A logo featuring a stylized sun with yellow rays and a rainbow arch in yellow, pink, and blue.

BEST LIVES, BOLDER

Community Integrated Care's
2025-2030 Strategy



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This document was published in October 2025, with all content accurate as of this date.



Introduction from our CEO, Jim Kane

Community Integrated Care is proud to be one of the UK’s largest and most respected social care charities. Every day, our dedicated colleagues support thousands of people with learning disabilities, mental health conditions and autistic people to live fulfilling lives of their own choosing.



From providing specialist support that empowers people to live independently and thrive in their local communities, to creating opportunities for work, volunteering and friendship, everything we do is about enabling people to live with dignity and purpose.

When we launched our previous strategy in 2021, we set ourselves an ambitious goal: to build the right foundations so that everyone in Community Integrated Care felt united behind a shared cause. That strategy helped us grow as one organisation, proud of who we are and the difference we make. It challenged us to ask ourselves the question: ‘Why do we exist?’. And the answer, at every level of the charity, was: to ensure that the people we support, and the people who support them, lived the Best Lives Possible – which became our strategy for the last five years.

Today, those foundations are strong. And now, it’s time to go further.

Our new five-year strategy, **Best Lives, Bolder**, is not a departure from where we’ve been, it’s an evolution. It recognises the extraordinary progress we’ve made and sets out how we will build on it with fresh ambition.

We live in a society where the most basic human rights aren’t being met for many people with support needs and the right opportunities aren’t being made available for them. That is unacceptable. People should be able to live with independence, choice and fulfilment.

And we have the expertise, scale and desire to make that a reality.

Best Lives, Bolder is about raising our game – striving for excellence in the support we provide and using our influence to push for change in the sector, so more people can experience the life they should have. It’s about playing to our strengths: our incredible teams, our culture of innovation and our use of data to drive better decisions. Above all, it’s about keeping the people we support central to every choice we make.

This is also a strategy that speaks to the people who work here. Community Integrated Care should be a place where talented, passionate people build rewarding careers. Because when our colleagues thrive, so do the people we support.

This document sets out our goals for the next five years. It carries forward the spirit that inspired our founding in 1988: the belief that people with support needs should be able to live full, independent lives as part of their communities. That vision remains as urgent and powerful today.

With **Best Lives, Bolder**, we are committing ourselves to honouring that legacy, and to shaping a future where every person we support can live not just the best life possible, but a bolder one, too.

Jim Kane
Chief Executive





Our vision: what do we want to see?

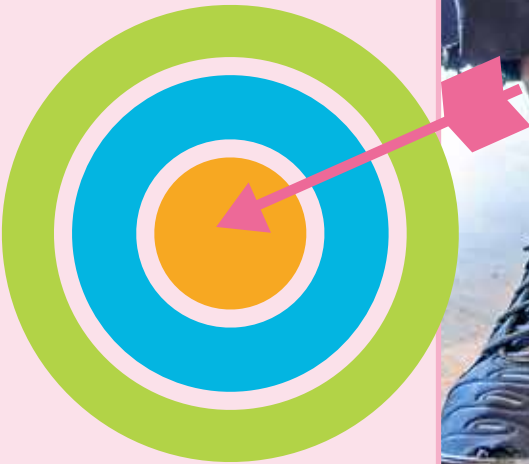
Our vision is to help create a society where people with support needs are empowered to thrive – living active and connected lives, with their choice, voice, and influence shaping the world around them.

Our mission: why are we here?

Our mission is to support people with learning disabilities, mental health conditions and autistic people, to live their best lives possible.

We do this through exceptional care and support that champions the voices of the people we support and those closest to them.

With our ambitious, skilled, and diverse workforce, we're proud to lead innovation and drive positive change across social care – helping to build a fairer, more inclusive society.



Where we've come from: a recap of our previous strategies

To truly understand the strategic journey of our charity in recent years, it's vital to also understand our values as an organisation:



Include

We include the people we support, our colleagues, partners and the communities where we work.



Deliver

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



Aspire

We aspire to be the best at what we do.



Respect

We respect individual choices and promote inclusion, rights, and independence.



Enable

We enable others to fulfil their needs and achieve their aspirations.



In 2018, we launched our **We Dare** strategy. Its goal was to invest in the 'Power of Three' – the people we support, our colleagues and the communities we serve. It focused on delivering new care models, embracing technology and creating stronger community connections. We set clear priorities around quality, culture, learning, growth and technology.

We Dare was inextricably linked to our values from the start: **Include, Deliver, Aspire, Respect, Enable**. The words and principles that guide us as a charity – but that also gave us the acronym that would shape the next five years: **I DARE**.

Social care is a daring profession. It takes will, resilience and bravery to do the things our people do, and so the collective of I DARE became We Dare. This was the rallying cry to galvanise our workforce and create a renewed sense of purpose and unity.

Through We Dare, we established a Partnerships and Communities team, who continue to positively impact the people we support. They do this by creating incredible opportunities, building initiatives that develop life skills, confidence, and friendships, and partnering our charity with some renowned names in the world of sports, arts and culture.

The sale of our older people's services division, EachStep, allowed our charity to focus on our specialism of supported living, paving the way for strategic growth. We also implemented new technologies for care and support planning and created a Technology Enabled Care centre.

But the Covid-19 pandemic brought unforeseen challenges. By 2021, We Dare had not reached its full potential. We took this as an opportunity to review our plans and launched our new strategy: **Best Lives Possible**. This kept the focus on quality and community but gave more attention to our workforce. It also reflected post-pandemic life, from addressing workforce shortages to the growing role of digital technology in how we connect and deliver services.

In 2023, we reviewed our Best Lives Possible strategy to sharpen our focus. We prioritised programmes delivering the greatest benefit to the people we support while ensuring our long-term sustainability, to ensure that we were able to deliver high standards despite our challenging environment.

Closing the gaps

Society is not yet at a point where people with learning disabilities, mental health conditions and autistic people can live their best lives.

