

Community
Integrated
Care

ANNUAL REPORT 2024/25



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Cover image: Emma, a person we support, and our colleague Jesina, at the opening of our new Ashby Road service in Leicestershire.

About Us

Community Integrated Care is one of the UK's largest health and social care charities. We transform lives by delivering high-quality, person-centred support that fosters independence and empowerment.

Our charity was founded in 1988, and we were one of the pioneers of the 'Care in the Community' agenda, enabling people to move out of long-stay institutions and live more fulfilling lives.

Since then, we've remained leaders in social care, providing bespoke support to thousands across the UK. Today, we support more than 2,600 people and employ 6,500 caring and committed colleagues across England and Scotland.

We have a proud history of breaking boundaries and are always looking for new ways to make a positive difference through bold ideas, innovative projects and impactful partnerships.



Message from our CEO

It's been a year of challenge and change across the social care sector. The increase in employer National Insurance contributions, alongside rising operational costs, has intensified ongoing concerns about fair funding and pay, while NHS England's reorganisation, the Casey Review, and shifting immigration policy have made this a complex and often difficult environment to navigate.

But in the face of it all, I'm proud to say Community Integrated Care continues to grow stronger. As a charity, we're more determined than ever to stand up for what's right, both for the people we support and our incredible colleagues. Throughout this report, we'll explore how we've done this and more, looking back on all we've achieved from January 2024 to April 2025.

We've stepped up where it counts. Through tireless policy work – most notably our Unfair To Care campaign – and growing engagement with MPs, we've helped make sure social care is heard. We've raised our voice in the media and across the sector, driving conversations on important issues. You can read more about this work on page 33. It's also been a year of big achievements, including the first anniversary of our merger with Scottish social care charity, Inspire – a partnership that shows the real impact of collaboration and shared ambition.

In 2024/25, we continued to invest in the things that matter most: our people. This included launching new learning programmes and wellbeing initiatives and putting a renewed focus on recruitment and retention. In doing so, we've created a better experience for our colleagues, helping them deliver exceptional support.



Now, we're setting our sights firmly on the future. As we wind up our previous strategy, we look forward to launching our new five-year plan in Autumn 2025, that doubles down on our purpose: delivering the Best Lives Possible for the people we support. You can read more about this on page 39. ”

We're also building from a strong foundation in digital innovation and partnerships. From sport and the arts to digital inclusion, we've created moments of joy, purpose and recognition in communities across the country. And this is only the beginning.

Finally, I'd like to take a moment to pay tribute to our late founder, Dr David Robertson, who passed away earlier this year. His vision continues to be fundamental to our mission, and we carry his values forward with pride and purpose.

As we look ahead, I'm filled with optimism. We are a charity powered by compassion, community, and most of all, by people. To our colleagues: thank you for your hard work, heart and commitment. To the people we support: you remain central to everything we do.

A handwritten signature in black ink that reads "Jim Kane".

Jim Kane
Chief Executive Officer
Community Integrated Care

Message from our Chair



I'm incredibly proud to share my first message as Chair of Community Integrated Care. Since stepping into the role officially in March 2025, following a year as Interim Chair, I've had the privilege of seeing the resilience and brilliance of our charity in action. This past year has been one of real progress and positive change towards what matters most: supporting people to live their best lives.

Every day, we support more than 2,600 people across the UK – individuals with unique stories, talents and dreams. Their achievements inspire us and their ambitions fuel our drive. But we also know there's more we can and must do to enable everyone we support to live with independence, choice and purpose. That's the heart of our mission.

None of this would be possible without the passion and dedication of our colleagues. Across our charity, thousands of people bring care, creativity and commitment to their roles, often in challenging circumstances. We are proud to stand alongside them in campaigning for better pay and recognition for the social care workforce. Valuing care means valuing care workers – and that truth has never been more urgent.

We know that retaining great people starts with listening. In January, nearly 3,800 colleagues (59% of our workforce) shared their views in our Colleague Engagement Survey. The results were hugely positive, with our Engagement Score rising to 8.1 out of 10 and our eNPS reaching +34 – a rating of 'Very Good' by global standards. These results reflect a growing sense of unity across our teams and give us a clear roadmap for building a workplace where people feel seen and supported.

Of course, all of this takes place in a wider context, one where government policy continues to fall short of the ambition, investment and innovation needed to put people at the heart of social care delivery.

A personal highlight of the year was our Best Lives Possible Roadshow – a joyful celebration of everything that makes Community Integrated Care special. Being there, surrounded by so many caring and compassionate people, reminded me of the extraordinary impact we make when we come together around a shared purpose.

In early 2025, we welcomed Arc into our charity, and we look forward to learning more from one another throughout the coming year. This specialist care provider in Hampshire brings expertise in supporting children and young people with complex needs, especially those navigating the critical transition into adult services. This move strengthens our ability to reach more people, at more stages of life, with tailored and compassionate care. We're proud to have found a partner who shares our values and ambitions.

Finally, throughout 2024 and 2025, we've welcomed four brilliant new trustees – Jon Akehurst, Dinesh Mangaru, Ryan Roberts and Imogen Shillito – who each bring valuable experience and fresh perspectives. At the same time, we've said farewell to Libby Raper, our previous Chair, and Trustee, Simon Learoyd, and recognised the important impact they've had on our charity.

Thank you to everyone – colleagues, people we support, partners and supporters – for everything you've contributed to this incredible year. I'm proud of what we've achieved and even more excited about where we're heading.

Mandy Wearne
Chair of the Board of Trustees
Community Integrated Care

Our Vision, Values and Purpose

At Community Integrated Care, we believe disability should never be a barrier to opportunity, dignity or equality. We want to transform lives by providing the best support to people with care needs and being a leading employer of exceptional colleagues. Our goal is to help create a society where people are in charge of their own lives. Our vision, chosen by our community, is simply: *Your Life, Your Choice*.

Our five core values



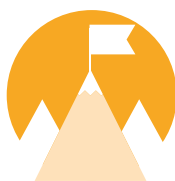
INCLUDE

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.

Best Lives Possible: Our strategy in action

Since 2021, our Best Lives Possible strategy has guided everything we do as a charity. This four-year strategy, which sees us through to Autumn 2025, was built around a simple but powerful aim – supporting people and their teams to live their best lives.

At the heart of this strategy is The Power of Three: our commitment to our customers, colleagues and communities.



OUR CUSTOMERS (PEOPLE WE SUPPORT)

Building independence, unlocking potential and enabling each person to live with dignity and purpose.



OUR COLLEAGUES

Offering fulfilling careers that are valued, rewarding and rich in opportunities for learning and growth.



