with Vincent Simone from BBC’s Strictly Come Dancing.

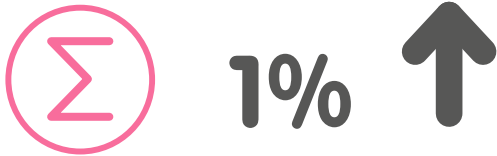




The Charity group (including Age Exchange) recorded total income for the year of £143,416k representing an increase of 1% on the year to 31 March 2021 (£142,240k)

Total expenditure for the group (excluding exceptional items) increased by 0.2% to £142,035k (2021: £141,730k).

£143,416k



£142,035k



As a result of the strategy to invest in our people, the Charity recorded an operating deficit with net expenditure of £570k excluding the exceptional profit on discontinued operations (2021: net expenditure £498k).



£570k
net expenditure

The charity group segments its results by operating division – a summary of the result for the year ended 31st March 2022 is presented below:

	Income	Operational staff costs	£'000 Direct costs	Support costs	Net Income
North West	41,430	33,487	2,681	5,994	(732)
North East	32,534	26,102	1,482	4,861	90
Scotland	25,348	19,847	1,112	3,758	631
South and Central	26,947	21,378	1,991	4,678	(1,100)
Older People Services	13,511	9,587	3,004	2,060	(1,140)
Coronavirus Job Retention Scheme	75				75
Grants, donations & fundraising	554				554
Other Income	1,064				1,064
Exceptional item- profit				(1,951)	1,951
Loss on joint venture				11	(11)
	141,465	110,401	10,271	19,411	1,382

2.8 Financial Review

The financial results for the year are set out on pages 37-58

Financial Results

Reserve policy

Group reserves as at 31 March 2022 have increased to £35.9 m (2021: £33.8m). Within this balance are restricted reserves of £3.9m (2021: £6.4m) represented by a mixture of freehold and leasehold land and buildings donated to the Charity by several local authorities and public bodies. Disposal of these buildings is subject to the approval of the donating authority.

Free reserves of the group as at 31 March 2022 stood at £22.3m. This is calculated as the unrestricted reserves of £32.0m less the carrying value of tangible fixed assets not covered by capital grants of £9.7m.

The reserve policy requires the Charity to meet both a capital adequacy test and liquidity ratio. The capital adequacy ratio compares the net tangible assets to the total tangible assets and at a ratio of 0.89 it meets the 0.6 acceptable level. The current ratio is used to measure liquidity and it equates to 1.9 which higher than the 1.4 targeted. These tests have been met and the Trustees are satisfied with the size of the reserve and the structure of the balance sheet. Trustees remain committed to the reserves policy and will look to rebuild reserves from future surpluses. Trustees review the policy and level of reserves on a regular basis and consider it prudent and appropriate to recognise the need to maintain the policy under review, as the mix of assets and liabilities changes in the balance sheet as a result of the active management of the portfolio of services.

Investment Policy

The Charity has the power to make investments which the Board of Trustees deem to be appropriate in meeting its charitable objectives. The Finance and Investment Committee ensures that procedures and safeguards are in place to ensure that the Charity’s resources are managed appropriately, are in accordance

with its charitable purpose and that the return from assets and capital employed meets the expectations and approval of the Board of Trustees. The Charity itself does not currently hold any financial investments but places surplus cash in interest bearing accounts with investment grade rated UK financial institutions. The group holds investments through an endowment fund within its subsidiary, Age Exchange, which is reviewed throughout the year by three of its Trustees. As at 31 March 2021, the investments were valued at £114k (2021: £112k)

Cash flow

Net cash inflows from operating activities reduced to £3.9m (2021: £6.2m), with a net inflow from investing activities at £11.5m (2021: £1.5m). Cash balances as at 31 March 2022 increased to £34.9m (2021: £19.9m).

Long term borrowing

Secured loans have reduced to £2.8m (2021: £3.1m), including consolidation of long-term borrowing by Age Exchange of £311k.

Pension liabilities

The Charity is obliged under FRS102 to provide for its share of any reported pension deficit at the balance sheet date from those defined benefit schemes of which it is a member. Employees who were members of the Local Government Pension Schemes for Greater Manchester and Dumfries and Galloway were transferred as part of the Older Peoples Services (Eachstep) sale. As at 31 March 2022Community Integrated Care is not a member of any local government defined pension scheme.

Subsidiary undertakings

The Charity has three active subsidiary undertakings, namely Person Centred Housing (PCH), Technology Integrated Care LLP (TIC) and Age Exchange (AE). PCH and AE are limited companies by guarantee with Community Integrated Care being the sole member. TIC is a subsidiary which is a 50% partner of a joint venture LLP.

Related parties and interests

Details of related party transactions and interests in other group companies are set out in Note 21 on page 57.

Funds held on behalf of residents

The Charity has responsibility over residents’ personal monies totalling £6.5m as at 31 March 2022 (2021: £6.7m) but does not have beneficial ownership. Therefore, these funds, which are held as cash by banks other than the Charity’s principal banker, are excluded from the financial statements.

Trustee indemnity insurance

The Board of Trustees has the benefit of Trustee indemnity insurance cover of £10m, which is authorised in the Articles of Association. Such insurance was in force during the year ended 31 March 2022 and remains in force in relation to certain losses and liabilities, which the Trustees may incur to third parties in the course of acting as a Trustee (Director) of the Charity or of any subsidiary undertaking

Fundraising policy

The Charity’s fundraising activity is largely represented by in-house events, legacies, corporate fundraising with local companies and national partners and gifts from trusts and foundations. It does not currently use professional fundraisers or commercial partners to help it deliver its work. The Charity complies with current regulations and best practice set out by regulatory and professional membership bodies - The Fundraising Regulator, the Institute of Fundraising, the Scottish Charity Regulator (OSCR) and the Scottish Council for Voluntary Organisations (SCVO). Due to the nature and logistics of delivering fundraising across multiple sites, it is aware that the potential for breaches of fundraising compliance exist and manages and minimises these risks through implementing compliance policies with a focus on training and inductions for new starters, quality checking and audits. It engages proactively and works with the Fundraising Regulator and other professional bodies to ensure that any concerns raised are addressed as a priority. The Charity employs a code of conduct to protect vulnerable people, which all fundraisers must adhere to, and has published its Adults in Vulnerable Circumstances Policy to ensure all staff have full guidance in this area. The Charity’s registration with the Fundraising Regulator and commitment to following, reviewing and consulting on the Code of Fundraising Practice includes safeguarding its supporters’ interests.

2.8 Risk Management

The Charity's approach to risk management is based on the principle that risk management capability must be embedded across all areas of the Charity to be effective

The Charity operates a "Three Lines of Defence" model, through which the roles and responsibilities for managing risk are made clear. This is supported by a system of internal controls and regular assessments which are undertaken by second and third lines to confirm the effectiveness of the risk and control frameworks in relation to both the current and emerging risk profile. The Board's Audit and Risk Committee is responsible for oversight of the corporate risks and for the escalation of issues to the wider Board of Trustees.

Central to the risk culture is the safety and soundness of the Charity, the high-quality support and care provided to the people we support and meeting obligations to stakeholders, including commissioners, regulators, the families of the people we support, colleagues and the communities in which the Charity operates. The Board of Trustees and senior management team are responsible for setting and clearly communicating a strong risk culture through their actions and words, and proactively addressing any identified areas of weakness or concern.

The Risk Management strategy consists of:

- ensuring all principal, top and emerging risks are identified and assessed;
- ensuring risk appetite is clearly articulated and influences the Charity's strategic plan;
- a clearly defined risk culture which emphasises risk management throughout all areas of the business while maintaining independent oversight;
- ongoing analysis of the environment in which the Charity operates to proactively address potential risk issues as they arise; and
- support for commercial decisions, colleagues and the people we support with appropriate risk processes, systems and controls.

Board assurance that the risk management framework is operating as expected is provided by internal audit which is conducted by a third party. The overall control opinion for the third year running provided by internal audit was that the Charity had an adequate and effective framework for risk management, governance and internal control. Further enhancements were identified to ensure that it remains effective and these are being implemented.

Principal risk category	Risk Appetite	How is this risk managed
Quality of care is the risk of not delivering the standard of care necessary to meet the needs of the people we support.	The Charity is committed to providing good care and support in order to enable the people it supports to live the best life possible. It has a low-risk appetite for quality of care risk.	<p>The effective management of this risk is at the core of the Charity business purpose. To that end it has a comprehensive framework in place across first and second lines to ensure the risk operates within appetite including embedded regional quality teams, led by Senior Quality Business Partners. Oversight is provided by the Board Quality and Standards Committee with matters escalated to the Board as required.</p> <p>Management of the risk involves a defined set of qualitative and quantitative objectives and supporting risk appetite measures, including contractual relationships with commissioners and regulatory oversight and inspection.</p> <p>Supporting management of this risk is:</p> <ul style="list-style-type: none">• Quality Assurance Framework• High quality Care plans are required to be in• place for each person supported• Adequate levels of resourcing to ensure contractual commitments can be delivered safely• A comprehensive policy framework and supporting procedures• Role specific training• A comprehensive issue escalation process

Principal risk category	Risk Appetite	How is this risk managed
Financial resilience is the risk of surplus and cash generation not meeting the operational and strategic needs of the Charity and placing in jeopardy the ongoing viability of the Charity.	The Charity business model is primarily an outsourced provider of social care to vulnerable people for local authorities. It is dependent upon public sector funding and subject to significant commissioner cost pressures. The ability to manage costs in response to fluctuations in demand in the short term is limited and therefore conservative liquidity and capital positions are essential to ensure continued viability through the economic cycle. Portfolio diversification is essential to avoid over reliance on any particular commissioner. Active asset management alongside the generation of surpluses is necessary to finance investment in the business. The Charity has a limited appetite for financial risk.	<p>The Board approves the annual financial budget and supporting risk appetite measures intended to ensure sufficient liquidity to meet liabilities as they fall due and ongoing financial viability. Ongoing oversight is provided by the Board committees, in particular the Finance and Investment Committee. Operational management of the risk is supported by:</p> <ul style="list-style-type: none">• Budget process• Monthly financial reporting including detailed and appropriate MI• Forecasting (to ensure an appropriate forward-looking view• Effective risk/reward assessment for all new commitments• Continuous review of the ongoing financial viability of individual services.

Principal risk category	Risk Appetite	How is this risk managed
Compliance with regulatory and statutory requirements is the risk of failing to identify, monitor and comply with relevant laws, regulations and expectations in the Charity’s operations, failure to engage effectively with regulators or inform them in a timely way of any failure to meet expectations, providing inaccurate, misleading or false information to regulators or statutory bodies or failing to respond to requests for information in a timely way.	The Charity operates in a highly regulated sector. Failure to meet these expectations would result in risk of harm to the people supported and the colleagues employed by the Charity. It would result in unacceptable levels of reputational risk and could result in the closure of services and/or the Charity. It therefore has no appetite for operating outside regulatory and statutory requirements or expectations	<p>The Charity aims to operate within the letter and spirit of regulatory requirements at all times. There are clear operating guidelines within the Charity setting out how engagement with regulators and other statutory agencies is to take place, whenever a new service is made available or a new initiative is undertaken. Supporting this compliance is:</p> <ul style="list-style-type: none">• An open and proactive relationship with regulators and other statutory bodies at all times.• Active and ongoing management of the Charity’s market oversight rating from the CQC.• Policies and procedures which reinforce a culture of regulatory compliance.• A Quality Assurance Framework which reinforces compliance with regulatory and statutory requirements.• Mandatory role specific training.• Appropriate levels of resource to ensure that all statutory and regulatory expectations are met and that the Charity operates in a safe and secure environment for the people it supports, its staff and other stakeholders.• Safeguarding policy and training.• A clear governance model which ensures appropriate oversight of all regulatory requirements.