There are still persistent gaps in opportunity, equity and inclusion. These gaps exist across every level of human need. They range from basic safety and security and people’s ability to shape their own lives, to feeling valued and respected in their communities.

We plan to close these gaps through our services and partnerships, and by advocating for systemic change.

Level	The gap	Our role
Physiological	People face barriers to meeting basic needs, such as safe and secure housing.	We support people to live independently in secure and comfortable homes.
Safety	People have concerns about physical safety, stability, and protection from harm.	We create safe environments and provide reassurance, today and beyond.
Social	Many people lack opportunities for belonging and community participation.	We connect people to communities, fostering relationships and shared experiences.
Esteem	People are often undervalued, overlooked, and excluded from opportunity and influence.	We enable people’s voices to be heard, champion their rights, and provide opportunities for visibility and achievement. We help people be admired and respected, not just included.
Self-actualisation	Too few people have the freedom and resources to fully choose how to live their lives.	We enable choice and personal growth, making Best Lives Possible a reality.

Why it’s time for a bold new approach



Our progress to date has been significant but the challenges facing social care today are greater than ever. At the same time, there are exciting new opportunities for transformation – through technology, fresh partnerships, and a growing recognition of the rights and voices of people with learning disabilities, mental health conditions, and autistic people.

Now is the moment for a bold new strategic approach – one that goes beyond what we have done before. We are operating in a time of significant socio-political and economic change: public trust in institutions is shifting, long-standing inequalities are under greater scrutiny, and the care sector remains underfunded, undervalued, and overstretched. Yet social care has never been more visible or more essential to building a fairer society.

The UK stands on the brink of reform, with promises of investment, workforce development, and closer integration across health and social care. But these commitments come against a backdrop of uncertainty and rising public expectation. People want services that are not only safe and effective, but inclusive and rooted in dignity and aspiration.

We cannot stand still. The sector must evolve by embracing new models, amplifying lived experience, and reimagining what great support looks like – moving beyond compliance to genuine transformation.

Over the past year, we have listened deeply to those who know us best. Through workshops, surveys, and conversations, thousands of voices have contributed to an understanding of what Community Integrated Care must be in the years ahead. This includes perspectives from our Voice Groups, representing the people we support – as well as thoughts gathered from 180 loved ones, 3,000 colleagues, as well as many people during a series of team focus groups.

The next five years will demand stronger advocacy for fairness, inclusion, and systemic change. This period will require new ways of working that empower the people we support and our colleagues. It will need focused investment in the areas where we can have the greatest impact.

Our new strategy is shaped by those voices. It builds on our strengths, addresses what matters most to those we serve, and sets out a bold plan for creating real and lasting change.



What we've heard

Our strategy listening work gave us a clear and consistent message: people want more choice, more independence, and more influence over their lives and support.

From the people we support, we heard aspirations for:



- Greater autonomy in decision-making
- Further involvement in recruiting and training colleagues
- More opportunities to build relationships, learn skills, and join communities
- Practical support to access employment and volunteering
- Improved access to transport, technology, and mobility solutions
- Aspiration for paid and voluntary work aligned with interests

From loved ones and families, we heard they want the people we support to have:



- More say over who they live with and homes that reflect their tastes and comfort
- Greater opportunities for community involvement and activities they enjoy
- Stronger promotion of independence, with better access to communication aids, technology, online opportunities, and financial control
- More tailored opportunities for active lifestyles and outdoor activity
- More proactive routes into paid or voluntary work, matching skills and ambitions
- Greater consistency in responding to loved ones and families' feedback and ideas

From colleagues, we heard calls for:



- Empowerment in their roles and a clear vision for independence for the people we support
- Inclusive, non-clinical environments that feel like home
- More career pathways, recognition, and wellbeing support
- A shift towards collaboration, with values-based leadership at all levels
- Investment in technology and innovation that genuinely makes people's lives better
- Emphasising our role as sector leaders in lobbying for policy change, inclusion, and best practices, especially in areas such as health inequalities

The current financial picture

Since 2020, our income has grown significantly, fuelled by new contracts, mergers, acquisitions, and inflationary increases. This growth does not include the sale of our older people's services, which enabled us to focus more clearly on our core work of supported living.

As a charity, every pound of surplus we generate is reinvested into strengthening services, supporting colleagues, and creating better outcomes for the people we support. Sustaining a stable margin has, however, been challenging since 2022. Rising costs, particularly pay, have been a major factor. Between March 2022 and April 2025, the minimum wage rose by 37%, from £8.91 to £12.21. We chose to go beyond this, paying above the minimum wage to take a further step towards reflecting the true value of our colleagues' work. Unfortunately, increases in local authority funding have not always kept pace, which has put pressure on our financial position.

In response, we have taken deliberate steps to protect our long-term strength. We have stepped away from services that are consistently underfunded, strengthened recruitment and retention, and reduced reliance on agency staff. We have also managed our overheads responsibly to ensure as much resource as possible is directed into frontline support.

These actions have not only stabilised our margins but also laid the foundations for future growth. With stronger financial resilience, we can expand our reach, invest in new technologies and influence change across the sector. This strategy is not just about sustaining what we do today – it's about creating the capacity to support more people, in more ways, with the very best care and support.



Strategic context for 2025–2030

Our new strategy has been shaped by the political and economic realities of the world we live in today, as well as current and emerging societal and technological factors.



Political

The UK entered a period of major public service reform following the change of government in 2024. The Government’s immediate focus has been on stabilising the NHS, tackling waiting lists, and addressing workforce shortages. A new 10 Year Health Plan for England will shape the future of health and care integration, alongside the merger of NHS England with the Department of Health and Social Care.

For social care, the establishment of the independent Casey Commission marks a critical turning point, with recommendations on funding and organisation expected in two phases (2026 and 2028). In parallel, the Employment Rights Bill is creating a statutory Fair Pay Agreement (FPA) for social care workers – a flagship government policy that seeks to improve pay and conditions and reduce reliance on overseas recruitment.