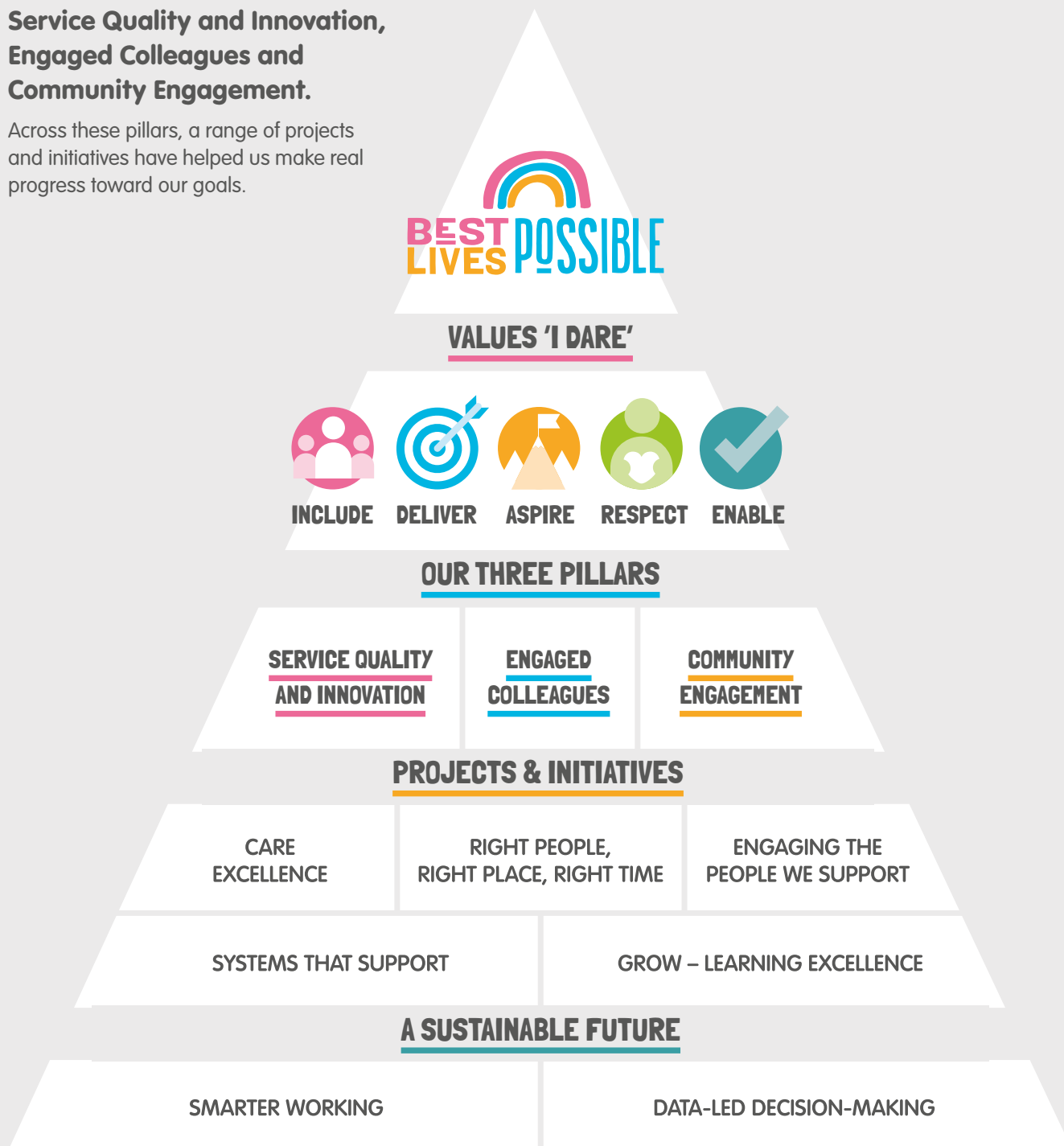
OUR COMMUNITIES

Shaping a more inclusive society that recognises and celebrates the contributions of people with support needs.

This vision has been delivered through our three strategic pillars:

**Service Quality and Innovation,
Engaged Colleagues and
Community Engagement.**

Across these pillars, a range of projects and initiatives have helped us make real progress toward our goals.



Throughout this report, you'll find highlights of the key achievements delivered under Best Lives Possible, as well as insights into the ongoing challenges we continue to navigate.

Looking ahead, we're excited to build on this strong foundation with a bold, new strategy that will guide our next chapter and deepen our impact. You can read more about this on page 39.

Our Impact in Numbers in 2024/25

Over the past year, we've reached more people than ever before. We've also taken significant steps into new areas of support, all while staying true to our vision and values. This growth reflects our ongoing dedication to providing personalised care to the people and communities who need it most.

SUPPORT DELIVERED:

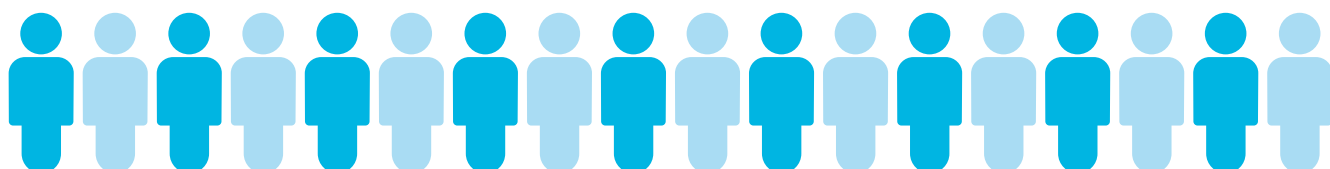
OVER **9.5**

**MILLION
HOURS**



**AWARD
WINS**

1,800 COLLEAGUES WELCOMED



86%



OF OUR SERVICES WERE RATED 'GOOD' OR HIGHER
BY OUR REGULATORS, AGAINST A TARGET OF 92%

37 NEW SERVICES



280

NEW PEOPLE
SUPPORTED

7,000

PEOPLE ENGAGED
IN OUR PROGRAMMES
AND PARTNERSHIPS



TRUSTEES' REPORT





Financial Summary

We work hard to make sure every penny we receive is used to make a real difference to people's lives. This year's financial picture reflects the ongoing challenges in social care but also shows how we're continuing to manage our resources carefully and plan for the future.

Below is a short summary of our income and expenditure, looking at our four main service delivery areas: Independent Living, Extra Care, Domiciliary Care and Complex Care.

Independent Living

Independent Living services give people the chance to live independently in their own homes through personalised support. These services are tailored to individuals with a wide range of support needs, allowing them to retain control over their tenancy, finances and daily lives while receiving the assistance they require.

Income for the year was £190.9m, an increase of 14% on the income for the year to 31 March 2024. Independent Living is the principal service provided by the charity, accounting for 96% of total income from charitable activities and supporting over 2,100 people.

Net expenditure for Independent Living services total £0.01m (2024: £1.6m). The charity has performed more favourably than last year in this area due largely to reductions in direct and support costs as a percentage of income.

The sector continues to face significant cost pressures due to workforce shortages, influenced by the long-term effects of the pandemic, Brexit and wider economic factors such as inflation and resource gaps. In response, we've invested in better frontline pay, specialist roles and a targeted recruitment campaign – helping us cut back on agency staff.

We've yet to fully realise the benefits of our recruitment drive, as these gains have been offset by ongoing cost pressures with only partial funding recovery. Inflationary increases – particularly in wages, general operating costs, and in preparation for the April 2025 increase in

employer National Insurance contributions – have not been adequately matched by funding uplifts from local authorities and Integrated Care Boards. In the absence of a national funding settlement for adult social care, this funding gap has continued into the new financial year.

We have, however, managed to reduce agency spend by setting up a dedicated agency team who have improved controls and delivered consistent hourly pay rates. These and other direct actions have helped to ease some of the financial pressures we face.

Extra Care

Extra Care services allow people who require some additional support to maintain their lifestyle and independence. Working with housing associations and local authorities, we provide care and support in purpose-built accommodation, offering a home-from-home environment, with support on hand when needed, to over 370 people.

OVERALL, EXTRA CARE INCOME INCREASED BY

19% **TO £3.2M (2024: £2.7M),**
HOWEVER THIS SEGMENT
INCREASED NET EXPENDITURE
TO £93K (2024: £10K) DRIVEN BY HIGHER
OPERATIONAL STAFF COSTS IN THIS AREA.

Domiciliary Care

Domiciliary Care offers people the support they need to stay independent in their own homes. Sometimes, just a few hours a day – or even a week – is enough to make a big difference. With the right support in place, many people can continue living full, independent lives in the place they know and love.



Total income for the year for Domiciliary Care totalled £1.0m (2024: £1.0m). Net expenditure for this service totalled £105k (2024: £9k). These types of services come with real financial challenges. Travel time and admin costs need to be covered in the hours spent directly supporting people, which makes it hard to break even. We're continuing to review this offer to make sure the fees we receive properly reflect the time and costs involved, including time spent travelling or on standby.

Complex Care

Complex Care services provide support to people with significant and often combined medical, mental health and social needs. Community Integrated Care supports more than 130 individuals with profound and multiple learning disabilities, mental health conditions and autistic people. A key focus is supporting transitions

from long-stay hospitals and secure settings into community-based living.

Recognising Complex Care as a strategic growth area, we have set up a dedicated governance group with sector experts. The group works to ensure our services are designed and delivered in a way that's safe, inclusive and supportive.

With income for the year of £812k (2024: £948k) and net income totalling £43k (2024: £62k) this is a relatively new service offering by the charity. Complex Care generally delivers stronger financial performance than standard Independent Living, due to the ability to negotiate bespoke funding arrangements rather than relying on standard framework rates.