Principal risk category	Risk Appetite	How is this risk managed
People risk is the risk of not having sufficiently skilled and motivated colleagues who have the capabilities to deliver the services which the Charity has contracted to deliver, who are clear on their responsibilities and accountabilities and who behave in a way that is aligned to the values and business purpose of the Charity	The ability to manage this risk is constrained by the available financial resources and external environment to recruit and retain the necessary capacity and capability to deliver services to the people we support. The Charity is prepared to accept a higherthan-average level of turnover and the employment of agency staff as a consequence of the challenging employment market from which it sources staff, recognising that this will mean that it will not always be able to deliver the quality of care to which it aspires. The Charity has a moderate risk appetite for this risk	<p>The Charity’s aims to improve the capability of its staff and reduce risks around sufficient capacity by improving the quality of recruitment, enhancing learning and development and employing active strategies to reduce staff turnover. Board oversight of this risk is provided by the Workforce Committee. Supporting management of this risk at an operational level is:</p> <p>Charity wide engagement strategies including Gamechangers, recognition and long service schemes</p> <ul style="list-style-type: none">• Regular assessment of employee engagement through surveys and roadshows• Maintenance of a well-being fund to assist employees in difficulty• Implementation of an improved employee value proposition - “the Deal”• Investment in Learning and Development• Investment in recruitment and onboarding and induction to improve retention• Additional local resource to support recruitment both in terms of recruiters and money used for local initiatives• Improved induction to support retention in early days• In-take days to provide greater support to new starters, including shadowing and support for mandatory training.• Significant investment in leadership development through the LEAD programme

Principal risk category	Risk Appetite	How is this risk managed
Strategic business risks the risk of significant loss and or damage (including to reputation) arising from the Charity’s decisions that impact on the long-term interests of its stakeholders, from the failure to execute strategic plans or from an inability to adapt to a changing external development	The Charity operates in a high-risk sector, with a high reliance on public sector funding and in a rapidly evolving external environment with the potential for major structural change. All these features have been exacerbated by Covid 19. It is engaged in the delivery of a strategic plan aimed at responding to these challenges by refocusing the Charity and creating a platform for future sustainable growth. There is an acceptance by the Board of a higher level of strategic business risk than has been the case in the recent past. The Charity has a moderate to high level of appetite for strategic business risk	<p>Ownership of the strategy rests with the Board. The Board provides approval and ongoing oversight of the strategy through its regular meetings and supporting committees.</p> <p>Individual Executive Team members have specific responsibilities for the delivery of the different strategic initiatives.</p> <p>The Charity has a business development function responsible for retaining existing profitable contracts and winning new profitable contracts.</p> <p>Reputation risk arising from the execution of the strategy, for example around the decision to cease to provide a service, is managed in the first instance by the CEO with escalation to the Board as required.</p> <p>Strategic Business Risk is overseen at Board level as a specific item on the Strategic Risk Register.</p> <p>The Charity actively seeks to influence the development of public policy, led by engagement by the CEO and Chair with public sector bodies and key influencers.</p>

Principal risk category	Risk Appetite	How is this risk managed
Operational risk (including reliance on information and information security) is the risk of loss resulting from inadequate or failed internal processes, projects and or systems or from external events including, for example, a cyber-attack. It includes legal risk, and operational risks associated with the strategy. The primary responsibility for managing these risks rests in the first line in the delivery of services in accordance with the policies and procedures of the Charity with oversight provided by the second line functions.	The Charity is prepared to tolerate a level of operational risk exposure within agreed thresholds and limits. A level of resilience risk from internal and external events is tolerated. however, immediate steps are taken to minimise the impact on the people supported through recovery within defined timescales. Operational risks are likely to impact on the Charity’s reputation and financial viability and tolerances need to be set accordingly.	<ul style="list-style-type: none">• The Charity has a comprehensive set of policies which seek to identify operational risks and set out how they are to be managed and mitigated. This is supported by an enterprise-wide communication and training programme. Every member of staff is aware of their responsibility in relation to the management of operational risk. This is embedded in all role profiles and forms part of regular performance assessment.• The provision of appropriate MI to all governance committees up to and including the Board• Investment in systems and processes to ensure a satisfactory level of operational efficiency• Breaches of risk tolerance, including near misses, are escalated to the Board and its Committees as appropriate• An information management and digital investment strategy is in place including agreed protocols for the management of data, testing of new applications and responding to cyber-attacks. This is supported by enterprise-wide Cyber Essentials accreditation and annual ThirdParty penetration testing.• The Charity has enterprise wide and service level Business Continuity Plans and Disaster Recovery Plans in place which are tested regularly.• The multiple change projects in the Charity are managed through a robust project programme control board reporting to the Executive Team and overseen by the Board of Trustees• Enterprise-wide structures in place for management of major incidents



2.10

Going concern and statutory statements

Going Concern

Accounting standards require the Board of Trustees to consider the appropriateness of the going concern basis when preparing financial statements. In 2021/22 the group continued to be impacted by the Covid-19 pandemic and maintained its investment in its front-line workforce through enhanced pay and sick-pay benefits. As these costs were not fully covered by Local Authority funds the Charity used its reserves to subsidise the costs. Since the year end, the Charity has suffered with sector-wide recruitment shortages, which has resulted in the use of more

expensive agency staff and like all business has been impacted by the soaring energy prices. In order to consider the appropriateness of the going concern basis, forecasts have been prepared to 30 September 2023. With a net cash position of £35m as at 31 March 2022 and a forecast that the balance will be in excess of £35m as at 30 September 2023, the group is confident that it has adequate resources to continue operational activities for 12 months from the date of this report and that it has sufficient cash to meet all loan repayment commitments.

Public Benefit

- The Board of Trustees has given due consideration to the Charity Commission's published guidance on the operation of the public benefit requirement by looking at the Charity's activities undertaken during the year and can demonstrate that the services provided continue to have an identifiable benefit, are directly related to the aims of the Charity, and that benefit is to the public or a section of the public. The Board of Trustees is satisfied that the Charity meets the tests with regard to public benefit and that the Charity provides tangible benefit to a large section of the public by providing care services for vulnerable adults, adults with learning difficulties, mental health concerns, autism or physical disabilities
- Community Integrated Care is a not-for-profit organisation which encompasses services from northern Scotland to the south coast of England. The Charity works with vulnerable and challenging adults and does not restrict members of the public from being able to benefit by virtue of the ability to pay or where a person lives. One of the founding aims of the Charity is to promote inclusion for individuals supported in the communities in which they live. This can be challenging due to the barriers relating to social exclusion such as stigma, access or discrimination. The Charity helps to bridge this gap by building relationships in the community, by having a "can do" approach to integration and provides benefits to the people we support in community activities, including employment opportunities and education. It also offers opportunities to other members of the public through volunteering, community events and sharing the use of some of our facilities.
- The Charity supports the establishment of social inclusion groups to empower the individual, which can be clearly identified through the care we provide and the

partnerships we develop. All its services are publicly funded by Local Authorities, Health Authorities or Clinical Commissioning Groups. Its aim is to provide the highest quality of care for anyone in need regardless of the service user's situation. Care service contracts with public sector bodies must demonstrate value for money whilst also maintaining high standards of care.

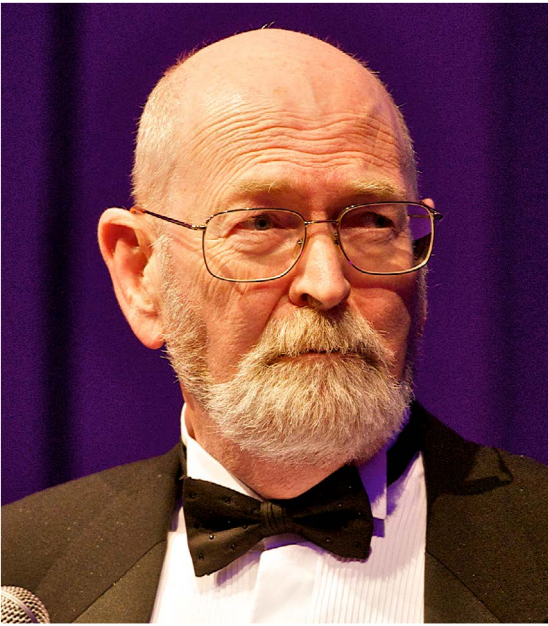
- Our recognisable benefit is to those individuals who, for whatever reason, are unable to live independently and require support to ensure that they have fulfilled lives and the people we support are encouraged to try new things and to be independent. The Charity continues to innovate and meet new challenges for the services it provides by, for example, the introduction of assistive technology and support to help individuals lead independent lives.
- The Charity encourages the employment of those who live with a disability within the organisation and has established forums for the people supported to hold regular meetings and participate in peer review of the services we deliver. Such peer review reports form the basis of a powerful method of quality of care provided and assist in the development of innovative approaches to how future care and support could be delivered. As user involvement is now at the heart of health and social care policy, across Community Integrated Care this is at the heart of everything we do. Ideas continue to develop which reflect this theme, based on the principles of personalisation, co-production and empowerment and Community Integrated Care will continue to harness the voice of the people who choose to be supported by us to inform every element of the Charity's operation

Post Balance Sheet Event

There are no post balance sheet events to record.

2.11

Reference & Administration Details



Life President
Dr David Robertson



Chair
Elizabeth Raper

Board of Trustees

Elizabeth Raper (Chair)	Amanda de Ryk	Jay Muthu
Teresa Fenech	Philip Smyth	(appointed 22 June 2021)
Shaun Gallagher	(resigned 12 October 2021)	Wallace Dobbin
Simon Learoyd	Heather Tierney-Moore	(appointed 22 June 2021)
Nigel Lemmon	(resigned 23 September 2021)	Mandy Wearne
David McIntosh	Keith Rhodes	(appointed 22 June 2021)
(resigned 25 March 2021)		Sue Tunmore
		(appointed 22 June 2021)

Administrative details

Company Secretary:
David Hedley

Chief Executive Officer:
Mark Adams

Charity and Company Registrations:
England and Wales: 519996
Scotland: SC039671
Company Registration Number: 02225727

Registered Office Address:
Community Integrated Care
2 Old Market Court
Miners Way
Widnes
Cheshire
WA8 7SP

Auditors:
BDO LLP
3 Hardman Street
Spinningfields
Manchester M3 3AT

Internal Auditors:
RSM Risk Assurance Services LLP
Festival Way
Festival Park
Stoke-on-Trent ST1 5BB

The Charity's principal object is to promote, for the public benefit, the relief of those in need because of youth, age, ill-health, or disability throughout the United Kingdom.

Principal Bankers:
Lloyds Bank Plc
53 King Street
Manchester
M2 4LQ

Solicitors:
Weightmans LLP
100 Old Hall Street
Liverpool
L3 9QJ

Investment Managers:
Cazenove Capital Management
12 Moorgate
London
EC2R 6DA

2.12 Structure, Management and Governance

and Articles of Association. Whilst the Board retains individual and collective responsibility for ensuring compliance and Board effectiveness, it delegates elements of risk management and gains additional assurance

and recommendations through a scheme of delegation and the use of Sub-Committees, all of which have written terms of reference and which are reviewed and approved on an annual basis.