Immigration policy has tightened significantly. The 2025 Immigration White Paper closed the overseas care worker visa route and raised salary thresholds for Skilled Worker visas, forcing providers to focus on domestic workforce supply. This will have serious implications for the sector, which has relied heavily on international

recruitment to fill chronic gaps. These changes are not expected to have an immediate impact on Community Integrated Care, as we currently do not recruit overseas workers or offer visa sponsorship. But, with around 23% of our workforce on other visa types (e.g. student or family), we will work to understand the potential future implications of this.

In Scotland, a major review of adult social care in 2021 called for a full redesign of the system. This led to the Scottish Government’s plan for a National Care Service, but after much debate, parts of the plan were scaled back. In 2025, the Care Reform (Scotland) Act was passed. While it doesn’t create a fully national service, it brings in important improvements like stronger rights for care home residents and unpaid carers, better continuity when people move between areas, and a step toward joined-up digital care records. These reforms mark a more measured approach to change and are likely to offer useful lessons for the Casey Commission’s work.

Economic

The UK economy remains under strain, with low growth forecasts and rising demands on public spending, not least from defence. Social care providers face ongoing pressure from higher costs and workforce shortages. The 2024 Autumn Budget added to this challenge by raising employer National Insurance contributions and increasing the National Living Wage by 6.7%. While good news for employees, these unfunded measures created an extra £2.8 billion in costs for providers in 2025/26.

The June 2025 Spending Review offered some relief. Adult social care will receive an extra £4 billion by 2028–29, partly through the Better Care Fund, alongside a new Fair Pay Agreement for the workforce and the launch of the Casey Commission to plan long-term reform. However, this funding is seen as modest, helping to maintain services rather than driving real change.

Children’s social care fared better, with a £2.6 billion package including £555 million for transformation (2025–28), £523 million a year for family help from 2026, and £560 million in capital investment to expand and modernise provision. These moves align closely with the 2022 Independent Review and have been widely welcomed, though delivery will be key.

Overall, while the Government recognises that investing in social care supports the economy and the NHS, a secure long-term funding model is still missing. Meanwhile, local government reform and devolution will continue to shape how care is funded and commissioned, creating uncertainty but also opportunities for change.



Societal

The UK’s rapidly ageing population, coupled with a growing complexity of need, is increasing demand for personalised, inclusive and rights-based models of care. People want services that go beyond meeting needs to protecting dignity, tackling health inequalities, and promoting community inclusion.

The sector continues to face huge workforce shortages, exacerbated by low pay, low status, and limited career progression.

The planned Fair Pay Agreement and Care Workforce Pathway are intended to improve recruitment, retention, and recognition, but questions remain over who will bear the costs.

The pandemic has also accelerated societal focus on mental health and wellbeing, further increasing demand for integrated support. Meanwhile, global demographic shifts will continue to drive migration debates and shape public policy.

Technological

Technology is transforming the social care sector at pace. AI, robotics, big data and assistive technologies are enhancing personalisation and efficiency in care, while digital health tools and telemedicine expand access. However, the sector must also address risks of digital exclusion and data ethics.

The transition to a green economy is influencing how providers operate, with expectations for sustainable buildings, low-carbon transport, and energy efficiency. The UK’s legally binding

2050 net-zero target is driving regulatory and market changes, with major growth in renewable energy and smart cities expected over the coming decade.

These shifts present both opportunities and risks: technology can unlock innovation and sustainability, but only if providers invest in digital infrastructure, upskill their workforces, and provide equitable access.

Market context and our position

Overview of the adult social care market



The UK adult social care market is large and growing, yet fragmented. There’s a long-standing shift toward supported living over residential care. Despite rising demand, many individuals remain under-supported due to funding shortfalls and supply constraints. Approximately 25% of social care spending is on people with learning disabilities. Yet, significant gaps persist between need and provision, particularly following the pandemic. Without investment, access to support is likely to worsen.

Our market position and competitors



Community Integrated Care is one of the UK’s largest not-for-profit providers in the sector. We compare well against similar organisations for growth, quality and workforce investment. Quality across the sector is mixed, with some larger operators facing regulatory challenges. The market remains competitive, with increasing pressure on price, margin and social value delivery in procurement processes.

Unmet need in inpatient settings



Despite policy momentum toward community-based care, a significant number of people with learning disabilities and autistic people remain in inpatient facilities or Assessment and Treatment Units (ATUs). This is often due to a lack of intensive, local community services. National targets aim to reduce inpatient reliance by 10% in 2025/26, backed by funding to expand community provision. As a leading provider of person-centered support, Community Integrated Care is well-positioned to address this gap and deliver better outcomes in less restrictive settings.

Our current business

300+ contracts

67 local authorities

As of late 2024, we operate over 300 contracts across 67 local authorities and 8 Integrated Care Boards in Scotland and England, supporting more than 2,600 people. These are people with learning disabilities, mental health conditions and autistic people. Around 30% of our growth is organic, and we retain a strong track record in competitive tendering. But financial viability remains a major barrier to growth, with a rising number of tenders declined or lost due to unsustainable pricing.

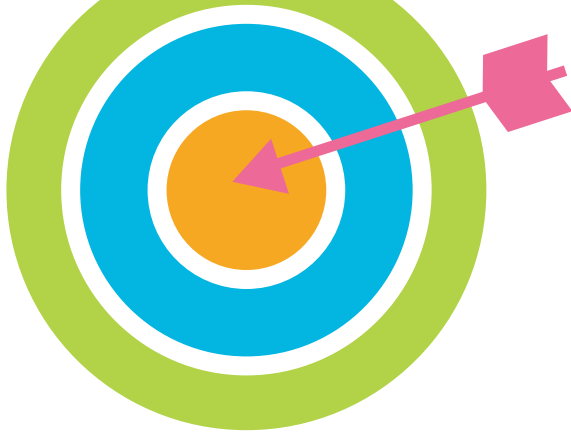
8 Integrated Care Boards

2,600+ people supported



Our new strategy:



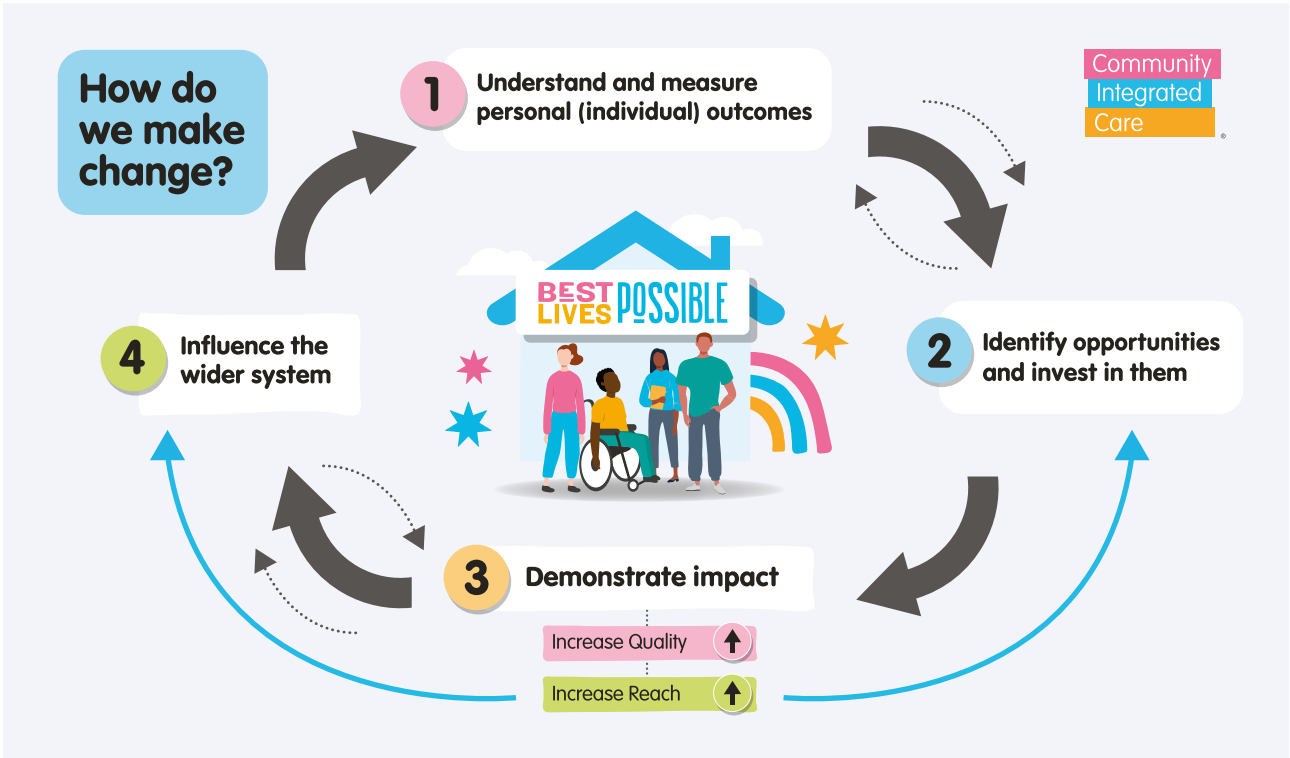


Strategic pillars: 2025–2030

Best Lives, Bolder is the next step in our journey. It builds on the strong foundations of Best Lives Possible – where we united behind one purpose – and created the culture, processes and capabilities we needed to thrive. Now, it’s about going further: raising our ambition, challenging ourselves to deliver even better support, and using our influence, expertise, and scale to create change across the sector and in society.

We are driven by our mission: to help every person we support to live the best life possible.

We know the current system doesn’t meet the basic rights or aspirations of people with learning disabilities, mental health conditions, and autistic people. To bridge that gap, we must begin by understanding the lives and goals of the people we support. Based on what we learn and the resources available, we will co-design and deliver interventions that create meaningful impact. This will be an iterative journey, one where people achieve and discover more over time.



Improving individual outcomes will boost our service quality and reputation, helping us grow and support more people. Sharing our evidence and insights will influence the wider care system, creating better futures for everyone.

To achieve this, we have set out four clear pillars:



Pillar One: Excellence

Purpose

Our first pillar is to deliver excellent, personalised care that makes a real difference in people’s lives – supporting independence, wellbeing, and fulfilment.

How we will achieve this

We will create a charity-wide personalised outcomes framework, enabling every person we support to define their own goals and track progress towards them.

We will use this framework to evidence individual impact, as well as measure and share outcomes at an aggregated and thematic level. This will support us to continuously improve, demonstrate the value of our work, and ensure excellence is embedded in everything we do.

Key programmes and initiatives include:

- **Engaging the People We Support programme** – in addition to delivering the outcomes framework, this programme will ensure we co-design, produce, and evaluate our services and approaches with regular and meaningful involvement from the people we support and their families. The projects will gather real insights, making it easier to measure impact and ensure the people we support are fully involved in shaping decisions.
- **Integrated Quality and Improvement will focus on two key areas:**
 - **Insight and Oversight** – helping us spot risks, challenges, and opportunities for improvement more quickly. This includes introducing a new Quality Management System, which will strengthen how we monitor our services, deliver best practice, and respond when things need to change.
 - **Compliance, Assurance and Continuous Improvement** – making sure we meet all quality and safety standards required by law and beyond. We’ll also bring in a new improvement framework, giving colleagues tools and support to check their own work, review each other’s practice, and share learning to keep raising standards together.

This pillar is about more than compliance; it’s about real, measurable, life-enhancing change and improvement.



How we will measure success

- 1 We will ensure everyone we support has well-defined personal goals and aspirations, which will be recorded and regularly updated, collaboratively. Together, we will assess the impact of our support in helping individuals achieve these goals.
- 2 We’ll measure ourselves against our best practice quality standards – including co-production ambitions and inspection outcomes – while also benchmarking our performance against sector-wide regulatory standards and tracking our progress in delivering meaningful improvements.