With a positive performance in 2025, the charity remains financially sustainable which enables continued focused investment in its new strategy.

SERVICE QUALITY AND INNOVATION



Care Excellence

Quality is the foundation of everything we do. We deliver a wide range of support, tailored to each person to be as unique as they are – from Supported Living, Extra Care and community-based support to specialist Complex Care services and our pioneering approach to Technology Enabled Care.

No matter the setting or support model, our focus is clear: to provide exceptional support that empowers people to live their best lives.

We see quality not as a box to be ticked, but as a journey and commitment. One that involves learning, listening, innovating and improving every day. Across all our services, we:



Co-produce support with the people we support and their loved ones, ensuring each person's voice shapes their own care.



Embrace new technology, using tools like assistive tech and digital platforms to enhance safety, independence and connection.



Draw from research, best practice and sector developments to evolve our practices and support models.

Care and Support Plans

Care and Support Plans are more than a regulatory requirement; they're a tool for delivering truly person-centred care. These plans tell each person's unique story and set out what matters to them – their goals, ambitions, needs and preferences. They guide our teams to provide support that is tailored to them.

They also show the impact of our work and offer clear evidence for loved ones, families, commissioners and regulators, not just that support is being delivered, but that people are thriving, growing and achieving their goals.

During 2024, we evidenced that 90% of our Care and Support Plans had been updated regularly and routinely. In early 2025, we began work to further enhance the quality of our approach to assessment, planning and review within our Care and Support Plans, working closely with teams from across the charity.

Deregistration for greater independence

Deregistration is the process of transitioning services from residential care to supported living. It offers people greater independence, choice and control over their home, finances and lifestyle. It's central to our commitment to person-centred support, enabling people to move towards more inclusive and self-directed lives.

In 2024/25, we developed our model for deregistration by making it a clear leadership priority. Our Heads of Operations now hold overall accountability for this work, ensuring momentum is maintained and cultural change is embedded across our services. Regional Managers are leading change sessions to support this shift, while Service Leaders and frontline teams are engaging with families and managing risks.

Strengthening clinical governance

In January 2025, we welcomed Tanya Claridge as our new Director of Clinical Governance. With a strong background in the NHS and commissioning, Tanya brings extensive experience in safety science, quality assurance, risk management and clinical excellence. Her leadership will strengthen our governance frameworks, ensure consistency across regions and uphold the highest standards of care.



I'm excited to join Community Integrated Care and support its incredible work. With a strong personal connection to social care, I feel deeply aligned to the charity's mission. My career and voluntary work have always been driven by a passion for inclusivity, empowerment and making a real difference.”

Tanya Claridge, Director of Clinical Governance

CASE STUDY

Scottish care service rated 'Excellent'



We were thrilled when our Housing Support Service across Perth & Kinross and Forth Valley achieved the highest possible rating, graded 'Excellent' in all areas, from the Care Inspectorate.

The inspection reviewed ten services supporting people with learning disabilities, mental health and physical disabilities and autistic people. It praised the service for:

- Inspirational leadership that drives innovation and improvement.
- Highly engaged teams delivering consistent, compassionate support.
- A person-led approach that delivers tangible outcomes, empowering people to grow in confidence, skills and independence.



We're incredibly proud of the team for being recognised with this outstanding rating. They've had some really inspirational successes; supporting several people in the area to move from long-stay hospitals and into their own homes for the first time, ensuring that every person they support has choice, dignity and independence in their lives."

Sara Murphy, Managing Director for Scotland

Experts in Complex Care

Complex Care supports people with multiple and often co-occurring needs, such as learning disabilities, mental health conditions, physical health conditions and autistic people. Many people with complex needs can also experience and display behaviours of distress, as a way of expressing feelings of frustration. People need personalised, specialist support that helps them feel safe, understood and in control.

Despite tens of thousands of people across the UK needing this support, there's currently no national strategy, and too many people find themselves in unsuitable settings for long periods of time, including long-term stays in hospitals or care services that don't meet their needs.

At Community Integrated Care, we're working hard to tackle this gap. Our specialist Complex Care services and colleagues focus on supporting people to move safely and confidently into new services, tailored to their unique needs. We've developed accredited training pathways for our teams, co-created with psychologists, PBS experts, and partners including the National Autistic Society, Mersey Care HOPES, and Bild – equipping colleagues to deliver outstanding support in community settings and reduce reliance on hospital care.

We also invest in housing solutions and work with providers, developers and the NHS to create environments where people with complex needs can thrive.

Winners in care excellence

Since January 2024, we have won 16 accolades and been shortlisted for 48 awards, including the Charity Times Awards, National Care Awards, and the Great British Care Awards.



CASE STUDY

Beth's story

Community Integrated Care supported Beth, a young woman with a history of institutional care, to transition from a secure hospital setting into her own home. Delivered in partnership with NHS Mersey Care and working closely with health professionals, local councils and Beth's family, we led a complex move into a bespoke property near her loved ones. We recruited and trained a specialist team to deliver consistent and personalised support.

Today, Beth is thriving, pursuing her passions in fitness, drama, and cosplay, and building a life of independence.



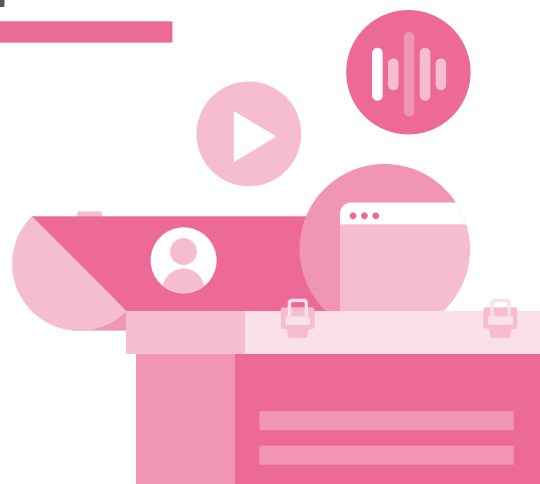
Living in my own home, finding joy, setting goals – it's more than I imagined possible.

Beth, a person we support



Systems That Support

High-quality care depends not only on compassionate people but also on the tools that empower them. That's why we continue to invest in smarter, more integrated technology, supporting our teams to be more productive and giving colleagues the time to deliver the best possible outcomes for the people we support.



From quality management to workforce planning, our systems are designed to improve clarity, reduce complexity and enhance oversight and day-to-day service delivery. While we've made important strides, there's still a long way to go. Like many social care providers, we've inherited legacy systems that don't always talk to each other, creating barriers for colleagues and limiting the potential for streamlined care. Addressing this remains a top priority.

Over the past year, we've strengthened our digital infrastructure. Through our new Systems Change Team, we've begun reviewing the tools we use, with a focus on bringing systems together under one roof. This joined-up approach helps us build solutions that are future-ready and rooted in the everyday needs of our services.

Quality and assurance on our Radar

Managing quality across our services is complex, especially when processes rely on outdated or disconnected tools. To improve this, we've introduced Radar, a new digital platform that brings audits, incident reporting and action planning into one user-friendly system.

We began with Continuous Improvement Plans, replacing spreadsheets with a live dashboard that's easier to update, track and share.



A real step forward... it's made a big difference to how we track and share our progress.

Rebecca, Service Leader

Radar is already saving time, reducing admin and strengthening quality, giving our teams more time to focus on what they do best – delivering great support.

Making care smarter with Nourish

To deliver safer, smarter support, we're moving away from paper records and embracing digital tools. Nourish is a care planning system that helps colleagues record their actions in real time using phones or tablets, saving time and improving accuracy.

We've used Nourish since 2019 and it's become central to how we deliver person-centred support. To get the most from it, we've reviewed how it's used across our services, spotting what works well and where we can do more.

We're now building a clearer outcomes framework – led by a cross-charity steering group – so we can better show the impact of our support.



Technology Enabled Care

Technology has the power to transform lives when used with purpose and compassion. While social care and digital innovation haven't always gone hand in hand, we are proud to be at the forefront of this modernisation, delivering care that's both human and high-tech.