The Charity follows the Charity Corporate Governance Code, adhering to its seven principles, as well as the five core principles of the Scottish Governance Code, as detailed below:

England	Scotland	Activities
Organisational purpose	Organisational purpose	The Board periodically reviews its charitable purposes and the strategic KPIs. The Board is clear about the charity's purpose and will deliver, through the strategy refresh, a clear and sustainable business plan
Leadership	Leadership	The Board and individual Trustees take collective responsibility for decisions, making sure the charity's values are reflected in its work
Integrity	Board behaviour	Collectively the Board is independent in its decision making, safeguards the charity's reputation and acts in the best interests of the charity and its stakeholders.
Decision-making, risk and control	Control	The Board has established and monitors effective delegation, control and risk assessment management systems. The Board is clear that its primary purpose is strategic.
Board effectiveness	Effectiveness	The Board regularly reviews its performance and works as an effective team, using a balance of skills, backgrounds and knowledge to make informed decisions.
Diversity		The Board has trustees with a wide variety of perspectives, experiences and skills and is supportive of the principles of equality and diversity.
Openness and accountability		The Board ensures the charity has legitimacy in representing its beneficiaries and stakeholders and takes seriously its responsibility for building public trust and confidence in its work.

For the purposes of the Companies Act 2006, the Trustees are also the Directors of the Charity. The Board consists of up to 15 Trustees, including the Chair, Deputy Chair and a Senior Independent Trustee, and has the diversity, expertise and experience to satisfy its legal obligations, safeguard the assets of the Charity, provide leadership and strategic direction whilst complementing and supporting the Executive Team who manage the Charity on a day-to-day basis.

A Trustee skills matrix is maintained by the Company Secretary and development opportunities are reviewed on a regular basis to ensure the Board continues to meet the changing needs and demands of the Charity. An external governance review was commissioned in early 2020 in accordance with the recommendations of the Charity Governance Code. It concluded that the Board was working effectively and the Board agreed to implement its recommendations in full. In the year, the Board has undertaken a performance evaluation of its effectiveness and of its Chair, comprising a written survey for completion by Trustees, 1:1 conversations between the Chair and Trustees, and 1:1 conversations between the Senior Independent Trustee and Trustees and the Executive Team. Its goals were to reaffirm that the governance arrangements were fit for purpose against the changing social care and charity landscape and that they remained consistent with the Charity's aims and objectives.

Trustees are appointed by external advertisement and serve a three-year term before facing retirement or re-election up to a maximum of nine years in office. New Trustees receive a programme of induction which includes service visits, a presentation by the senior management team and access to an electronic reading room, which contains an overview of the Charity and key documents concerning its constitution, governance arrangements and the roles and responsibilities of Trustees. The Trustees are not remunerated but do receive reasonable out of pocket expenses for attending Board meetings, in accordance with the Trustee expenses policy.

The Board meets at least four times a year to monitor performance against strategy, utilising a fully comprehensive suite of documents through which the Charity meets its obligations to the Charities Commission and OSCR, satisfies the requirements of the Charities Act and company law, and delivers its underlying objectives and responsibilities stated within its Memorandum

Sub-Committees

The Board of Trustees operates a number of Sub-Committees to support and deliver the organisation’s strategic priorities through detailed understanding and assurance on specific areas of delegated risk and compliance. The following committees have been operational in the period. Sub-Committees meet quarterly and an outline of the terms of reference for each is noted below:

The Audit and Risk Committee has three primary areas of responsibility: ensuring the accuracy of external financial reporting, including the relationship with external auditors; the appointment and oversight of internal auditors and oversight of the risk and control framework. During the year, the Committee also assumed responsibility for oversight of environmental, social and governance matters affecting the Charity.

The Quality and Standards Committee acts as an oversight committee in connection with the regulatory compliance and delivery of care and support services and takes assurance that the Charity is well led, with effective systems and processes in place in order to comply with health and social care legislation and best practice. The Committee reviews key performance indicators receives operational reports and monitors the complaints process and feedback from the people supported, their families and staff, to ensure that individuals lead rewarding lives and achieve the best possible outcomes.

The Finance and Investment Committee provides guidance and support at all stages of the business planning cycle, from formulating the strategic financial plan through to finalising the annual budget and business plan. The Committee reviews performance against plans and forecasts for the year, including an oversight of all significant projects involving both investment and divestment of resources and capital, seeking Board approval, as necessary. In conjunction with the above, the Committee monitors the level of reserves and liquidity against policy and reports its findings and recommendations to the Board accordingly.

The Remuneration and Nominations Committee is primarily responsible for ensuring

good practices are in place in relation to all relevant legislative and regulatory requirements of the Board by establishing, amending and monitoring the corporate governance processes and practices of the organisation. The Committee has responsibility for the appointment, evaluation of performance and development of the Board, Trustees and the Executive Team and has delegated authority to determine the remuneration of the Chief Executive and the Executive Team and the approval and monitoring of systems for appraising the Executive Team.

The Workforce Committee scrutinises organisational development and workforce strategies and recommending approval to the Board. It is responsible for taking assurance that core human resource policies are regularly reviewed and are compliant with appropriate legislation/regulatory requirements including the CQC’s Well Led Framework, the Care Inspectorate’s National Care

Standards and the Scottish Social Services Council Fit to Practice Framework. Workforce strategies include those for reward, pay and recognition and the Committee takes assurance that arrangements are in place to manage the workforce against agreed KPIs and that there is appropriate training, engagement and feedback from staff.

The Scotland Committee reviews delivery of the agreed strategy and improvement plans for Scotland against key internal milestones. The Committee considers plans and progress with organisational development in Scotland and oversees initiatives that are in place to develop relations, the corporate profile and partnership workings in Scotland.



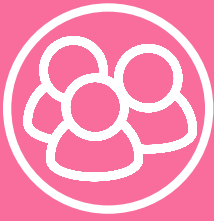
Advisory Groups

The Board has the power to establish ad-hoc working groups and advisory Boards as and when required, utilising both internal and external professionals as necessary. During the pandemic one such group was convened (the Ethics Committee), with the purpose of advising on decisions relating to the regulations and restrictions brought about by the pandemic and to formulate the Charity’s policy response. The Committee met on one occasion during the year. In addition, during a year which saw increased risks for the Charity and often rapid changes in the legislative and regulatory landscape, a schedule of informal Board meetings was also established to maintain Board oversight in between the scheduled, formal Board meetings.



Executive Management Structure

The Chief Executive Officer is authorised to manage the Charity on a day-to-day basis under a written scheme of delegation from the Board, which is reviewed annually. The Chief Executive Officer has an Executive Team which is responsible for the delivery of the strategic plan and it meets formally on a monthly basis, in order to review the key performance indicators for the organisation and to keep abreast of developments in the organisation generally. The Senior Leadership Team brings together the most senior managers from Operations and Support Services to further develop ownership and delivery of the strategic plan and meets with the Executive Team formally on a fortnightly basis



Workforce

As at 31 March 2022, the Charity had a workforce headcount of 5,362. According to the report “The state of the adult social care sector and workforce in England” published in October 2021 by Skills for Care, the sector average colleague turnover is 28.5%. During the year the Charity recorded a turnover of 28%, which is higher than previous years but in line with the sector average. There has been a focus on recruitment with the introduction of a brand-new recruitment campaign and a revamped refer a friend scheme which rewards staff for successful referrals. The Charity is aware of the challenges the sector faces and continues to enhance its employee value proposition which includes a move to upper quartile sector pay rates and an increased emphasis on non-financial benefits such as personalised wellbeing support and a commitment to training and development.

Statement by the Trustees in performance of their statutory duties in accordance with s172(1) of the Companies Act 2006

The Trustees consider, both individually and together, that they have acted in the way they consider, in good faith, would be most likely to promote the success of the Charity for the benefit of its members as a whole (having due regard to the stakeholders and matters set out in s172(1) (a-f) of the Act) in the decisions taken during the year ended 31 March 2022. By reference to the strategic plan for 2018 to 2023 and the work being undertaken to refresh this with the Best Life Possible work referred to in this report:

- The plan is designed to have a long-term beneficial impact on the Charity and to contribute to its success in delivering better quality, more person-centred services for the people we support. The seven indicators of success are further supported by the statement on the Power of Three – a strategic commitment that everything done is for the benefit of colleagues, people supported and communities.
- Colleagues are fundamental to everything the Charity does and to providing the best quality care to the people it supports. We aim to be a responsible employer in our approach to the pay and benefits our colleagues receive. The health, safety and well-being of our colleagues is one of our primary considerations in the way we do business. This year the Charity has continually asked what more could be done for colleagues to help with challenges they have faced and has invested in both the tangible (our coronavirus pay response) and the intangible (investment in wellbeing support and activities).
- As a Charity regulated by the Care Quality Commission in England and the Care

Inspectorate in Scotland, there is a duty to provide care services that are safe, effective, caring, responsive and well-led. The Trustees, in their decision making, always consider not only regulatory commitments but also what more can be done to improve the quality of services and lives of the people supported.

- The Charity aims to act responsibly and fairly in dealing with suppliers by creating strategic relationships and operating fair payment principles, as well as open and transparent cooperation with regulators, all of whom are integral to the successful delivery of the strategic plan. We value all our suppliers and have annual contracts and quarterly service review meetings with our key suppliers.
- As Trustees are custodians of the Charity, the strategic plan is intended to secure a robust and sustainable charity that will continue to be able to fulfil its purpose for many years to come. The impact upon decision making of this aim is clear delivered through Board and SubCommittee structure, which has appropriate oversight of the both the investment and reserves

policies. It is the intention to behave responsibly and ensure that management operate the business in a responsible manner and with the highest standards of business conduct and good governance by adopting a robust risk management process, setting and reviewing Board risk appetite and implementing specific measures to ensure compliance.

- With specific reference to the decision to dispose of the Older Peoples Services (EachStep) division, the Trustees have considered the historic and future markets trends related to publicly funded bed prices, the increasingly challenging regulatory environment and the surplus return generated by these assets and believe that the proceeds of sale can better serve the needs of the Charity's stakeholders through investment in independent and supported living services.

- The additional focus brought about by the sale will also allow greater efficiencies to be driven in back-office services in the future. The Charity engaged with all stakeholders, including commissioners, employees, people supported and their families throughout the divestment to ensure all changes were communicated sensitively and effectively.
- When acquiring ACS and merging with LOT the charity engaged with all stakeholders to ensure the service transfer was seamless. Stakeholders included the people supported and their families, employees and commissioners. The charity will benefit from the additional surplus that the new services will generate.

Streamline Energy and Carbon Reporting (SECR)

Under Statutory Instrument (SI 2018/1155) and the Environmental Reporting Guidelines, the Charity is required to report on greenhouse gas emissions and energy consumption. In discharging duties under this and the Government's Energy Saving Opportunity Scheme, the Charity engaged external expertise to review the portfolio of operating sites, calculate energy usage and provide actionable feedback on how to reduce the associated carbon footprint. The Charity's energy and fuel usage were calculated at 10.5m kWh which equates to 2,035 tonnes of CO2 emitted or 4,408 (2021: 6,259) kWh per person supported as at 31 March 2022. The

calculation refers to all energy usage billed over the period with extrapolations used for missing periods and seasonality calculations in respect of gas usage. The Charity continues to look for cost effective ways of reducing its carbon footprint and is committed as part of The Best Life Possible strategy to reduce carbon emissions. During the year, the Charity has significantly reduced business mileage from 1.2 million miles claimed in 2020/21 to less than 540,000 and we will seek to embed this within new ways of working wherever possible – this is in addition to our annual update of our owned fleet to more fuel-efficient vehicles which saw 113(2021: 82) motor vehicles replaced.



Company law requires the Trustees to prepare financial statements for each financial year, giving 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 account, of the group over that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;

The Trustees are responsible for keeping proper 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, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) regulations 2006 (as amended). 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.

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

2.13 Statement of Trustee Responsibilities

The Trustees (who are also directors of Community Integrated Care for the purposes 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).