Pillar Two: Reach

Purpose

Our second strategic pillar is to support more people with learning disabilities, mental health conditions, and autistic people. As well as expanding our reach and diversifying our income, we aim to influence meaningful change across society. In doing so, we will make a difference both to the people we support and to many others whose lives would be improved by greater inclusion and opportunity. By reducing reliance on adult social care funding and reinvesting in innovation, we plan to deliver wider impact and lasting change.

How we will achieve this

We will develop and deliver a new commercial strategy that strengthens our core services while helping us grow in areas such as Complex Care and Transitions for young people. We will also continue to innovate through Technology Enabled Care, creating more choice and independence for the people we support. To ensure long-term sustainability, we will build new income streams and generate wider social value through our Partnerships and Communities team.

Key programmes and initiatives include:

- Core, Complex Care and Transitions service growth (see pages 30-31)
- Scaling our Technology Enabled Care offer (see page 32)
- Generating £1m+ in new value through grants and partnerships
- Enhancing pricing and social value frameworks

This will strengthen our financial sustainability and increase the number of lives we can positively impact.

How we will measure success

- 1 To expand our reach, we will measure how many people we are supporting through both in-person and digital support, recognising their different support needs.
- 2 We will evaluate our programmes and partnerships to measure their success and showcase their impact.





Pillar Three: Influence

Purpose

Our third strategic pillar is to use the evidence of our impact to shape a system that provides the best lives possible for the people we support, our colleagues, and our communities. We recognise we cannot achieve change alone, and that building influence with local and national decision-makers, partners, and the wider sector is essential.

How we will achieve this

We will provide evidence of the impact of Community Integrated Care's services and of all the new interventions and innovations we deliver. By sharing our insights, learning, and outcomes, we will position ourselves as a well-respected, credible, and sought-after voice for social care – strengthening our role in shaping policy and practice across the sector. This will be underpinned by dedicated initiatives in research and insight, and the design of solutions that create meaningful societal impact.

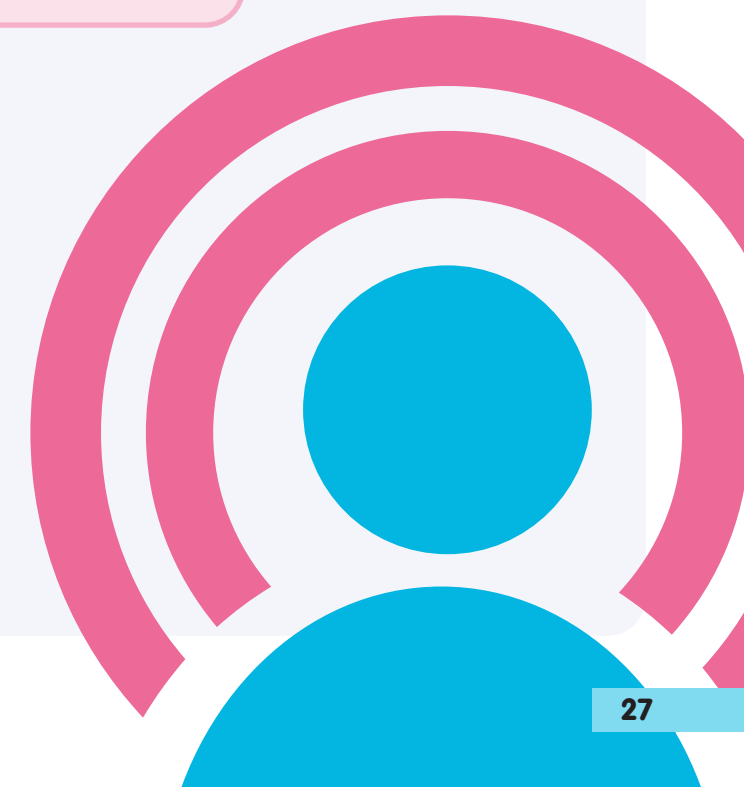
Key programmes and initiatives include:

- Strengthening our public affairs function and policy voice
- Producing position papers and research on health, access, employment, safety, and more
- Participating in academic and policy networks
- Launching new cross-sector partnerships

This pillar will help ensure that our learning benefits not only the people we support but also the wider sector.

How we will measure success

- 1** We will track the number and quality of opportunities secured to build political, sector, and societal influence.
- 2** We will assess the extent to which our work drives policy and practice change, making a positive impact on the lives of the people we support.



Pillar Four: Enabling

Purpose

Our fourth strategic pillar is to strengthen our charity’s foundations to make our other goals achievable and effective. This means continuing to build a skilled, diverse, and inclusive workforce that reflects the people and communities we support, and creating an environment where colleagues feel they belong and can perform at their best. It also means developing the right organisational capabilities so we can continue to innovate and deliver effective, accessible, and personalised care.

How we will achieve this

We will invest in people, systems, and processes to improve productivity across frontline and support services, freeing up more time for direct care and service innovation. This will include projects focused on smarter working and system improvements, stronger use of information management and insight, and workforce development programmes that build skills and capability.

Key programmes and initiatives include:

- **Smarter working** – productivity improvements, service leader tools, digital systems like Nourish (our care management tool) and Sona (our new rostering platform)
- **Information management** – AI strategy, data governance, cyber security, and insight-driven decision-making
- **Workforce development** – leadership development, talent pipelines, wellbeing initiatives, and equity, diversity and inclusion action plans

By strengthening our internal processes, we’ll increase our resilience and capacity to drive forward the other elements of this strategy.

How we will measure success

- 1 We’ll continually monitor our strong workforce indicators, including engagement scores, employee net promoter scores, recruitment and retention rates, and learning engagement.
- 2 We’ll track the delivery and impact of projects that introduce new tools, systems and ways of working – measuring how they help colleagues work more efficiently, feel supported, and deliver effective, accessible and personalised care.