Our Technology Enabled Care (TEC) team is dedicated to finding new ways to support independence, improve safety and enhance quality of life. By introducing digital tools into everyday care, we empower people to live more independently and give our teams the resources to provide more meaningful and responsive support.

Introducing Ingle

In recent years, we've expanded our technology-enabled services. This has



led to the creation of a dedicated brand: Ingle. Named after one of our charity's first services, 'Inglenook', Ingle brings together the latest assistive technology with human expertise to deliver blended care, offering people the right support, at the right time, in the right way.

Ingle enables the people we support to live with more confidence and control, thanks to technology such as smart sensors, fall detectors, remote support solutions and predictive risk tools. Led by our TEC team, this work is helping redefine how social care is delivered in community settings.

Virtual care, real impact

Central to our TEC offer is our 24/7 Virtual Care Centre, where colleagues provide round-the-clock support to people in their homes. Whether responding to alerts, offering reassurance, or advising on everyday tasks, this service brings peace of mind to the people we support and their loved ones.

The Virtual Care Centre also acts as an out-of-hours on-call service for colleagues, ensuring our frontline teams



are supported 24/7. This improves care continuity and supports work-life balance for operational leaders, who know there's always expert help available.

Our leadership in TEC has been recognised nationally. In 2024, we were awarded Digital Transformation of the Year at the Charity Times Awards, acknowledging our bold strides in digital innovation and infrastructure. We were also proud to see our Virtual Care Centre Manager, Natalie Evans, named Operational Leader of the Year at the ITEC Awards – a testament to the dedication, creativity and care that drive our work every day.

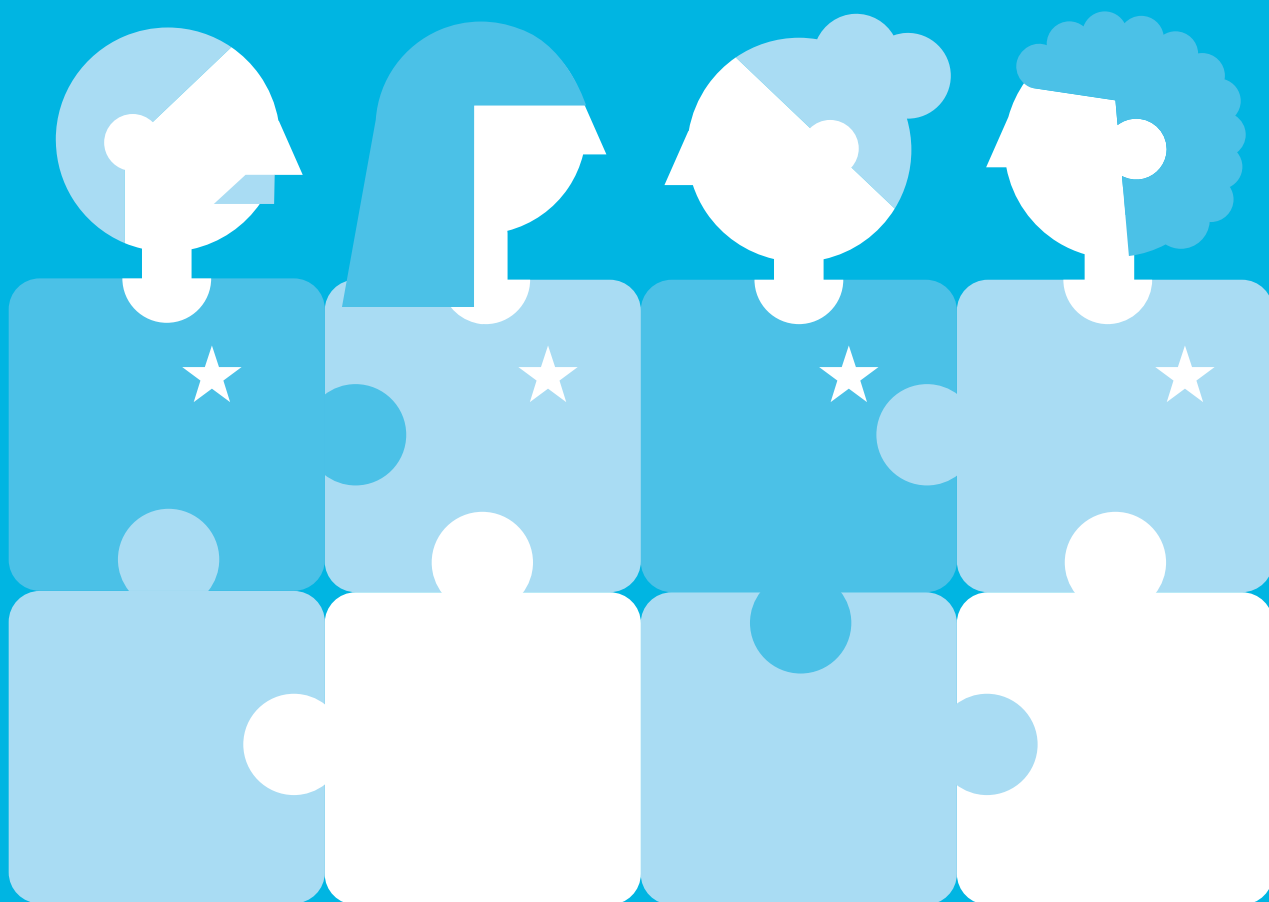
TSA accreditation

In recognition of our high standards in delivering Technology Enabled Care, we're proud to be an accredited member of the TEC Services Association. This national accreditation affirms our commitment to quality, safety and continuous improvement in digital care.



Quality • Safety • Innovation

ENGAGED COLLEAGUES



Right People, Right Place, Right Time

Our success as a charity depends on the skill, passion and dedication of our people. That's why we're committed to being more than just a good employer; we strive to be a great one. In 2024/25, we continued to invest in recruitment, retention and wellbeing, ensuring our charity remains a place where our colleagues can grow and feel proud of the work they do and the difference they make to people's lives.

Recruitment: building stronger foundations

This year, we transformed our recruitment processes by streamlining the use of agency staff, reducing costs, improving service continuity and reinvesting in our frontline workforce. In 2025, we introduced Digital ID verification, delivered through an external partner, which has significantly accelerated our DBS, Protecting Vulnerable Groups and right-to-work checks. As a result, our onboarding speed and consistency has improved greatly.

Our Recruitment team's hard work was recognised nationally when they were shortlisted for the 2024 In-house Recruitment Awards. This is a testament to their impact in tackling sector-wide workforce challenges head-on.



Recruitment in numbers



100%+

recruitment achieved ahead of forecast, outperforming the sector average.



20.2%

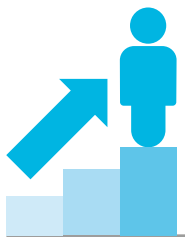
turnover rate – significantly lower than the sector average of 28.3%.



Candidate pipeline dropout

13.7%,

improved from 17.4%, thanks to better candidate experience.



52%

of Complex Care roles filled internally, showing strong internal progression.



Of the 160 salaried new starters recruited, just 19 new starters were introduced via agency. This has resulted in an estimated

£635k

saving in permanent agency spend for salaried colleague recruitment.

Retention: listening to our workforce

To retain great colleagues, we must listen to them. In January 2025, we launched our latest Colleague Engagement Survey and were proud to receive feedback from 3,789 colleagues, representing 59% of our workforce.

The results reflected strong momentum and continued progress. Our Engagement Summary Score rose to 8.1 out of 10, an increase from the previous year, showing that more of our colleagues feel connected, motivated and valued in their roles. Most notably, our employee Net Promoter Score (eNPS) climbed from +28 to +34, placing us in the 'Very Good' category when measured against global benchmarks.

These results highlight a growing pride in our charity and a sense of connection to our shared purpose. This insight will help shape our next steps and ensure we create a workplace where people want to stay and grow.

Wellbeing: supporting our people in challenging times

We're proud of our commitment to colleague wellbeing. This includes a range of benefits, accessible via our colleague benefits platform, and targeted support through our Wellbeing Fund – a safety net for those facing unexpected financial hardship.