Statement as to disclosure of information to auditors

In so far as the Trustees are aware at the time of approving the Trustees' Annual Report:

- there is no relevant information, being information needed by the auditor in connection with preparing the report, of which the Group's auditor is unaware, and
- the Trustees, having made enquiries of fellow directors and the Group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

The Board intend to perform a competitive tender process to appoint Auditors for the year ended 31st March 2023 and beyond. A resolution to appoint will be proposed at the 7th December 2021 Trustee Board Meeting. A resolution to reappoint BDO LLP as Auditors to the Charity will be proposed at the 23 September 2020 Trustee Board Meeting.

On behalf of the Board of Trustees

Elizabeth Raper, Chair of Trustees

2.14

Independent Auditor's Report to the Members and Trustees Of Community Integrated Care



Opinion on the financial statement

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charitable Company's affairs as at 31 March 2022 and of the Group's incoming resources and application of resources and the Parent Charitable Company's incoming resources and application of resources 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, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006, as amended in 2010.

We have audited the financial statements of Community Integrated Care ("the Parent Charitable Company") and its subsidiaries ("the Group") for the year ended 31 March 2022 which comprise the consolidated statement of financial activities, statement of financial activities, group and parent statement of financial position, consolidated statement of cash flows and notes

to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remain independent of the Group and the Parent Charitable Company in accordance with the ethical requirements 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.

Conclusions related 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 Group and the Parent Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our auditor’s report thereon. The other information comprises the Introduction & Trustees Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether

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

We have nothing to report in this regard.

Responsibilities of Trustees

As explained more fully in the Statement of Trustees Responsibilities, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determines 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 Group’s and the Parent Charitable Company’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the Parent Charitable Company or to cease operations, or have no realistic alternative but to do so.

Other Companies Act 2006 reporting

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

- the information given in the Trustees’ Report, which includes the Directors’ Report and the Strategic report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors’ Report, which are included in the Trustees’ Report, have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the Group and the Parent Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Strategic report or the Trustee’s report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 requires us to report to you if, in our opinion;

- proper and adequate accounting records have not been kept by the Parent Charitable Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Charitable Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors’ remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Auditor’s responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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.

Extent to which the audit was capable of detecting irregularities, including fraud

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.

As a part of our audit in accordance with United Kingdom Generally Accepted Accounting Practice; and requirements of the Companies Act 2006 we exercise professional judgement and maintain professional scepticism throughout the audit. Based on our understanding and accumulated knowledge of the Charity and the sector in which it operates we considered the risk of acts by the Charity which were contrary to applicable laws and regulations, including fraud and whether such

actions or non-compliance might have a material effect on the financial statements. These included but were not limited to those that relate to the form and content of the financial statements, such as the Charities SORP 2019, Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice) the UK Companies Act 2006 and those that relate to the payment of employees. All team members were briefed to ensure they were aware of any relevant regulations in relation to their work.

We evaluated management’s incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting inappropriate journal entries, management bias in accounting estimates and improper revenue recognition associated with year-end cut-off.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the

events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council’s (“FRC’s”) website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor’s report.

Our audit procedures included, but were not limited to:

- agreement of the financial statement disclosures to underlying supporting documentation;
 - challenging assumptions and judgements made by management in their significant accounting estimates, in particular in relation to recoverability of debtors and valuation and completeness of deferred revenue;
 - revenue year end cut-off procedures;
 - identifying and testing journal entries, in particular any journal entries posted with specific unusual narrative, manual journals to revenue and cash, and review of journals posted to least used accounts;
 - discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
 - obtained an understanding of how the Charity is complying with those legal and
- regulatory frameworks such as Companies Act 2006 & Employment Taxes Act by making enquiries to management and those responsible for legal and compliance procedures. We corroborated our enquiries through our review of board minutes and other evidence gathered during the course of the audit;

 - obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Charity’s internal control; and
 - evaluated the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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, and to the Charitable Company’s trustees, as a body, in accordance with the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the Charitable Company’s members and trustees 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, the Charitable Company’s members as a body and the Charitable Company’s trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Hamid Ghafoor

Hamid Ghafoor (Senior Statutory Auditor)
For and on behalf of BDO LLP, statutory auditor
Manchester, UK

Date: _____

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).



Community Integrated Care

Consolidated Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

for the year ended 31 March 2022

		Unrestricted funds		Restricted funds		
		Continuing operations	Discontinued operations	Continuing operations	Discontinued operations	TOTAL
		2022	2022	2022	2022	2022
	Note	£'000	£'000	£'000	£'000	£'000
Income						
Income from charitable activities	2	126,335	13,512	554	-	140,401
Other income	3	1,064	1,951	-	-	3,015
Total income		127,399	15,463	554	-	143,416
Expenditure						
Charitable activities		127,086	14,653	285	-	142,024
(Profit)/Loss on joint venture		11	-	-	-	11
Total expenditure	4	127,097	14,653	285	-	142,035
Net income / (expenditure)		302	810	269	-	1,381
Transfer between funds						
		(10,292)	13,853	(105)	(3,456)	-
Other recognised gains / (losses)						
Actuarial gains/ (losses) on defined benefit pension scheme	19c	-	34	-	-	34
Grant acquired through business combination	16	-	-	675	-	675
Net movement in funds		(9,990)	14,697	839	(3,456)	2,090
Reconciliation of funds:						
Total fund balances at 1 April		41,988	(14,697)	3,084	3,456	33,831
Total fund balances at 31 March		31,998	-	3,923	-	35,921

The statement of financial activities includes all gains and losses recognised in the year. Income and expenditure is derived from both continuing and discontinued operations.

2.15

Financial Statements and Notes to the Accounts

For the year ended 31 March 2021

Community Integrated Care

Consolidated Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

for the year ended 31 March 2022

		Unrestricted funds		Restricted funds		
		Continuing operations	Discontinued operations	Continuing operations	Discontinued operations	TOTAL
		2021	2021	2021	2021	2021
	Note	£'000	£'000	£'000	£'000	£'000
Income						
Income from charitable activities	2	113,006	27,903	396	-	141,305
Other income	3	368	567	-	-	935
Total income		113,374	28,470	396	-	142,240
Expenditure						
Charitable activities		114,712	32,245	398	-	147,355
- Charitable activities excluding exceptional		114,712	26,620	398	-	141,730
- Exceptional impairment of fixed assets		-	5,625	-	-	5,625
-(Profit)/Loss on joint venture		12	-	-	-	12
Total expenditure	4	114,724	32,245	398	-	147,367
Net income / (expenditure)		(1,350)	(3,775)	(2)	-	(5,127)
Transfer between funds						
		546	294	(546)	(294)	-
Other recognised gains / (losses)						
Actuarial gains/ (losses) on defined benefit pension scheme	19c	-	902	-	-	902
Net movement in funds		(804)	(2,579)	(548)	(294)	(4,225)
Reconciliation of funds:						
Total fund balances at 1 April		42,792	(12,118)	3,632	3,750	38,056
Total fund balances at 31 March		41,988	(14,697)	3,084	3,456	33,831

The statement of financial activities includes all gains and losses recognised in the year. Income and expenditure is derived from both continuing and discontinued operations.

Community Integrated Care

Consolidated Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

for the year ended 31 March 2022

		Unrestricted funds		Restricted funds		
		Continuing operations	Discontinued operations	Continuing operations	Discontinued operations	TOTAL
		2022	2022	2022	2022	2022
	Note	£'000	£'000	£'000	£'000	£'000
Income						
Income from charitable activities	2	126,136	13,512	315	-	139,963
Other income	3	3,856	1,951	-	-	5,807
Total income		129,992	15,463	315	-	145,770
Expenditure						
Charitable activities		129,586	14,653	136	-	144,375
- Charitable activities excluding exceptional		126,698	14,653	136	-	141,487
- Exceptional impairment of investments on hive up		2,888	-	-	-	2,888
Total expenditure	4	129,586	14,653	136	-	144,375
Net income / (expenditure)		406	810	179	-	1,395
Transfer between funds						
		(10,289)	13,853	(108)	(3,456)	-
Other recognised gains / (losses)						
Actuarial gains/ (losses) on defined benefit pension scheme	19c	-	34	-	-	34
Grant acquired through business combination	16	-	-	675	-	675
Net movement in funds		(9,883)	14,697	746	(3,456)	2,104
Reconciliation of funds:						
Total fund balances at 1 April		40,859	(14,697)	3,186	3,456	32,804
Total fund balances at 31 March		30,976	-	3,932	-	34,908

The statement of financial activities includes all gains and losses recognised in the year. Income and expenditure is derived from both continuing and discontinued operations.

Community Integrated Care

Consolidated Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

for the year ended 31 March 2022

		Unrestricted funds		Restricted funds		
		Continuing operations	Discontinued operations	Continuing operations	Discontinued operations	TOTAL
		2021	2021	2021	2021	2021
	Note	£'000	£'000	£'000	£'000	£'000
Income						
Income from charitable activities	2	112,711	27,903	119	-	140,733
Other income	3	301	567	-	-	868
Total income		113,012	28,470	119	-	141,601
Expenditure						
Charitable activities		114,482	32,245	56	-	146,783
- Charitable activities excluding exceptional		114,482	26,620	56	-	141,158
- Exceptional impairment of fixed assets		-	5,625	-	-	5,625
Total expenditure	4	114,482	32,245	56	-	146,783
Net income / (expenditure)		(1,470)	(3,775)	63	-	(5,182)
Transfer between funds						
		546	294	(546)	(294)	-
Other recognised gains / (losses)						
Actuarial gains/ (losses) on defined benefit pension scheme	19c	-	902	-	-	902
Net movement in funds		(924)	(2,579)	(483)	(294)	(4,280)
Reconciliation of funds:						
Total fund balances at 1 April		41,783	(12,118)	3,669	3,750	37,084
Total fund balances at 31 March		40,859	(14,697)	3,186	3,456	32,804

The statement of financial activities includes all gains and losses recognised in the year. Income and expenditure is derived from both continuing and discontinued operations.

Community Integrated Care

Statement of Financial Position

Company No. 2225727

(Consolidated and Charity)

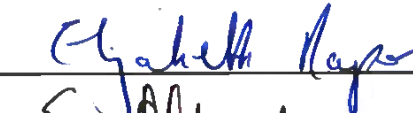
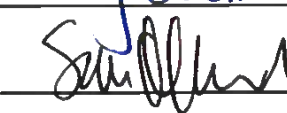
for the year ended 31 March 2022

		Group		Charity	
	Note	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Fixed assets					
Tangible assets	9	14,596	27,617	13,239	26,234
Intangible assets	10	2,020	-	2,020	-
Investments					
- Investments in group undertakings	11 / 23	7	7	1	1
- Other investments	11	114	112	-	-
		16,737	27,736	15,260	26,235
Current assets					
Stock		2	3	-	-
Debtors recoverable within one year	12	13,608	9,711	13,593	9,671
Cash at bank and in hand		34,924	19,894	34,722	19,756
		48,534	29,608	48,315	29,427
Debtors recoverable after one year	12	45	51	119	100
Creditors:					
Amounts falling due within one year	13	26,773	20,606	26,602	20,466
Net current assets		21,806	9,053	21,832	9,061
Total assets less current liabilities		38,544	36,789	37,092	35,296
Creditors:					
Amounts falling due after more than one year	14	2,624	2,958	2,184	2,492
		2,624	2,958	2,184	2,492
Net assets excluding pension liability		35,921	33,831	34,908	32,803
Defined benefit pension scheme liability	19d	-	-	-	-
Net assets		35,921	33,831	34,908	32,804
Reserves					
Unrestricted funds	16	31,998	27,291	30,976	26,162
Restricted funds	16	3,923	6,540	3,932	6,642
Total funds		35,921	33,831	34,908	32,804

The financial statements were approved and authorised for issue by the board of Trustees on and signed on their behalf by:

E. Raper (Chair)

S. Learoyd (Chair of Audit & Risk Committee)

Community Integrated Care

Consolidated Statement of Cash Flows

for the year ended 31 March 2022

	2022 £'000	2021 £'000
Operating activities:		
Net income / (expenditure) before other recognised gains & losses	1,381	(5,127)
Depreciation	2,075	2,947
Amortisation	224	-
(Profit)/Loss on investments	9	(7)
Property impairment	-	5,625
Gifted intangible assets	427	-
Impairment of investments in ACS and ACT	-	-
Loan interest paid	111	179
Bank interest received	(20)	(20)
Defined benefit pension scheme staff cost charges	146	111
Defined benefit pension scheme interest	(11)	(7)
Payment to defined benefit pension scheme	(101)	(69)
Decrease / (Increase) in stock	2	(1)
Increase / (decrease) in debtors	(2,757)	1,554
Increase in creditors	4,725	1,716
Decrease in provisions for liabilities	(5)	(5)
Profit on sale of tangible fixed assets	(824)	(738)
Realised profit on the sale of Eachstep	(1,451)	
Net cash inflow from operating activities	3,931	6,158
Investing activities:		
Payments to acquire tangible fixed assets	(3,551)	(2,491)
Receipts from sales of tangible fixed assets	17,445	4,002
purchase of subsidairy net of cash inflow	(2,371)	-
Bank interest received	20	20
Net cash inflow/ (outflow) from investing activities	11,543	1,531
Financing activities:		
Loan received	125	-
Repayment of borrowing	(458)	(294)
Loan interest paid	(111)	(179)
Net cash inflow/ (outflow) from financing activities	(444)	(473)
Cash inflow / (outflow) in year	15,030	7,216
Cash at bank and in hand at the beginning of the reporting period	19,894	12,678
Cash at bank and in hand at the end of the reporting period	34,924	19,894

Community Integrated Care

Notes to the financial statements - 1A

for the year ended 31 March 2022

1. Accounting policies

Community Integrated Care is a charitable company incorporated in England and Wales under the Companies Act. The Charity is a Public Benefit Entity. The address of the registered office is given on the contents page and the nature of the group’s operations and its principal activities are set out in the strategic report. The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and the preceding year.

(a) Basis of preparation

The financial statements have been prepared in accordance with FRS102 the Financial Reporting Standard applicable in the United Kingdom, the Companies Act 2006 and the Statement of Recommended Practice “Accounting by Charities” (the “SORP”) issued in October 2019 under the historical cost convention.The Charity has availed itself of Paragraph 4 (1) of Schedule 1 of Statutory Instrument 2008 No. 410 and adapted the Companies Act formats to reflect the special nature of the Charity’s activities. The charity has taken advantage of the reduced disclosure exemption in paragraph 1.12(b) of FRS 102, meaning it does not need to produce an individual cash flow statement.

(b) Preparation of accounts on a going concern basis

After making enquiries and having reviewed the Charity’s forecasts and projections to September 2023, taking into account possible changes to trading performance, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees have adopted the going concern basis of accounting in preparation of the financial statements. Further details can be seen in the Trustees report on page 23.

(c) Group consolidated financial statements

The Group financial statements consolidate the funds of the Charity and its subsidiary companies. The subsidiary companies consolidated within the Group financial statements include Person Centred Housing Limited and Age Exchange, whose results and net assets have been included on a line by line basis as the Charity controls the subsidiaries. Technology Integrated Care, a subsidiary acquired in prior year, has also been included within the Group results. No subsidiaries were disposed of in the year, or the preceding year.

(d) Company status

The Charity is a company limited by guarantee and has no share capital. The Trustees are elected from the members of the company. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £5 per member of the Charity.

(e) Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees, in furtherance of the general objectives of the Charity and which have not been designated for other purposes.Designated funds are transferred from general unrestricted funds for specific purposes, based on available cost information. These amounts are monitored annually. Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors, or which have been raised by the Charity for particular purposes. This fundraising has created the expectation that resources generated would be used for specific purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

(f) Incoming Resources

All incoming resources are included in the SOFA when the Charity is legally entitled to the income, when the amount can be quantified with reasonable accuracy and when the amount is likely to be received. Income from charitable activities includes all income that directly supports the Charity’s primary purpose. This is largely made up of, but is not limited to, grants receivable from Local Government bodies and the National Health Service as well as privately funded care. The analysis of income from charitable activities (note 2) is reported on by geographical region for independent living services with older people services (Eachstep) and Government Coronavirus Job Retention Scheme income being reported on separately.All grants, donations, rental income and contractual payments are included on a receivable basis. Income received in advance of the delivery of the service as contracted is deferred.Other Grants are recognised as and when conditions for their release are fulfilled.For legacies, entitlement is the earlier of the Charity being notified of an impending distribution or the legacy being received.

Community Integrated Care

Notes to the financial statements - 1B

for the year ended 31 March 2022

(g) Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on the same basis as expenditure incurred directly in undertaking an activity. Overheads are apportioned to each operational scheme in accordance with the terms of the contract.

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity, and are allocated to each category based upon the relevant proportion of turnover. Governance costs are those incurred in connection with the administration of the Charity and compliance with constitutional and statutory requirements. A liability is recognised when the Charity is legally committed at the balance sheet date as a result of a past event.

(h) Intangible assets

Goodwill arising on an acquisition of a business is the difference between the fair value of the consideration paid and the fair value of the assets and liabilities acquired. Positive goodwill is capitalised and amortised through the SOFA over the Trustees’ estimate of its useful economic life which is 5 years.

(i) Tangible fixed assets and depreciation

Capitalisation: Tangible fixed assets costing more than £1,000 are capitalised and included at cost along with any incidental expenses of acquisition. Valuation: Tangible fixed assets are measured at historical cost. Depreciation: Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost less estimated residual value on a straight line basis over their expected useful economic lives, as follows:

Freehold buildings - 50 years

Leasehold land and buildings - over the lease term

Fixtures and fittings - 5 years or 10 years

Motor vehicles - 4 years

Computer equipment - 3 -10 years

If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components) of property, plant and equipment and are depreciated as above. Assets under construction are not depreciated until completion of the build. Impairments are separately identified and charged to the funds of the Charity when the carrying amount is greater than the recoverable amount.

(j) Donated assets

Assets donated to the group are recognised at their fair value at the date they are gifted. Where assets are donated from another charitable entity, the fair value of any donated assets and liabilities is recognised within Donations within the SOFA.

(k) Operating leases

Rentals applicable to operating leases are charged to the SOFA over the period in which the cost is incurred.

(l) Leased assets - Lessor

Where assets are leased to a third party and give rights approximating to ownership (finance leases), the assets are treated as if they had been sold outright. All other leases are treated as operating leases. The annual rentals are credited to the SOFA on a straight line basis over the term of the lease, with the leased asset accounted for in accordance with the policy for tangible fixed assets.

(m) Cash at bank and in hand

Cash at bank and in hand is classified as a basic financial instrument and is measured at face value.

(n) Pension contributions

The Company’s participating employees are either members of the Group’s defined contribution scheme or members of one of the defined benefit schemes. For defined benefit schemes the amounts charged in resources expended are the current service costs and gains and losses on settlements and curtailments. They are included as part of staff costs. Past service costs, to the extent that they have not previously been recognised, are recognised immediately in the SOFA if the benefits have vested. If the benefits have not vested immediately, the costs are recognised over the period until vesting occurs. The interest cost and the expected return on assets are shown as a net amount within finance costs which are included in resources expended. Actuarial gains and losses are recognised immediately in the ‘Other recognised gains and losses’.

(o) Pension contributions (continued)

Defined benefit schemes are funded, with the assets of the scheme held separately from those of the Group, in separate trustee-administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. Pension scheme assets are included

Community Integrated Care

Notes to the financial statements - 1C

for the year ended 31 March 2022

in the balance sheet, but surpluses in any scheme (i.e. the amount by which assets exceed liabilities) are only included to the extent that the surplus may be recovered by reduced further contributions or to the extent that the Trustees have agreed a refund from the scheme at the balance sheet date. Pension scheme liabilities are recognised to the extent that the Group has a legal or constructive obligation to settle the liability.

For defined contribution schemes the amount charged to the Consolidated Statement of Financial Activities in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet. The Charity contributes to two group personal pension plans operated by Aviva and The People’s Pension. The relevant plan is open to all employees over the age of 18. Due to a change in law, from May 2013 the Charity launched the government led auto-enrolment programme resulting in all eligible employees being automatically enrolled in the relevant pension scheme. The assets of the schemes are held separately from those of the Charity. The annual contribution payments are charged to the SOFA.

(p) Accounting for investments

Investments in subsidiaries are stated at cost. An entity is treated as a joint venture where the group is party to a contractual agreement with one or more parties from outside the group to undertake an economic activity that is subject to joint control. In the consolidated accounts, interests in associated undertakings and joint ventures are accounted for using the equity method of accounting. Under this method an equity investment is initially recognised at the transaction price (including transaction costs) and is subsequently adjusted to reflect the investor’s share of the profit or loss, other comprehensive income and equity of the associate, or joint venture.

(q) Judgements in applying accounting policies and key sources of estimation of uncertainty

In preparing these financial statements the directors have made judgements where appropriate. Key sources of estimation uncertainty include: the actuarial assumptions in respect of defined benefit pension schemes - The application of actuarial assumptions relating to defined benefit pension schemes is incorporated in the financial statements in accordance with FRS 102. In applying FRS 102, advice is taken from independent qualified actuaries. In this context, significant judgement is exercised in a number of areas, including future changes in salaries and inflation, mortality rates and the selection of appropriate discount rates. Classification of leases - whether leases entered

into as lessee, is operating leases or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis. Depreciation of tangible fixed assets and impairment – Tangible fixed assets are depreciated over their useful lives taking into account residual lives, where appropriate. The actual lives of the assets and residual lives are assessed annually and may vary depending upon a number of factors. In assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. In considering whether indications of impairment exist, factors taken into consideration include the economic viability and expected future performance of the asset.

(r) Financial Instruments

Financial instruments of the Group are measured at amortised cost. Financial assets comprise cash, trade debtors and other debtors. Financial liabilities comprise bank loans, trade creditors, other creditors and accruals. Financial assets and financial liabilities are recognised when Community Integrated Care becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). Community Integrated Care only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Creditors and provisions are recognised where Community Integrated Care has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(s) Discontinued operations

In October 2021 the Charity sold its Eachstep (Older Peoples Services) division. Without the Older Peoples Services the operational focus of the Charity has shifted towards the independent living sector. A profit on disposal of £1,951k was recognised on sale.

Community Integrated Care

Notes to the financial statements

for the year ended 31 March 2022

Analysis of income from charitable activities	GROUP		CHARITY	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
<u>Unrestricted</u>				
North West	41,430	35,548	41,430	35,548
North East	32,535	31,962	32,512	31,937
Scotland	25,348	24,716	25,348	24,716
South and Central	26,947	19,101	26,771	18,831
Eachstep (Older People Services)	13,512	27,904	13,512	27,904
Coronavirus Job Retention Scheme	75	1,678	75	1,678
	139,847	140,909	139,648	140,614
<u>Restricted</u>				
Grants, donations and fundraising	554	396	315	119
Other income	GROUP		CHARITY	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Management Fee	-	-	6	6
Sundry	217	177	122	108
Net gain on disposal of fixed assets	827	738	827	738
Bank interest	20	20	13	16
Dividends received from subsidiary company	-	-	2,888	-
Profit/(loss) on the sale of discontinued operations	1,951	-	1,951	-
	3,015	935	5,807	868

Discontinued operations

In October 2021 , the Eachstep (Older Peoples Services) division was sold with the Charity's focus shifting towards supported living services.

A profit on disposal of £1,951k arose on its sale. This and any other Eachstep divisional income within jote 2 is shows on the SOFA as discontinued operations.