Key growth areas

Over the next five years, we’re focusing our energy where it will make the biggest difference. These growth areas will help us support more people and secure our future.

Complex Care

Our Complex Care services support people with the highest and most complex needs. These individuals often require 24/7 care, with staffing ratios of 3:1 or higher. Many have spent long periods in secure hospital settings or Assessment Treatment Units. Our work enables people to live safely and meaningfully in their communities.

This is life-changing, not just for the people we support, but for their families and loved ones too. Without our Complex Care services, many individuals would be at risk of isolation, poor health outcomes, and reduced quality of life. Delivering Complex Care is about meeting critical needs, while also upholding people’s rights, dignity, and potential, in even the most challenging circumstances.

We currently support 144 people through Complex Care, generating an annual income of £26million. Over the next five years, we plan to grow this work, supporting more people to leave long-term hospital care and thrive in their own homes.

To achieve this, we will:

- Develop a targeted marketing plan to reach commissioning groups and potential partners outside our usual local authority tendering routes
- Create a dedicated Complex Care Business Unit to strengthen our specialist expertise and capacity
- Secure access to the right properties, using a mix of borrowing and reserves, so we can provide the right housing solutions when needed



Transitions

Our Transitions services provide full-time residential care for young people with learning disabilities, mental health conditions, and autistic people. Local authorities fund these services through children’s social care budgets. They provide young people with stability, safety, and the chance to build their futures.

Following the acquisition of ARC, a small specialist provider of support for children and young people in Hampshire, in April 2025, we now own four specialist properties, with capacity for 12 young people. Demand for high-quality placements far exceeds supply, and too many young people still face the distress of being placed far from their families. By increasing the number of suitable homes, we can give more young people the support they need, closer to the people and communities they know.

Our growth plans are ambitious but achievable. We aim to increase our housing stock from two new properties in 2025/26 to 10 per year by 2029/30. These properties will be adapted to meet individual needs, with space, privacy and access to outdoor areas.

To achieve this, we will:

- Establish Transitions as a dedicated operational business unit, with the right expertise, infrastructure, and quality standards to grow sustainably
- Build capacity in property sourcing, acquisition, and refurbishment to deliver homes quickly and to a high standard
- Secure access to finance so we can continue to invest in properties and expand supply

Mergers and acquisitions

Mergers (with other charities) or acquisitions (of private businesses) will be crucial to our growth over the next five years. It presents us with opportunities to increase scale and bring in new capabilities.

In recent years, we’ve seen the impact mergers and acquisitions can have. Our merger with Inspire, a specialist care provider in North Scotland, in 2023/24, brought in £15.5 million in income and introduced new capabilities in charity retail, employment support and training. As outlined in the Transitions section above, our activity in this area has continued with the acquisition of ARC.

Going forward, we expect to continue on our current trajectory of merger and acquisition activity. These opportunities will vary in size, but all will be chosen for their potential to enhance our services and deliver sustainable growth.

To achieve this, we will:

- Use our dedicated Mergers and Acquisitions steering group to identify, assess, and deliver the right opportunities
- Launch a prospectus to actively attract potential partners
- Strengthen our network of brokers and contacts to bring high-quality prospects into our pipeline
- Ensure each merger or acquisition is supported with a clear integration plan to protect quality and culture



Technology Enabled Care

Our Technology Enabled Care business unit delivers digital care solutions that support independence, improve safety and enhance quality of life. We use technology to create new ways of delivering support that are flexible, personalised and focus on prevention.

We provide remote, centralised on-call support, remote monitoring with sensors and data, and a blended care model combining remote and in-person support via a subscription service. The first two services are currently used within the charity. Our subscription model is building an income stream, mainly with people we already support and local authority partners. There is potential to expand these services to more people, but this will need investment.



Our growth plan focuses on increasing subscription numbers. Growth will be steady at first. To reach our full potential, we will create a wider strategy for market expansion and brand development.

To achieve this, we will:

- Use our skilled digital care centre workforce and strong infrastructure
- Explore new technology solutions that improve reliability, functionality, and value for money
- Create a clear plan for investment, marketing, and product development, to expand our product beyond our current base

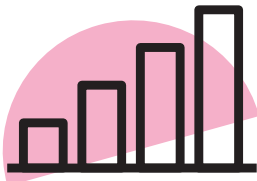
Delivering outcomes through new opportunities

We recognise the opportunity to diversify our income through alternative sources, such as corporate partnerships, grants, social enterprises, and fundraising. This has driven lots of our work in recent strategies, offering powerful ways to provide better outcomes and extend our impact.

As part of our new strategy, partnerships and alternative income sources will be shaped by the outcomes people want to achieve and the insights we gather through feedback, data, and engagement. We'll continue to deliver high-impact programmes through our Partnerships and Communities team, focusing on creating meaningful change, even when these activities aren't profit-driven.