Our Wellbeing Fund offers direct grants to colleagues at risk of, or currently facing, significant financial difficulties. This fund has proven to be a vital source of support and reassurance for colleagues, as the cost of living continues to rise.

Rewarding our workforce

In April 2025, we took another important step in our long-term commitment to improving pay for our frontline colleagues. Despite pressures such as increased National Insurance contributions and a £12 million rise in National Living Wage costs, we delivered a £4 million investment to increase pay.

This decision further closed the gap with equivalent NHS roles, took us above the Real Living Wage threshold, and reaffirmed our belief that every colleague deserves to feel valued and rewarded for their work.

In a challenging financial climate, many care providers are unable to invest, with some even facing risks to



their long-term sustainability. We were therefore proud to continue delivering on our promise of making our colleagues' lives easier – part of a journey we began in 2021, taking bold steps each year to steadily improve pay and benefits for our workforce.

This investment was made possible by smarter budgeting, including a large reduction in agency staffing costs – a long-term priority that has freed up resources to directly benefit our people.

Prioritising equity, diversity and inclusion

In 2024, we launched Who We Are Matters, a new annual campaign encouraging colleagues to voluntarily share their diversity data. This helps us to better

understand our workforce and respond to the unique needs of specific groups of our people. It also creates a more inclusive and respectful culture for all.

Our five Colleague Inclusion Networks, supporting Women, Men, LGBTQIA+, Disabled and Neurodivergent colleagues and Black, Asian and Minority Ethnic groups continue to grow, offering safe spaces for peer support and advocacy. In early 2025, our Women's Network relaunched, leading to increased membership engagement.

We also introduced new policies, including a Gender Identity Policy and the Age-Friendly Employer Pledge, reinforcing our commitment to inclusivity across all stages of working life. Our partnership with the Employers Network for Equality and Inclusion continues to guide our progress and standards.

Learning Excellence

For our charity to grow, we need to make sure we invest in our people. Through creative and inclusive learning, we're giving every colleague, from new starters to future leaders, the tools to grow in confidence, capability and their career.

Continuing to GROW

GROW is our ground-breaking learning programme for frontline colleagues, developed with input from specialised teams across the charity and the people we support. Designed to reflect the complexity of social care roles, it offers flexible, practical learning that fits around busy shifts. To date, over 3,100 colleagues have completed more than 400,000 pieces of learning, gaining essential skills, confidence and job satisfaction.

We're continually adapting and building on the learning delivered in GROW to meet the changing needs of the people we support. In 2024/25, we were proud to launch six new capabilities as part of the learner journey: Dementia Foundation, Sepsis Foundation, Mouth Care Foundation, Mental Health Foundation, Information Security and Bed Rails Foundation.

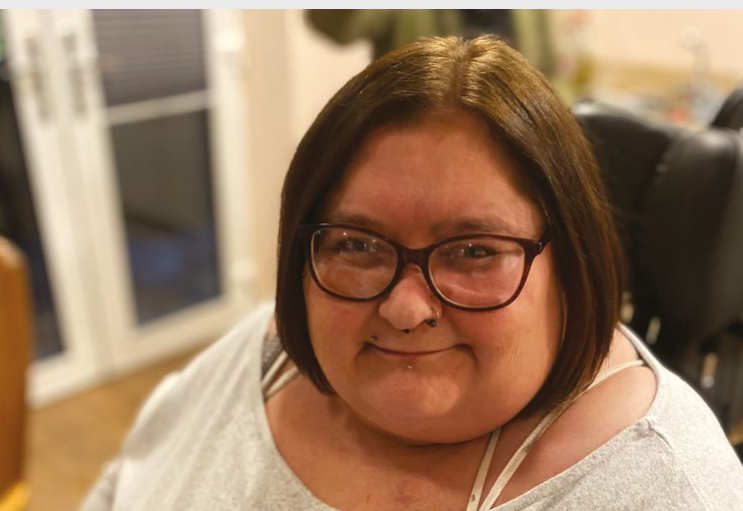


GROW has helped me to develop my skills and empowered me. I feel I can better enable the people we support to live their best lives possible. ”

Julie, Support Worker

CASE STUDY

Co-producing learning with impact



In September 2024, we launched our Mental Health Foundation capability. This was a key milestone for our charity, as it was the first learning resource shaped by the contribution of someone we support – influencing the content and layout, while also featuring in the resource itself.

Joss, a person we support in the North West, worked as a mental health nurse for a decade and now requires full-time support following a brain injury and related trauma and mental health challenges.

With her support team, she worked alongside our Clinical and Learning and Development teams, to provide unique insights and ensure the new module was truly co-produced and progressive.



I loved being involved because I can share my experiences to help others. ”

Joss, a person we support

LEAD, Learn to LEAD and LEAD Next Level

Delivering high-quality care relies on skilled and supportive leadership. Our LEAD programme provides tailored development for operational managers, covering subjects such as recruitment, service planning and quality improvement. It assists experienced leaders to strengthen their impact while ensuring their teams are enabled to deliver consistent, tailored support.



Meanwhile, our Learn to LEAD programme is designed for aspiring Service Leaders and offers a structured, hands-on journey for Support Workers to progress into leadership roles. Since launching in 2022, the programme has supported over 74 colleagues, with 50 internal promotions to Service Leader roles and beyond. With intensive coaching and real-time leadership experience, our Learn to LEAD programme is helping to unlock potential from within our own teams.

Building on the successes of these two programmes, we were delighted to launch LEAD: Next Level in October 2024. Designed for Service Leaders who are eager to enhance their skills and develop the competencies required to become a Regional Manager, the programme empowers the future leaders of our charity.

Conversations that count

We want all colleagues to feel seen, supported and valued. Our 'You Cans', the name for one-to-one development conversations between managers and colleagues, have been redesigned to ensure they are truly meaningful. These conversations now focus not only on performance but on wellbeing, aspirations and personal growth. After a successful pilot in late 2024, we've launched a larger charity-wide initiative to refine our model, with a view to rolling it out more widely in 2025/26.

CASE STUDY

Faz's journey from Support Worker to standout leader

In October 2024, Service Leader, Faz Broughton, was named in the Care Show's prestigious 'Thirty Under 30' list, which recognises the brightest young talent in the UK's social care sector.

He began his journey as a Support Worker at Community Integrated Care in 2016. After completing our Learn to LEAD programme in 2023, he stepped into a leadership role and now oversees a dedicated team delivering Complex Care.

Faz's story shows what's possible when development and ambition come together, and how investing in our people drives real change.



Working in care has become a real passion for me, I'm proud to lead a brilliant team that goes above and beyond every day. This recognition reflects their support as much as mine.

Faz, Service Leader

COMMUNITY ENGAGEMENT



Engaging The People We Support

We believe the people we support should not only shape their own support, but also the direction of our charity. In 2024/25, we made significant progress in creating opportunities for people to lead, influence and share their voices – putting them at the heart of everything we do.

Amplifying Voice Groups

In 2024, we were proud to expand our Voice Groups across all regions following a successful pilot in the South. These groups provide safe, inclusive spaces where people supported by our charity can come together to build relationships, share experiences and suggest ways to improve our services. The sessions are either held virtually or in person and are designed to be accessible for everyone.

Each Voice Group is co-led by a Quality Advisor. This is a person with lived experience employed by our charity, working alongside our Quality team. Within this period,

we have hosted 37 sessions and engaged 195 people in our Voice Groups. People supported have given feedback that has helped shape activities, influence communications and improve independence in services. Our Voice Groups are more than just feedback mechanisms; they've become a source of community and empowerment.

Experts through experience

As well as leading Voice Groups, our Quality Advisers have worked closely with our Clinical and Learning and Development teams to shape training on restrictive practices.



This training helps teams ensure that the people we support are experiencing maximum choice and independence and avoids the use of practices that may unnecessarily restrict people's daily lives. They've also contributed to important reviews of how we support people with epilepsy, falls and medication needs.