Community Integrated Care

Notes to the financial statements

for the year ended 31 March 2022

	GROUP			
	Operational staff costs £'000	Direct costs £'000	Support costs £'000	2022 Total £'000
Costs of charitable activities				
(Profit)/Loss on joint venture	-	-	11	11
North West	33,487	2,681	5,997	42,165
North East	26,102	1,482	4,859	32,443
Scotland	19,847	1,112	3,758	24,717
South and Central	21,378	1,992	4,678	28,048
Eachstep (Older People Services)	9,587	3,004	2,061	14,652
	110,401	10,271	21,364	142,036
Costs of charitable activities - 2021	Operational staff costs	Direct costs	Support costs	2021 Total
Exceptional impairment of fixed assets	-	-	5,625	5,625
(Profit)/Loss on joint venture	-	-	12	12
North West	28,195	2,534	4,408	35,137
North East	25,019	2,043	4,162	31,224
Scotland	18,185	1,197	3,369	22,751
South and Central	15,986	1,620	2,768	20,374
Eachstep (Older People Services)	21,714	7,030	3,500	32,244
	109,099	14,424	23,844	147,367
	CHARITY			
	Operational staff costs £'000	Direct costs £'000	Support costs £'000	2022 Total £'000
Costs of charitable activities				
Exceptional impairment of investments	-	-	2,888	2,888
North West	33,487	2,681	5,997	42,165
North East	26,102	1,468	4,861	32,431
Scotland	19,847	1,112	3,759	24,718
South and Central	21,110	1,884	4,527	27,521
Eachstep (Older People Services)	9,587	3,004	2,062	14,653
	110,133	10,149	24,094	144,376
Cost of charitable activities - 2021	Operational staff costs	Direct costs	Support costs	2021 Total
Exceptional impairment of fixed assets	-	-	5,625	5,625
North West	28,195	2,534	4,410	35,139
North East	25,019	2,025	4,164	31,208
Scotland	18,185	1,197	3,370	22,752
South and Central	15,700	1,536	2,578	19,814
Eachstep (Older People Services)	21,714	7,030	3,501	32,245
	108,813	14,322	23,648	146,783

Exceptional expenditure

In September 2021 the Charity purchased 100% of the shares of Access Community Services (ACS) and Access Community Training (ACT). This was immediately followed by a hive up of their net assets into Community Integrated Care resulting in the impairment to investments of £2,888k.

Dividends income was received resulting in a net impact of £nil.

In the prior year, there was an impairment of fixed assets of £5.625k relating to the October 2021 sale of the Eachstep (Older Peoples Services) division.

Discontinued operations

Expenditure from discontinued opeations shown on the SOFA relates to the sale of the Eachstep (Older Peoples Services) division.

Community Integrated Care

Notes to the financial statements

for the year ended 31 March 2022

Analysis of support costs						
The charity allocates its support costs as shown in the table below. Regional Office costs are allocated to the relevant region. Support Service costs are apportioned between the regions based on the percentage of income per region.						
	GROUP					Total
	Finance & Legal	Human Resources & Training	Information Technology	Facilities Management	Administration	
	£'000	£'000	£'000	£'000	£'000	£'000
(Profit)/Loss on joint venture	12	-	-	-	-	12
North West	546	1,846	934	238	2,433	5,997
North East	428	1,448	732	186	2,065	4,859
Scotland	185	1,129	571	145	1,728	3,758
South and Central	481	1,194	618	214	2,171	4,678
Eachstep (Older People Services)	178	602	304	77	900	2,061
	1,830	6,219	3,159	860	9,297	21,365
	Finance & Legal	Human Resources & Training	Information Technology	Facilities Management	Administration	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Exceptional impairment of fixed assets	5,625	-	-	-	-	5,625
(Profit)/Loss on joint venture	12	-	-	-	-	12
North West	392	1,257	641	191	1,926	4,407
North East	352	1,130	576	172	1,932	4,162
Scotland	273	873	446	133	1,644	3,369
South and Central	210	670	350	138	1,400	2,768
Eachstep (Older People Services)	308	987	503	149	1,554	3,501
	7,172	4,917	2,516	783	8,456	23,844
	CHARITY					Total
	Finance & Legal	Human Resources & Training	Information Technology	Facilities Management	Administration	
	£'000	£'000	£'000	£'000	£'000	£'000
North West	548	1,846	933	237	2,433	5,997
North East	430	1,448	732	186	2,065	4,861
Scotland	186	1,129	571	145	1,728	3,759
South and Central	453	1,193	603	153	2,125	4,527
Eachstep (Older People Services)	179	602	304	77	900	2,062
	1,796	6,218	3,143	798	9,251	21,206
	Finance & Legal	Human Resources & Training	Information Technology	Facilities Management	Administration	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Exceptional impairment of fixed assets	5,625	-	-	-	-	5,625
North West	394	1,257	641	191	1,926	4,409
North East	354	1,130	576	172	1,932	4,164
Scotland	274	873	446	133	1,644	3,370
South and Central	208	667	339	101	1,263	2,578
Eachstep (Older People Services)	309	987	503	149	1,554	3,502
	7,164	4,914	2,505	746	8,319	23,648

Community Integrated Care

Notes to the financial statements

for the year ended 31 March 2022

		GROUP		CHARITY	
		2022	2021	2022	2021
Analysis of governance costs		£'000	£'000	£'000	£'000
Audit and accountancy fees		105	63	90	49
Legal costs		28	14	28	14
		133	77	118	63
Fees payable to auditors		2022	2021		
		£'000	£'000		
Statutory audit of parent and consolidated accounts		102	59		
Tax Services		3	4		
Other		-	-		
		105	63		
		GROUP		CHARITY	
Other costs and income		2022	2021	2022	2021
		£'000	£'000	£'000	£'000
Operating lease rentals	plant & machinery	119	96	117	92
	land & buildings	918	864	918	864
Depreciation	owned assets	2,029	2,636	2,003	2,608
	leased assets- land & buildings	46	311	46	311
Loan interest		111	179	111	172
Defined benefit pension - expected return on assets less interest on obligation		(11)	(7)	(11)	(7)
Rent received		(271)	(190)	(226)	(158)
Net gain on disposal of fixed assets		(824)	(206)	(824)	(206)

The loan interest includes an annual payment made for two donated Salford services which totals £53k (2021 : 107k). The Salford services and buildings were sold in the year.

Community Integrated Care

Notes to the financial statements

for the year ended 31 March 2022

7 Staff costs	GROUP		CHARITY	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Wages and salaries	104,338	104,412	104,024	104,032
Social security costs	8,707	8,369	8,681	8,344
Other pension costs - contributions to defined contribution schemes	2,141	2,198	2,130	2,184
- defined benefit pension scheme charges	146	111	146	111
	115,332	115,090	114,981	114,671

The figures shown above represent all staff costs for the Group and Company including operational staff costs, as shown in Note 4, together with costs relating to staff who work in support services and regional offices, which are incorporated within the support cost figures in note 5.

Redundancy costs incurred by CIC amounting to £281,380 (2021: £247,594) are included in the above figures.

Employee benefits incurred by CIC, comprising company cars and health insurance, amounting to £25,553 (2021: £33,178) are included in the above figures.

Agency costs incurred by CIC amounting to £9,085,771 (2021: £6,669,724) are not included in the analysis above. These costs are incurred to provide cover for staff on annual leave or additional hours required on contracts.

The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000 in the year was as follows:

	GROUP		CHARITY	
	2022	2021	2022	2021
	number	number	number	number
£60,001 - £70,000	9	2	9	1
£70,001 - £80,000	6	6	6	6
£80,001 - £90,000	2	5	2	5
£90,001 - £100,000	4	2	4	2
£100,001 - £110,000	2	1	2	1
£110,001 - £120,000	-	2	-	2
£120,001 - £130,000	-	-	-	-
£130,001 - £140,000	3	1	3	1
£140,001 - £150,000	-	2	-	2
£180,001 - £190,000	-	-	-	-
£190,001 - £200,000	1	1	1	1
	27	22	27	21

All employees earning more than £60,000 contributed to a personal pension scheme. The Charity contributed £136,912 (2021: £116,690) on their behalf.

Total earnings of key management personnel in the year amounted to £1,516,635 (2021: £1,510,377).

No directors are part of the defined benefit pension scheme.

The Trustees did not receive any remuneration from the charity. Trustees are reimbursed for expenditure incurred in attending Trustee meetings or visiting the Group's homes and facilities in their roles as Trustees. These costs related to 5 Trustees (2021: 9) and amounted to £4,757 in the year (2021: £752).

The number of full and part-time employees, calculated on a monthly average basis, was;

	GROUP		CHARITY	
	2022	2021	2022	2021
	number	number	number	number
Operational staff	4,826	5,312	4,815	5,299
Administration and support	536	500	532	495
	5,362	5,812	5,347	5,794

8 Indemnity insurance

The Charity purchases Directors and Officers Liability insurance. The cost of the premium in the year was £16,800 (2021: £10,920).

Community Integrated Care

Notes to the financial statements

for the year ended 31 March 2022

9 Tangible fixed assets	Freehold land & buildings £'000	Leasehold land & buildings £'000	Fixtures & fittings £'000	Motor vehicles £'000	Computers £'000	Assets under construction £'000	TOTAL £'000
GROUP							
Cost							
At 1 April 2021	40,907	7,978	9,572	3,271	4,051	181	65,960
Additions	675	596	805	1,620	379	163	4,238
Disposals	(27,511)	(4,922)	(7,235)	(1,684)	(287)	-	(41,639)
Transfer	-	-	140	-	41	(181)	-
At 31 March 2022	14,071	3,652	3,282	3,207	4,184	163	28,559
Depreciation							
At 1 April 2021	20,250	6,969	7,077	1,447	2,600	-	38,343
Provided during the year	448	46	500	384	697	-	2,075
Disposals	(15,579)	(4,831)	(5,299)	(491)	(255)	-	(26,455)
At 31 March 2022	5,119	2,184	2,278	1,340	3,042	-	13,963
Net Book Value							
At 31 March 2022	8,952	1,468	1,004	1,867	1,142	163	14,596
At 31 March 2021	20,657	1,009	2,495	1,824	1,451	181	27,617
CHARITY							
Cost							
At 1 April 2021	39,172	6,525	9,514	3,272	4,047	181	62,711
Additions	675	596	805	1,620	379	163	4,238
Disposals	(27,511)	(4,922)	(7,228)	(1,684)	(287)	-	(41,632)
Transfer	-	-	140	-	41	(181)	-
At 31 March 2022	12,336	2,199	3,231	3,208	4,180	163	25,317
Depreciation							
At 1 April 2021	19,898	5,516	7,021	1,446	2,596	-	36,477
Provided during the year	423	46	499	384	697	-	2,049
Disposals	(15,579)	(4,831)	(5,292)	(491)	(255)	-	(26,448)
At 31 March 2022	4,742	731	2,228	1,339	3,038	-	12,078
Net Book Value							
At 31 March 2022	7,594	1,468	1,003	1,869	1,142	163	13,239
At 31 March 2021	19,274	1,009	2,493	1,826	1,451	181	26,234

Included in freehold land and buildings for the Group are 27 (2021 : 29) buildings which were donated by local authorities. They have a net book value of £3,479K (£5,088K). Disposal of these buildings is subject to the approval of the donating authority.

Assets under construction comprises costs incurred relating to property upgrades. These assets will be fully constructed in future periods at which point depreciation will commence.

Motor vehicles include 152 (2021:153) vehicles with a net book value of £1,627K which are leased to people we support.

Community Integrated Care

Notes to the financial statements

for the year ended 31 March 2022

9 Tangible fixed assets (continued)

Included in freehold land and buildings is land at a cost of £175k (2021: £2,010k) that is not depreciated.