Productivity



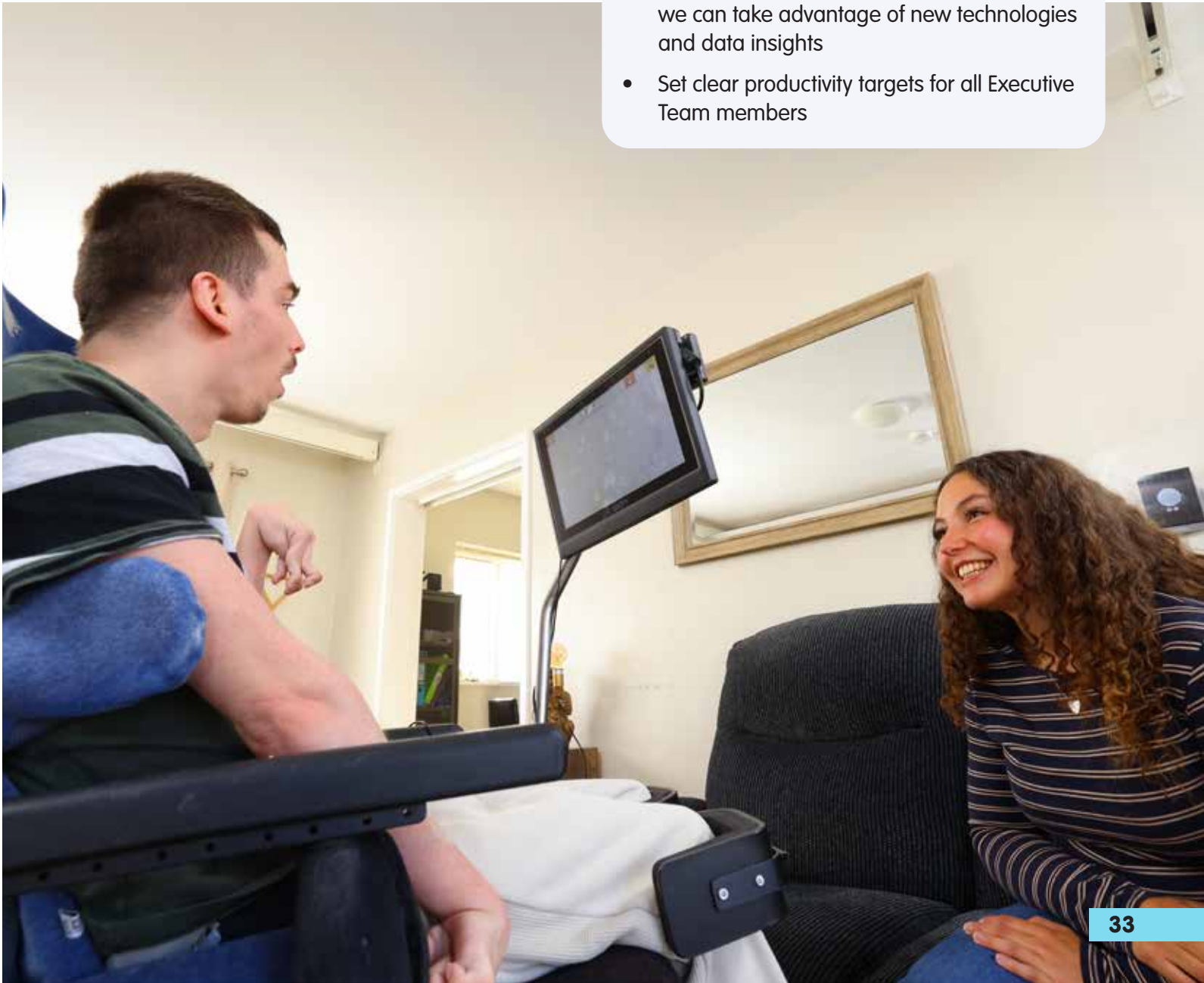
Since the start of our last strategy, we've grown rapidly, investing in the infrastructure, leadership, and expertise needed to deliver quality at scale. This meant our overheads stayed at 16–17% of income until 2024, when we began to see the benefits of scale. By 2025, they had fallen to 14.3%, with a forecast of below 14% in 2026.

Our aim now is to increase productivity so frontline colleagues have more time to deliver value, and so a greater share of our income can be reinvested in improving the lives of the people we support. This is not about cost-cutting or reducing jobs – it's about using technology, skills and smarter processes to do more with the resources we have.

We expect overheads to continue falling as a proportion of income, while still allowing for real-terms investment in new capabilities. By working smarter, we can scale without proportionate increases in headcount.

To achieve this, we will:

- Invest in new technology, systems, data and AI
- Deliver major systems upgrades, including a new business management system
- Establish a productivity investment fund for initiatives that increase scale and efficiency
- Continue to build skills and capabilities within our support services teams, ensuring we can take advantage of new technologies and data insights
- Set clear productivity targets for all Executive Team members



Managing Risk

As we work towards our goals over the next five years, we know that change brings both opportunity and risk. Our strategy is no different. We're committed to managing risks carefully so we can protect our charity, the people we support, and the long-term impact of our work.

There will always be competing demands as we deliver the change our strategy foresees. But we will continue to prioritise the quality of our services and the experience of the people we support, their loved ones, and our colleagues when deciding what we are able to do – and when we are able to do it.

From trying to do too much at once, to the risk of diluting our fantastic culture by growing too fast, we will continue to monitor all strategic risks and take appropriate action to manage them. This will help us stay strong, sustainable, and focused on what matters most.

1

How we identify risk

We listen closely to the people we support, their loved ones, our colleagues, and partners. We actively monitor what's happening in our services and across the wider social care sector. This helps us spot anything that could affect our work or the quality of what we do.

We use simple, effective tools – like our Risk Management Framework and risk registers – to identify, monitor, and manage risks. All our risk tools are linked to our four strategic pillars, helping us stay aligned with our long-term goals.

2

How we manage risk

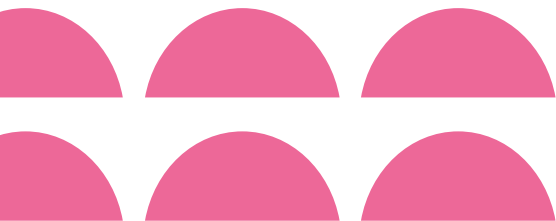
When we identify a risk, we act quickly to understand it and agree on a plan to manage or reduce it. We always ask: 'How will this affect the people we support, their loved ones, our colleagues, and the quality of our services?'

If something feels too high-risk or we can't do it well, we may slow down or change our plans to protect what matters most.

3

How we oversee risk

Oversight is built into our everyday work. Our Board of Trustees receive regular reports to help them see how we're doing and support us to stay on track. Leaders regularly review risks, and our Quality team brings everything together to ensure we have a clear, shared understanding of the risks we face – and how we're managing them.



Closing statement from our Chairperson, Mandy Wearne

Best Lives, Bolder is the result of listening carefully to the people who know us best — the people we support, their families, our colleagues, and our partners. It reflects what matters most to them and sets out a clear, practical plan for how we'll continue to grow, improve, and lead.