Our Quality Advisors have also taken part in national campaigns to improve social care. They marched with Providers Unite in London, reached out to MPs to raise awareness of sector issues, and have responded to consultations like the NHS 10 Year Health Plan and the benefits reform review. They've also supported our charity in recruitment by joining interview panels for senior leaders, ensuring the voices of the people we support are heard in key decisions.

Democracy in action

Ahead of the 2024 General Election, we launched Promoting Our Voting, a campaign to empower the people we support to understand their rights and engage with the democratic process. We created accessible guides and videos, which were distributed through services nationwide, helping people understand how to register, vote and make informed choices.

We also hosted a special What To Do webinar with former Care Minister, Phil Hope, which explored how to ensure people who access support can participate meaningfully in elections. This campaign encouraged services to have open conversations about voting and proved an impactful step in supporting civic engagement across our charity.



Driving inclusion nationally

Our Support Squad – a team backed by Community Integrated Care that helps make public events more inclusive – had a brilliant year. In 2024, the Squad represented the charity at over ten major events and engaged with thousands of attendees. They showcased inclusive practice and created welcoming spaces for people with disabilities. Their work was recognised nationally when they won Best Team at the Learning Disability and Autism Awards.

Meanwhile, our Never Standing Still video, created for the Best Lives Possible 2024 Roadshow, captured the voices, talents and aspirations of people we support across the country. Celebrating individuality and growth, the video became a symbol of the progress we're making towards inclusion, not just within services, but in wider society.





CASE STUDY

Matt and Elle's story

Matt and Elle are powerful examples of what inclusive support can achieve. They first met through Community Integrated Care's Inclusive Volunteering® Programme. Since then, they've built a life full of ambition and independence, recently getting married and buying their first home.

Matt also featured in the Never Standing Still film, sharing his journey to inspire others.



It was fantastic to be part of the video and show what's possible, I want people with learning disabilities and autism to know they can dream big too. ”

Matt, a person supported through our Inclusive Volunteering® Programme

Their story reflects the heart of our mission: creating opportunities for people to live full, meaningful lives.

Partnerships and Communities

We work with partners and organisations that share our belief in equality, opportunity and the power of community. In 2024/25, these collaborations have created countless opportunities for our colleagues and the people we support to develop skills, grow in confidence and access experiences they never thought possible.





Pushing boundaries through sport

Sport is one of our most powerful platforms for inclusion, and in 2024/25, we expanded our reach and influence even further. Community Integrated Care was selected by Sport England as a recipient of their prestigious 'Pilot Fund' – a grant awarded to influential and impactful organisations to sustain and expand their work, while developing bold new programmes that break boundaries in promoting physical activity.

This success has enabled our charity to launch a range of innovative initiatives and forge ground-breaking partnerships with organisations such as the Rugby Football League (RFL), Lawn Tennis Association, British Cycling, Boccia England, and Table Tennis England. Many of these collaborations have delivered sector-leading impact – most notably, our Learning Disability Super League partnership with Sport England and the RFL, which was named both the Best Innovation in the Care Sector (Great British Care Awards) and Best Community Scheme (Sports Business Awards).

At the Sport Innovate Summit in Paris, hosted by the International Paralympic Committee, we shared our pioneering model for inclusive sport, showcasing how those with learning disabilities and autistic people can thrive as athletes, volunteers and community leaders.



Taking part in these programmes has been incredible. I've had the chance to try lots of new things and to discover new skills.

Tauseef, Participant from Stockport

We also launched one of our most ambitious programmes to date with support from the Peter Harrison Foundation: a first-of-its-kind training and resource solution to create Physical Activity Confident Care Services. This initiative will play a vital role in tackling health inequalities in the years ahead.



Creative inspiration from TV heroes

In 2024, we turned up the heat in the kitchen through our Care To Cook campaign, led by TV chef, Rosemary Shrager. Rosemary worked alongside people we support to explore the joy of cooking, healthy eating and confidence in the kitchen.

Meanwhile, our partnership with the RSPB continued to flourish. A highlight was receiving a handwritten letter from Sir David Attenborough in response to a creative nature project we ran, inspired by the *Wild Isles* series, in collaboration with the RSPB, WWF and the National Trust.

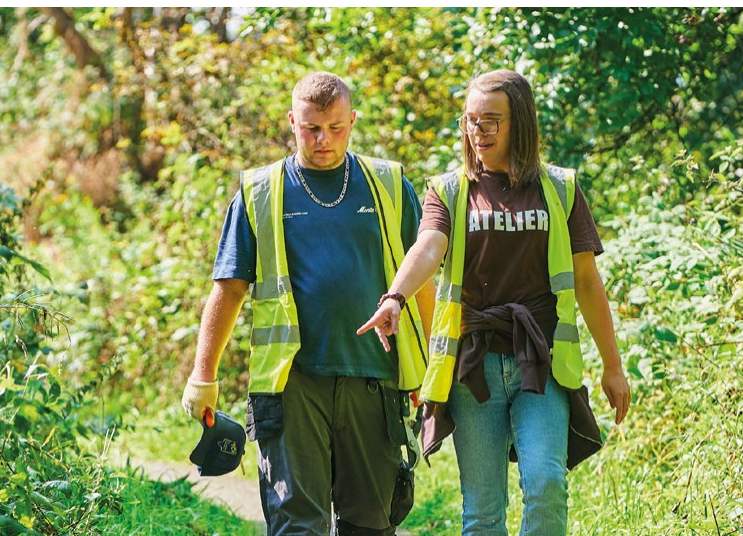
The project helped people we support connect with nature through sensory gardens, creative art and reminiscence activities for those living with dementia. It also earned us the Care Innovator Award at the Great British Care Awards.



I am so glad that my programme has been of help to your charity in achieving its ambitions.”

Sir David Attenborough

A proud reminder of what's possible when inclusion meets inspiration.



Ambassadors who champion inclusion

We are privileged to be represented by a growing group of charity ambassadors who share their stories and help raise awareness of the talents and rights of people with support needs.

Jack Hunter-Spivey, Paralympian and table tennis star, has been an inspiring presence at many of our inclusive



sport events, while Rosemary Shrager continues to be a passionate advocate for creativity in care. This year, we also celebrated a once-in-a-lifetime opportunity with footballer Ilkay Gündoğan, who invited Community Integrated Care superfans to a private meet-and-greet at his then club, FC Barcelona.

Safety in the community

Safety is key to independence and confidence, so we were proud to launch our Speak Up for Safety campaign in 2024. In partnership with local and national police forces, the campaign provided resources for recognising hate crimes, boosting confidence and staying safe in the community.

The campaign concluded with a special webinar during Hate Crime Awareness Week, led by our Chief Quality and Risk Officer, Jemima Burnage. It shared helpful tips and real stories, giving people the confidence to speak up for themselves and support others. The resources from this campaign are still being used across our services and by other organisations too.

Digital inclusion

In 2024, we were once again supported by Okta, whose continued investment is helping to bridge the digital divide in care. Their backing ensures the people we support, and our colleagues, have better access to technology. This improves their digital confidence and opens doors to learning, connection and independence.



Campaigning and Policy

We are committed to lobbying for the recognition, funding and respect the social care sector deserves. We've taken a leading role in championing both the sector itself and the dedication of those who work within it, regularly featuring in local, national and charity sector news. Through advocacy, collaboration and visibility, we continue to shape the conversation about the value of social care and the urgent need to transform it for the better.

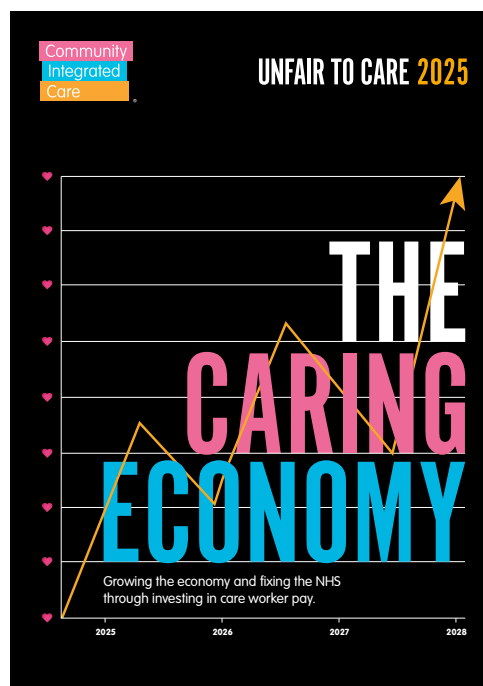


Unfair To Care

Since 2021, we've championed better pay and recognition for frontline care workers through our Unfair To Care campaign.