Certain assets are owned by the Group and leased on an operating lease to Reside Housing Association Limited, with the following values:

	2022	2021
	£'000	£'000
Cost	1,436	1,553
Accumulated depreciation	(519)	(516)
	917	1,037

10 Intangible Assets

	CHARITY	
	2022	2021
	£'000	£'000
Goodwill		
Cost B/f	800	800
Additions in year	2,244	-
Amortisation B/f	(800)	(800)
Amortisation in year	(224)	-
	2,020	-

Goodwill brought forward represents an amount paid on the acquisition of two services in 2014 from Seashell Trust. This was amortised over five years and fully released in August 2018.

In June 2021 the Charity acquired the business and assets of Life Opportunities Trust resulting in the adition of £424k of negative goodwill. In September 2021 the Charity purchased 100% of the share capital of Access Community Services Ltd and Access Community Trading Ltd resulting in a goodwill addition of £2,668k on the hive up of net assets. Both additions are being amortised over five years. This is inline with projected benefit that asset shall provide.

	GROUP	
	2022	2021
	£'000	£'000
Investments b/f	112	94
Investments change in year	2	18
Investments c/f	114	112
Goodwill (as above)	2,020	-
	2,134	112

Community Integrated Care

Notes to the financial statements

for the year ended 31 March 2022

11 Investments

	Control %	Type	Company number	Country of incorporation	Company Status
Person Centred Housing Ltd	100	Subsidiary	4578121	England & Wales	Dormant
Age Exchange	100	Subsidiary	1929724	England & Wales	Active
Inspirit Care Ltd	100	Subsidiary	4180614	England & Wales	Dormant
Technology Integrated Care Ltd	100	Subsidiary	12071990	England & Wales	Active
Access Community Care Ltd	100	Subsidiary	4471217	England & Wales	Dormant
Access Coomunity Training Ltd	100	Subsidiary	2225727	England & Wales	Dormant

Person Centred Housing ("PCH") is a company limited by guarantee. The Charity has the right to appoint and remove members. The registered address is: Old Market Court, Miners Way, Widnes, WA8 7SP.

Age Exchange is a company limited by guarantee. The registered address is: 11 Blackheath Village, Blackheath, London, SE3 9LA.

Inspirit Care is dormant and ceased to trade from the start of the 2014/15 Financial Year. As such it is exempt from preparing financial statements by virtue of S394 of Companies Act 2006

The registered address is: Old Market Court, Miners Way, Widnes, WA8 7SP.

Technology Integrated Care ("TIC") is a private company limited by shares. CIC holds shares of £1.

The registered address is: Old Market Court, Miners Way, Widnes, WA8 7SP.

TIC has a joint venture in Preparing4Care LLP (P4C) (OC427880) and invested £50k in 19/20. P4C made a loss of £24k in the year.

Access Community Services ("ACS") is a private company limited by shares. CIC holds £5,001 shares.

Access Community Training ("ACT") is a private company limited by shares. CIC holds £10 shares.

The registered address of both companies is: Old Market Court, Miners Way, Widnes, WA8 7SP.

100% of the share capital of both companies was acquired on 13/09 and they have since been dormant following the immediate hive up of business and assets to CIC.

Community Integrated Care

Notes to the financial statements

for the year ended 31 March 2022

12 Debtors	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Amounts due within one year				
Trade debtors	8,058	5,618	8,052	5,595
Other debtors	661	113	654	107
Prepayments & accrued income	4,889	3,980	4,887	3,969
	13,608	9,711	13,593	9,671
Amounts due after more than one year				
Amounts due from JV/subsidiary undertakings	45	51	119	100
Total	13,653	9,762	13,712	9,771
13 Creditors: amounts falling due within one year	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Trade creditors	3,145	1,829	3,134	1,821
Other taxes and social security	1,847	1,733	1,841	1,726
Other creditors	7,702	4,202	7,641	4,140
Bank loans due within one year	334	332	308	309
Accruals	13,745	12,510	13,678	12,470
	26,773	20,606	26,602	20,466

Included within accruals is an amount for deferred income. Deferred income comprises income received in advance of the delivery of the service as contracted.

	Group £'000	Charity £'000
The movement in the period is as follows		
Opening deferred income	2,355	2,331
Amounts charged for the year	1,351	1,303
Amounts released in the year	(2,355)	(2,331)
Closing deferred income	1,351	1,303

The Charity is the Custodian Trustee of residents' personal monies totalling £6.5M at 31st March 2022 (2021: £6.7M). These personal monies are held by banks other than the Charity's principal banker and although the Charity has corporate governance over the balances it has no beneficial ownership. As a result the funds are excluded from the financial statements.

Community Integrated Care

Notes to the financial statements

for the year ended 31 March 2022

14 Creditors: amounts falling due in more than one year	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Bank loans	2,468	2,797	2,184	2,492
Deferred Capital Grants	156	161	-	-
	2,624	2,958	2,184	2,492
Repayments fall due as follows:				
In the second to fifth year inclusive	1,420	1,400	1,328	1,310
After 5 years	1,048	1,397	856	1,182
	2,468	2,797	2,184	2,492
Bank loans due within one year (above)	334	332	308	309
Total loans and overdrafts	2,802	3,129	2,492	2,801

The charity took out a loan in July 2019 with the Charity Bank for £3.3m. This is a 10 year loan and carries a variable rate of interest at 2.1% above the Bank of England base rate. At the balance sheet date security is held in cash in a separate Charity bank account. Monthly repayments of £32k are due.

15 Other financial commitments	GROUP Equipment		CHARITY Equipment	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Expiry date:				
Within one year	108	118	108	108
Between two and five years	205	307	198	306
	313	425	306	414

At 31 March 2022 the amounts payable to the group under non-cancellable operating leases as follows:

	GROUP Rental Income		CHARITY Rental Income	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Expiry date:				
Within one year	(271)	(190)	(226)	(156)
Between two and five years	-	-	-	-
	(271)	(190)	(226)	(156)

Community Integrated Care

Notes to the financial statements

for the year ended 31 March 2022

16 Statement of funds

GROUP	31 March 2020 £'000	Profit for the year		Other comprehensive income		31 March 2021 £'000	Profit for the year		Other comprehensive income		31 March 2022 £'000	
		Income £'000	Expenditure £'000	Transfers £'000	DB Pension adj £'000		Income £'000	Expenditure £'000	Transfers £'000	Capital grant on acquisition £'000		DB Pension adj £'000
Unrestricted funds												
Continuing operations	42,792	113,374	(114,724)	546	-	41,988	127,399	(127,097)	(10,292)	-	-	31,998
Discontinued operations	(12,118)	28,470	(32,245)	294	902	(14,697)	15,463	(14,653)	13,853	-	34	(0)
Total unrestricted funds	30,674	141,844	(146,969)	840	902	27,291	142,862	(141,750)	3,561	-	34	31,998
Restricted funds												
Continuing operations												
-Fundraising and grant	464	396	(398)	-	-	462	554	(285)	3	-	-	734
-Capital grants	3,168	-	-	(546)	-	2,622	-	-	(108)	675	-	3,189
Discontinued operations												
-Capital grants	3,750	-	-	(294)	-	3,456	-	-	(3,456)	-	-	-
Total restricted funds	7,382	396	(398)	(840)	-	6,540	554	(285)	(3,561)	675	-	3,923
Total funds	38,056	142,240	(147,367)	-	902	33,831	143,416	(142,035)	-	675	34	35,921

The capital grants fund of £3,189k relates to the market value of the buildings donated to the Charity by Local Authorities at the date of their transfer. The fund is written off over the estimated useful life of the buildings which is 50 years.

The transfers made between Restricted Funds and Unrestricted Funds is made up of two elements. Firstly a portion represents the depreciation on the Group's fixed assets, to the extent that the assets were acquired using capital grants, which are part of Restricted Funds. Depreciation is initially calculated as part of the Group depreciation, and is then transferred to Restricted Funds. The remaining portion represents the release of capital grants on the disposal of buildings no longer used by the Group.

16 Statement of funds (continued)

CHARITY		Profit for the year		Other comprehensive income			Profit for the year		Other comprehensive income			
	1 April 2020	Income	Expenditure		DB Pension	31 March 2021	Income	Expenditure	Capital grant on	DB Pension	31 March 2022	
	£'000	£'000	£'000	Transfers	adj	£'000	£'000	£'000	Transfers	acquisition	adj	£'000
				£'000	£'000				£'000	£'000	£'000	
Unrestricted funds												
Continuing operations	41,783	113,012	(114,482)	546	-	40,859	129,992	(129,586)	(10,289)	-	-	30,976
Discontinued operations	(12,118)	28,470	(32,245)	294	902	(14,697)	15,463	(14,653)	13,853	-	34	(0)
Total unrestricted funds	29,665	141,482	(146,727)	840	902	26,162	145,455	(144,239)	3,564	-	34	30,976
Restricted funds												
Continuing operations												
-Fundraising and grant	501	119	(56)	-	-	564	315	(136)	-	-	-	743
-Capital grants	3,168	-	-	(546)	-	2,622	-	-	(108)	675	-	3,189
Discontinued operations												
-Capital grants	3,750	-	-	(294)	-	3,456	-	-	(3,456)	-	-	-
Total restricted funds	7,419	119	-	(840)	-	6,642	315	(136)	(3,564)	675	-	3,932
Total funds	37,084	141,601	(146,727)	-	902	32,804	145,770	(144,375)	-	675	34	34,908

Community Integrated Care

Notes to the financial statements

for the year ended 31 March 2022

17 Analysis of group net assets between funds

	31 March 2022 GROUP			31 March 2021 GROUP		
	Unrestricted funds £'000	Restricted funds £'000	Total £'000	Unrestricted funds £'000	Restricted funds £'000	Total £'000
Fund balances at 31 March 2022 are represented by						
Tangible fixed assets	11,407	3,189	14,596	21,658	6,078	27,736
Intangible fixed assets	2,143	-	2,143	-	-	-
Current assets	48,534	-	48,534	29,608	-	29,608
Current liabilities	(27,507)	734	(26,773)	(21,068)	462	(20,606)
Long-term liabilities	(2,624)	-	(2,624)	(2,958)	-	(2,958)
Long-term debtors	45	-	45	51	-	51
Pension provision	-	-	-	-	-	-
	31,998	3,923	35,921	27,291	6,540	33,831

	31 March 2022 CHARITY			31 March 2021 CHARITY		
	Unrestricted funds £'000	Restricted funds £'000	Total £'000	Unrestricted funds £'000	Restricted funds £'000	Total £'000
Fund balances at 31 March 2022 are represented by						
Tangible fixed assets	10,051	3,189	13,240	20,157	6,078	26,235
Intangible fixed assets	2,020	-	2,020	-	-	-
Current assets	48,434	-	48,434	29,527	-	29,527
Current liabilities	(27,345)	743	(26,602)	(21,030)	564	(20,466)
Long-term liabilities	(2,184)	-	(2,184)	(2,492)	-	(2,492)
Pension provision	-	-	-	-	-	0
	30,976	3,932	34,908	26,162	6,642	32,804

18 Pension scheme obligations- Defined contribution schemes

The group operates two defined contribution occupational pension schemes for employees. The support services and management staff pension fund is held with Aviva (3% standard employer contributions). The operational staff pension fund is held with The People's Pension (3% employer contributions). All assets of the schemes are held in independent funds with the aforementioned pension providers.		
Pension costs charged in the SOFA represent the contributions payable by the charity in the year.		
	2022 £'000	2021 £'000
Contributions paid	2,141	2,198

Community Integrated Care
Notes to the financial statements

for the year ended 31 March 2022

19 Pension scheme obligations- Defined benefit schemes

The defined benefit schemes to which the Group is a contributor, comprise final salary schemes of the Local Government Pension Schemes ("LGPS") for Dumfries & Galloway and Greater Manchester. The LGPS are funded schemes, with the assets held in separate trustee administered funds. The pension cost is assessed every three years in accordance with advice from independent qualified actuaries, using the projected unit method. The latest actuarial valuations of the schemes were as at 31st March 2019 for Greater Manchester and 31st March 2020 for D&G. The pension schemes transferred out in the year on the sale of the Charity's Eachstep (Older Peoples Services) division.