Our new strategy recognises the progress we've made, with our Best Lives Possible mission setting our path and our values guiding us. It's ambitious, but achievable – focused on delivering excellent care, supporting more people, influencing change, and strengthening our organisation from within.

We know the challenges facing social care are complex. But we also know that our charity is ready to face them head on and lead the way in the sector. We have the experience, the culture and the commitment to make a real difference, and what we've set out in this strategy gives us confidence in the future and clarity in how we'll get there.

I would also like to acknowledge the vital role of our trustees in shaping this strategy. Their insight has been invaluable throughout this process, and I want to thank them for their time, counsel, and commitment to our charity's future.

Thank you to everyone who helped develop this strategy. I hope you hear your own voice in this work and see the part you'll play in its success. We're proud of what we've built – and even prouder of our bold future ahead.

Mandy Wearne
Chair of the Board of Trustees



About us

Community Integrated Care is one of the UK’s largest health and social care charities. We help to transform people’s lives by delivering high-quality, person-centred support to encourage independence and empowerment.

Our charity was founded by Dr David Robertson, a Halton-based GP in 1988. We were one of the pioneers of the ‘Care in the Community’ agenda, helping people leave long-stay institutions to live more fulfilling lives.

Since then, we’ve continued to be leaders in social care, providing bespoke care and support to thousands of people. Today, we support over 2,600 people and have 6,500 caring and committed colleagues working across England and Scotland.

We have a proud history of breaking boundaries and committed to supporting people to live their Best Lives Possible.

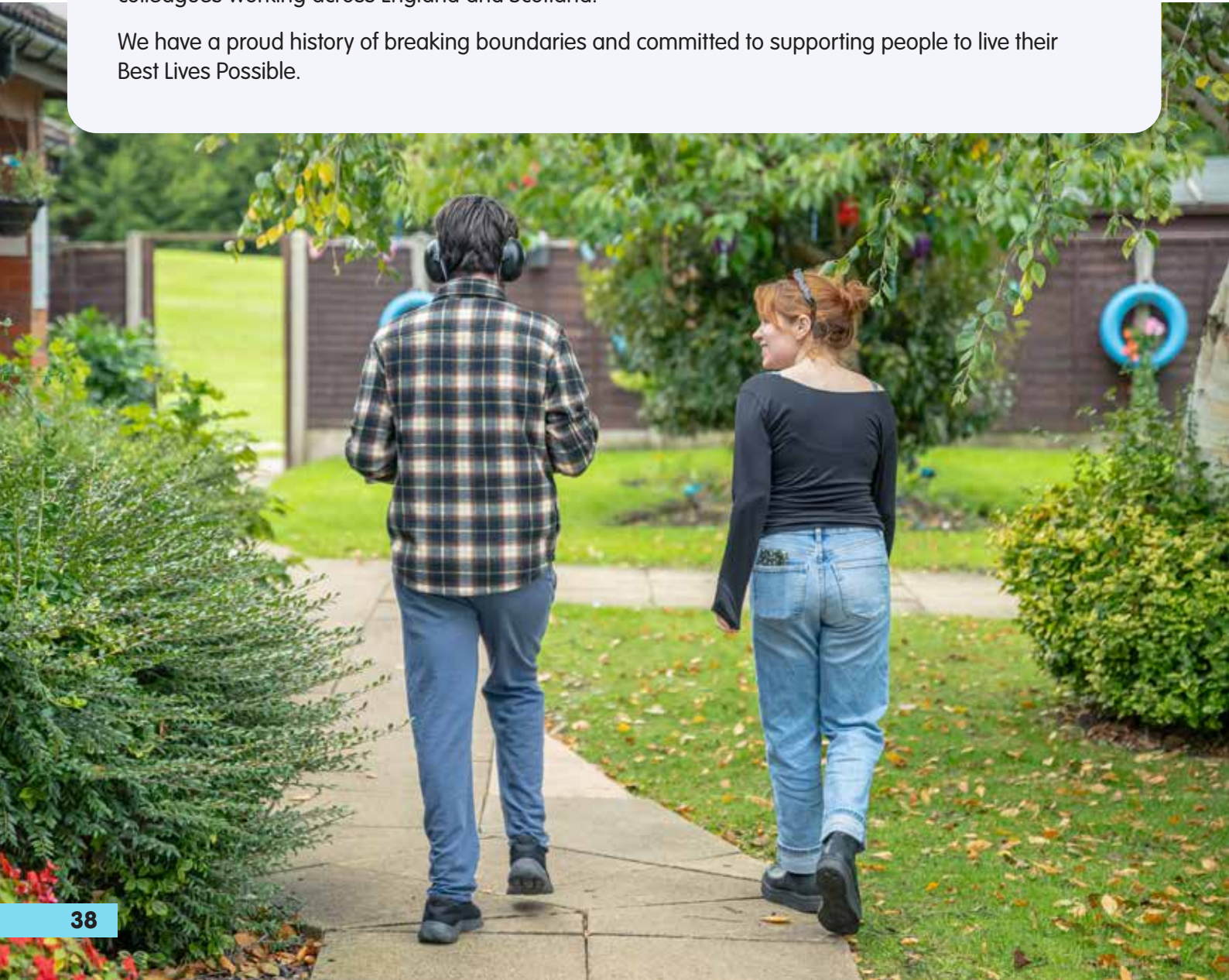
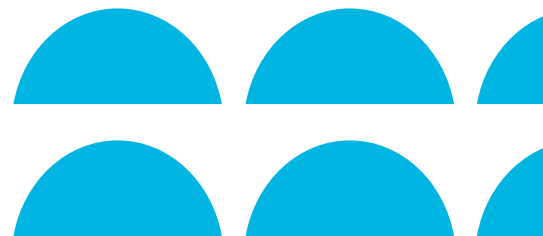


Image credits

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Page 4	Community Integrated Care’s CEO, Jim Kane
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Community Integrated Care is also a registered charity (Charity Registration Number 519996 (England) and SC039671 (Scotland)).