This landmark report, developed in conjunction with global job evaluation experts, Korn Ferry, included the first-ever independent assessment of the frontline Support Worker role, measuring its true value against comparable roles in other sectors. This research determined that the role of a frontline support worker is a skilled, complex and accountable one, equivalent to a Band 3 worker in the NHS – with social care supporter workers paid over 30% lower than their NHS counterparts.

Our latest report, **'The Caring Economy – Unfair To Care 2025'**, shows that social care is not just a cost, it's an investment. It highlights how the sector can ease pressure on the NHS, boost economic growth and deliver high-quality support for those who need it most.



Teresa Exelby, Chief Corporate Services and People Officer at Community Integrated Care, said: "We are urgently calling on the Government to fund an immediate interim pay uplift – not just because it's the right thing to do for those working in and accessing social care, but because of the benefits it brings for wider society and the economy."

"Within our charity, we've seen the transformational impact of raising pay and investing in carers – achieving an 80% retention rate, which is above the sector average. This stability enables us to reinvest, expand our impact and support our teams to deliver high-quality care, but sustained progress requires proper funding."

Last year, we launched the campaign in Parliament, ahead of the 2024 General Election. Over the years, Unfair To Care has reached millions, with coverage on BBC One, Sky News and The Guardian. It has also been cited in several sector whitepapers, helping shape the future of social care.

“

Within our charity we've seen the transformational impact of raising pay and investing in carers – achieving an

80%

retention rate, which is above the sector average.”

Teresa Exelby, Chief Corporate Services and People Officer



Unfair To Care was awarded the prestigious Campaigning for Change Award at the 2024 Markel 3rd Sector Care Awards, recognising its impact across the social care sector.

MARKEL
3RD SECTOR
CARE AWARDS **3**





Engaging MPs and civil servants

Building relationships with decision-makers is crucial to our advocacy work. Over the past year, we've written to MPs in the constituencies where we deliver services. The response has been encouraging, with ten MPs and representatives from the Department of Health and Social Care visiting our services to meet colleagues and the people we support. These visits have opened the door to meaningful conversations on policy, pay and the future of care.

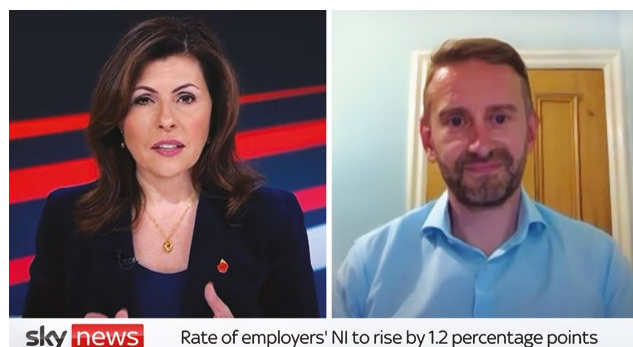
Behind the scenes, we've also engaged directly with Number 10, HM Treasury, and DHSC civil servants to advocate for fairer pay and workforce investment. Our Chief Corporate Services and People Officer, Teresa Exelby, now sits on the DHSC Fair Pay Agreement Working Group, ensuring our charity's voice is at the heart of critical national discussions.

This year, we've also submitted evidence to the Health and Social Care Select Committee, contributed to the NHS 10 Year Health Plan consultation, and written directly to leaders, including the Secretary of State for Health and Social Care, Wes Streeting, and Baroness Louise Casey, to influence their policy work. As the

Casey Commission Review takes shape, we've been clear in offering our insight, expertise and support.

Raising our voice in the media

We've worked hard to ensure that the social care story is heard beyond political circles. In November, our response to the Autumn Budget gained widespread media attention, with CEO Jim Kane appearing live on Sky News. The statement was picked up by the BBC, The Guardian, and over a dozen national media outlets, reaching an estimated audience of over 40 million. It was a powerful moment of visibility for the sector and a reflection of the strength of our message.



Standing with the sector

In 2024/25, we stood alongside our peers across social care in championing important national causes. One example was our participation in the Providers Unite March in Westminster, an event that brought together people who draw on care, care providers and sector leaders. This demonstration called on the Government to properly fund social care, invest in its workforce and recognise the value of those who give and receive support.

Representatives from Community Integrated Care were at the heart of the action, with colleagues and people we support marching shoulder to shoulder outside Parliament. Our CEO, Jim Kane, shared the realities faced by our sector and called for urgent reform:



We cannot continue to build the future of social care on the goodwill of underpaid, undervalued colleagues. It's time for fair pay, fair funding and fair treatment. ”

Jim Kane, Chief Executive Officer

Our support for the sector didn't stop there. We added our voice to several national campaigns and open letters, including those from the Local Government Association, United Response and Scope. We also played an active role in parliamentary engagement, attending events like the APPG Adult Social Care Coffee Morning and sponsoring fringe sessions at party conferences through the Future Social Care Coalition.



A SUSTAINABLE FUTURE

To continue delivering care that transforms lives, we must plan not just for today, but for the future. We want our charity to thrive, support more people, and deliver high-quality, person-centred care for generations to come. That means embracing innovation and making every resource count.



Over the year ahead, we'll continue to develop new models of support, invest in digital transformation and build partnerships that help us deliver even greater impact. However, the financial pressures facing our sector cannot be ignored. The Government's failure to fund National Insurance increases places an unsustainable strain on providers like us, already working within a chronically underfunded system.

As one of the largest social care charities in the UK, our scale and strong foundations give us the resilience to withstand these challenges. Yet, we recognise that many smaller providers may face serious threats to their sustainability. That's why we remain committed to championing fairer funding across the sector, while continuing to innovate within our means to deliver outstanding support to the people who rely on us.

Growing through partnership

Strong partnerships with like-minded organisations are key to our sustainability and impact. By joining forces, we can share knowledge, pool resources and enhance the quality and reach of our support.

In April 2025, we welcomed Arc, a specialist residential care provider for children and young people in Hampshire. This marks an exciting and important step forward as we expand into children's services and broaden our support for people with complex needs across their life journey.

Founded in 2010, Arc delivers four therapeutic services that currently support 12 young people. Over 18 months

of close collaboration, we discovered a deep alignment in values and a shared belief in the potential of every young person. This partnership helps us to address one of the most pressing challenges in social care: the lack of effective support for young people as they transition into adulthood.



Scale enables us to do more – not just for the people we support, but for the wider sector. We can bring in new expertise, accelerate innovation and improve quality. Most importantly, it means we can keep reinvesting in better support, better tools and better lives.”

Karen Sheridan, Chief Operating Officer

Using technology to build our future

Sustainability also means making informed, responsible choices that protect our future and improve people's lives. That's why we're investing in better data, smarter systems and new technologies, always with care and ethics at the centre.

In the past 12 months, we've strengthened how we use data to shape services, plan ahead and improve quality. We've streamlined reporting, reduced admin and made insights more accessible. Tools like our new frontline

leader reports are helping teams make quicker, more confident decisions, reducing reliance on agency staffing and improving outcomes.

Our Commissioned Hours Project is one example of data-led innovation in action. By centralising how we track support during transition periods, we're helping teams improve planning, support and funding conversations from day one.

We're also embracing the potential of ethical AI. Working with an external expert, we're developing a responsible AI strategy. AI won't replace our colleagues, but it can free up their time, simplify complex tasks, and improve decision-making. We're trialling tools like chatbots for policy guidance and automated document conversion to boost accessibility and efficiency. In our back-office teams, colleagues are piloting Microsoft Copilot to streamline work and unlock new capacity.

A full Information Governance Audit in early 2025 helped us further embed strong safeguards and data protection across the organisation. We've introduced a UK GDPR-compliant visitor system and a new, mandatory Information Security Training course.