The Group is also a contributor to the National Health pension scheme and the rate of contribution for 21/22 was 20.6%. The NHS scheme is a m employer defined benefit scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the Group. The scheme is therefore accounted for as a defined contribution scheme, and the contributions made by the Group are included under this heading above.

19a Assumptions

Salary increase rate
Pension increase rate
Discount rate

D&G		Greater Manchester	
2022 %pa	2021 %pa	2022 %pa	2021 %pa
3.85	3.65	3.75	3.6
3.05	2.85	3.0	2.85
1.75	1.95	1.8	2

Mortality assumptions

Average number of years lived after 65:

Current pensioners
Future pensioners

D&G		Greater Manchester		D&G		Greater Manchester	
Male 2022	Female 2022	Male 2022	Female 2022	Male 2021	Female 2021	Male 2021	Female 2021
20.8	23.3	20.5	23.3	20.8	23.4	20.5	23.3
21.9	25.3	21.9	25.3	21.9	25.3	21.9	25.3

19b Amounts included in the Group Statement of Financial Activities

Current service cost
Past service cost (including curtailments)
Net interest income on plan assets
Net interest cost on defined benefit obligation

D&G		Greater Manchester		Total	
2022 £000	2021 £000	2022 £000	2021 £000	2022 £000	2021 £000
(10)	(14)	(136)	(97)	(146)	(111)
-	-	-	-	0	0
95	170	110	199	205	369
(94)	(190)	(100)	(172)	(194)	(362)
(9)	(34)	(126)	(70)	(135)	(104)

19c Amounts included in other recognised gains and losses (Group).

Return on assets exc. amounts included in net interest
Remeasurements:
Changes in demographic assumptions
Changes in financial assumptions
Other experience
Transfer on sale of Eachstep
PY surplus restriction adj
Surplus restrictions in year
Actuarial gains/ (losses) on DB pension scheme

D&G		Greater Manchester		Total	
2022 £000	2021 £000	2022 £000	2021 £000	2022 £000	2021 £000
486	1,457	647	1,786	1,133	3,243
-	79	-	(66)	-	13
(437)	(1,202)	(592)	(1,790)	(1,029)	(2,992)
-	553	-	85	-	638
(112)	-	(1,075)	-	(1,187)	-
63	-	1,054	-	1,117	-
-	-	-	0	-	-
-	887	34	15	34	902

Community Integrated Care
Notes to the financial statements

for the year ended 31 March 2022

19d Pension scheme assets and liabilities

Fair value of scheme assets
Present value of scheme liabilities
Net Assets/(Liabilities)
Surplus Restriction
Net Assets/(Liabilities) included in Group balance sheet

D&G		Greater Manchester		Total	
2022 £000	2021 £000	2022 £000	2021 £000	2022 £000	2021 £000
-	9,326	-	10,439	-	19,765
-	(9,263)	-	(9,385)	-	(18,648)
-	63	-	1,054	-	1,117
-	(63)	-	(1,054)	-	(1,117)
-	-	-	-	-	-

Pension schemes with net surpluses are not recognised within these accounts because recovery of these assets from the schemes is not certain. The surpluses are removed from the accounts in the lines annotated as 'Surplus restriction'.

19e Fair value of scheme assets - movements in year

Opening fair value of plan assets
Net interest income on plan assets
Plan participant's contributions
Employer contributions
Return on assets exc. amounts included in net interest
Benefits paid to members
Transfer on sale of Eachstep
Closing fair value of plan assets

D&G		Greater Manchester		Total	
2022 £000	2021 £000	2022 £000	2021 £000	2022 £000	2021 £000
9,326	7,623	10,439	8,719	19,765	16,342
95	170	110	199	205	369
1	2	22	17	23	19
9	14	92	55	101	69
486	1,947	647	1,651	1,133	3,598
(238)	(430)	(92)	(202)	(330)	(632)
(9,679)	-	(11,218)	-	(20,897)	0
-	9,326	-	10,439	-	19,765
9,326	7,623	10,439	8,719	19,765	16,342
(9,326)	-	(10,439)	(1,189)	(19,765)	(1,189)
-	7,623	-	7,530	-	15,153
-	9,326	-	10,439	-	19,765
-	(9,326)	-	(10,439)	-	(19,765)
-	-	-	-	-	0

Opening fair value of plan assets
Opening surplus restrictions
Opening fair value of plan assets (net of restrictions)

Closing fair value of plan assets
Closing surplus restrictions
Closing fair value of plan assets (net of restrictions)

19f Analysis of fair value of scheme assets

Equities
Gilts and bonds
Property
Cash

D&G		Greater Manchester		Total	
2022 £000	2021 £000	2022 £000	2021 £000	2022 £000	2021 £000
-	6,715	-	7,516	-	14,231
-	1,585	-	1,253	-	2,838
-	1,026	-	731	-	1,757
-	-	-	940	-	940
-	9,326	-	10,440	-	19,766

Community Integrated Care

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for the year ended 31 March 2022

19g Defined benefit obligation - movements in year

	D&G		Greater Manchester		Total	
	2022 £000	2021 £000	2022 £000	2021 £000	2022 £000	2021 £000
Opening value of liabilities	(9,263)	(8,490)	(9,385)	(7,530)	(18,648)	(16,020)
Current service cost	(10)	(14)	(136)	(97)	(146)	(111)
Net interest cost on defined benefit obligation	(94)	(190)	(100)	(172)	(194)	(362)
Plan participant's contributions	(1)	(2)	(22)	(17)	(23)	(19)
Remeasurements:						
Changes in demographic assumptions	-	79	-	(66)	0	13
Changes in financial assumptions	(437)	(1,202)	(592)	(1,790)	(1,029)	(2,992)
Other experience	-	126	-	85	-	211
Benefits paid to members	238	430	92	202	330	632
Transfer on sale of Eachstep	9,567	-	10,143	-	19,710	-
Closing value of liabilities	-	(9,263)	-	(9,385)	-	(18,648)

19h History of experience gains and losses

	D & G		Greater Manchester	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Asset experience gains / (losses)	486	1,947	647	1,651
Value of assets	-	9,326	-	10,439
Percentage of assets	-	20.9%	-	15.8%
Liability experience gains / (losses)	(437)	(997)	(592)	(1,771)
Present value of liabilities	-	(9,263)	-	(9,385)
Percentage of present value of liabilities	-	10.8%	-	18.9%
Actuarial gains/(losses) before surplus restrictions and settlements	49	950	55	(120)
PY surplus restrictions	63	-	1,054	-
Settlements	(112)	-	(1,075)	-
Total actuarial gains/(losses)	-	-	34	-
Present value of liabilities	-	(9,263)	-	(9,385)
Percentage of the present value of liabilities	-	(10.3%)	-	1.3%

Community Integrated Care

Notes to the financial statements

for the year ended 31 March 2022

20 Related Party Transactions

Person Centred Housing Limited
Community Integrated Care rent a property from Person Centred Housing at a normal commercial value. Related party transactions include rent payments to PCH totalling £20k (2021: £20k) and a management charge from PCH of £nil (£6k in 2021). Taxable profits of £18k (2021: £nil) were pledged to be gifted to CIC in the year. At the end of the year, PCH owed CIC £41k (2021: £15k).

Age Exchange Limited
In year CIC recharged support costs of £18k (2021: £16k) and made net VAT payments £2k (2021: £2k) on behalf of its subsidiary. Age Exchange recharged £7k (2021: £14k) of staff costs and provided services to CIC of £1k (2021: £nil). At the end of the year, Age Exchange owed CIC £44k (2021: £34k).

Preparing4Care LLP
In the year, Community Integrated Care paid £7k (2021: £1k) of support costs on behalf of P4C.

Access Community Services Limited
In the year, Community Integrated Care purchased 100% of the share capital of Access Community Services Limited. Subsequently the £2.7m of net assets were transferred to Community Integrated Care through a hive up.

Access Community Training Limited
In the year, Community Integrated Care purchased 100% of the share capital of Access Community Training Limited. Subsequently the £0.2m of net assets were transferred to Community Integrated Care through a hive up.

Technology Integrated Care Limited
In the year, Community Integrated Care were recharged £7k (2021: £nil) of support costs by TIC.

See note 7 for key management remuneration.

Community Integrated Care

Notes to the financial statements

for the year ended 31 March 2022

21 Analysis of changes in net debt

GROUP	At 31 Mar 2021	Cash flows	Other non-cash changes	At 31 Mar 2022
Cash and cash equivalents				
Cash	19,894	15,030	-	34,924
	19,894	15,030	-	34,924
Borrowings				
Debt due within one year	(332)	(2)	-	(334)
Debt due after one year	(2,798)	330	-	(2,468)
	(3,130)	328	-	(2,802)
Total	16,764	15,358	-	32,122

22 Investment in joint venture/subsidiaries

	Preparing4Care	ACS
	£'000	£'000
Balance at 31 March 2021	7	-
Additions	-	4,444
Transfer to goodwill	-	(2,668)
Impairment	-	(1,776)
Balance at 31 March 2022	7	-

In 2019/20 financial year Technology Integrated Care Limited invested £50k in a joint venture, Preparing4Care LLP.
There was no premium on acquisition relating to the associated joint venture.

Community Integrated Care

Notes to the financial statements

for the year ended 31 March 2022

23 Business combinations

Acquisitions of Access Community Services Ltd (ACS) and Access Community Training Ltd (ACT)

On 13 September 2021 the Charity acquired 100% of the share capital of ACS Ltd, an independent domiciliary care provider, and ACT, a domiciliary care training provider. The initial combined consideration paid in the year was £4.44m with an additional £172k settled post year end and a maximum contingent consideration of £1.3m payable over the next 4 years based on profit earned.

Recognised amounts of identifiable assets acquired and liabilities assumed:

	Book and fair value		
	ACS	ACT	Total
	£'000	£'000	£'000
Fixed assets			
Tangible fixed assets	12	-	12
Current assets			
Debtors	1,136	-	1,136
Cash at bank and in hand	1,880	193	2,073
Current liabilities			
Creditors	(317)	(16)	(333)
Total identifiable net assets	2,711	177	2,888
Goodwill			2,668
Total purchase consideration			5,556
Consideration			
Cash			4,444
Deferred consideration			1,112
Total purchase consideration			5,556
Cash outflow on acquisition			
Purchase consideration settled in cash, as above			4,444
Less: cash and cash equivalents acquired			(2,073)
Net cash outflow on acquisition			2,371

No acquired intangible assets were identified on acquisition. Following the acquisition, the net assets of ACS and ACT were incorporated into the Charity through a hive up resulting in the recognition of goodwill of £2,668k.

Acquisition of Life Opportunities Trust (LOT)

On 21 July 2021 the Charity acquired the trading and net assets of LOT, a domiciliary care provider registered Charity. No consideration was paid following the decision of the Trustees of LOT that the resources that Community Integrated Care could offer would be in the best interests of its service users.

Recognised amounts of identifiable assets acquired and liabilities assumed:

	Book value	Fair value adjustments	Fair value
	£'000	£'000	£'000
Fixed assets			
Property	505	91	596
Current assets			
Debtors	160	(3)	157
Cash at bank and in hand	362		362
Current liabilities			
Creditors	(683)		(683)
Total identifiable net assets	344	88	432

Negative goodwill of £432k was recognised on acquisition, this being equal to the gifted net assets. This is amortised over 5 years, this being the period recognised by management in which the initial trading benefit of LOT will be seen.



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