Also in 2025, we're launching a new colleague rostering tool, powered by Sona, which will replace our current platform, Maxtime. This system represents a major upgrade in how we manage staffing across our charity, offering improved visibility and flexibility, and a better experience for managers and colleagues.

We've started to implement a new integrated governance system called Radar. We will be introducing three modules across the charity – audits, events and risk. This new way of working will help teams complete quality checks more consistently, and improve how we respond to incidents and capture learning.

A person-centred framework

Later in 2025, we will also introduce a new outcomes framework to better understand and measure what matters most to the people we support. Built around person-centred planning and goal setting, the framework will use tools like community maps, aspirational outcome plans and health action plans. It supports people to shape their routines, build relationships and stay healthy – whether that's finding a job, learning new skills or feeling more connected to their community. The framework will embed regular reviews, feedback tools and peer reviews to make sure every voice is heard and every success recognised.

A strategy for the future

As we look to 2026 and beyond, we're staying focused on the things that really matter – making sure the people we support can live their best lives.

In Autumn 2025, we'll launch our new organisational strategy, **Best Lives, Bolder** – an exciting step that builds on our achievements and sets a clear direction for the future. This strategy will help us keep moving forward in the areas that matter most:



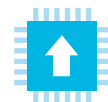
Empowering our people

We're committed to enabling our brilliant colleagues to thrive. That means investing in a skilled, diverse and inclusive workforce – one that reflects the communities we serve and where everyone feels valued, supported and like they truly belong.



Delivering outstanding personalised support

We'll continue to raise the bar in delivering care that's tailored to each person. Support that promotes independence, prioritises wellbeing and gives people the opportunity to live full, rewarding lives – on their own terms.



Expanding our impact

We aim to reach more people who need us, growing in the areas where we're strongest. That includes enhancing our Complex Care offer, making smarter use of technology and always staying rooted in truly personalised support.



Influencing a fairer future

Through the strength of our voice and the evidence of our impact, we'll continue to influence decision-makers, championing a fairer, more supportive system that recognises and celebrates the rights, needs and potential of our colleagues, the people we support and others like them.

We've made sure that lived experience shapes every stage of our new strategy's development. We've listened through surveys, workshops and one-to-one conversations with the people we support and their families. Their insights, ideas and priorities are now woven into our future plans.

STRATEGIC REPORT





Financial Review

The Charity Group (“the Group”) recorded total income for the year of £198.2m (2024: £176.1m), representing an increase of 12.4% on the previous year. Total expenditure for the Group increased by 13.6% to £196.4m (2024: £172.8m). After investment losses for the year of £0.2m, the Group recorded net income for the year of £1.6m.

As part of the Group’s investment strategy, surplus funds have been invested using an investment partner, Cazenove. Using a blend of short notice period money market investments and a longer-term investment in a Sustainable Multi-Asset Fund, investments have earned a return of £1.1m in capital and income.

The Group segments its charitable activities by operating division and a summary of the £1.6m net income for the year ended 31 March 2025 is presented below. Excluding the non-charitable activities noted above, the Group has made a surplus of £0.5m on operational activities.



	£'000				
	Income	Operational staff costs	Direct costs	Support costs	Net income / (expenditure)
Independent Living	190,887	153,122	8,520	29,257	(12)
Extra Care	3,213	2,705	112	489	(93)
Domiciliary Care	1,034	908	72	159	(105)
Complex Care	812	634	11	124	43
Grants, donations and fundraising	676				676
Other trading activities	452	112	75	114	151
Investment income	1,119			228	891
	198,193	157,481	8,791	30,371	1,550

Reserves policy

The Group holds reserves to ensure it continues to be sustainable, can meet its obligations to its customers and colleagues, including the factoring in of potential lost contracts or income streams, and to support its investments in future plans.

As at 31 March 2025, Group reserves had increased by £1.4m to £39.9m (2024: £38.4m). Within this balance are restricted reserves of £3.6m (2024: £3.4m) 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 properties is subject to the approval of the donating authority.

The Group's free reserves as at 31 March 2025 stood at £23.2m (2024: £22.0m). This is calculated as the unrestricted reserves of £36.3m (2024: £35.0m) less the carrying value of tangible fixed assets not covered by capital grants of £13.1m (2024: £13.0m) less any designated funds set aside for a specific purpose £nil (2024: £nil) less any commitments that cannot be funded from future income £nil (2024: £nil).

There is a formal reserves policy which is reviewed annually. The Board of Trustees have set a target free-reserves range of £8-12m. The reserves target range replaces the previous metrics used to manage financial stability risk of Capital Adequacy Ratio and Liquidity Ratio.

In setting our reserves target, we have considered the following;

- Our core business risks, for example a significant and sustained reduction in income, an increase in voids and agency costs, and a failure to receive full inflationary increases on our fees.
- Our duties in relation to managing our properties / estate regardless of whether we are receiving income or rents for these properties.
- Other 'events' that could result in material, uninsured financial outlay (e.g. stock market recession, cyber-attack, regulatory fines).

Whilst reserves are in excess of the target range, a portion of the excess has been used to fund the acquisition of Arc. The Board is satisfied with the size of the reserves and the structure of the balance sheet. It remains committed to the reserves policy and will look to maintain the charity's reserves in line with the growth of the business.

Investment policy

The charity has the power to make investments which the Board deems to be appropriate in meeting its charitable objectives. The Finance, Information Management & Technology Committee ensure that procedures and safeguards are in place to make sure that the charity's resources are managed appropriately, are invested in accordance with its charitable purpose and that the return from assets and capital employed meets the expectations and approval of the Board.

As at 31 March 2025, the charity had £11m (2024: £7m) invested in an ethical investment fund, and £11m (2024: £14m) in money market funds and short-term deposit accounts using Cazenove as its investment manager. The Board's objective for the Investment portfolio is a combination of capital growth and investment income. The target return on investment is 4%.

The Board regularly reviews its investment strategy to ensure an appropriate balance is maintained between the charity's short-term working capital requirements and achieving longer-term return on investments. Our investment policy is in line with the latest Charity Commission guidance. Charity trustees have discretion to choose what investment approach is in the best interests of the charity, provided it furthers the charity's purposes.

The Group holds investments through an endowment fund within its subsidiary, Age Exchange, which is reviewed throughout the year by its trustees. As at 31 March 2025, the investment in Age Exchange was valued at £111k (2024: £113k). Whilst the investment achieved negative capital growth of 1.4% in the year, there is the expectation that growth will return in the future.

Cash flow

Net cash inflows from operating activities improved to £7.2m (2024: £1.4m outflow), with a net outflow from investing activities of £2.1m (2024: £1.6m). Cash balances as of 31 March 2025 increased to £9.4m (2024: £4.4m). However, there are significant funds held in investments which are accessible, being placed in short term cash investments of £11.4m (2024: £14.3m) and long-term investments in stocks and shares of £10.6m (2024: £7.1m).

Long-term borrowing

Secured loans have reduced to £0.2m (2024: £0.3m). This balance relates to a bank loan held by the subsidiary charity, Age Exchange.

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. The charity operates two defined benefit pension schemes, the CARE pension scheme (CARE) and the North-East Scotland Pension Fund (NESPF). The charity's share of the NESPF is in surplus and is not included in the financial statements whilst the CARE scheme is in deficit and is included in other creditors. Further details are included in the notes to the accounts.

Subsidiary undertakings

The charity has three active subsidiary undertakings, namely Person Centred Housing (PCH), Age Exchange (AE) and Inspire Partnerships Through Life (Inspire). PCH, AE and Inspire are companies limited by guarantee, with Community Integrated Care being the sole member.

PCH holds freehold property for the purpose of providing residential housing accommodation for people with mental health and learning difficulties.

Age Exchange uses the power of art, creativity and social connection to empower and support disabled people and carers locally in Blackheath, London, and nationally.

Inspire is a registered charity which supports people with learning disabilities and additional support needs, including autistic people, across the North-East of Scotland. Community Integrated Care acquired the undertakings on 31 July 2023, and the assets were immediately hived up on 1 August 2023. Since this date, the activities of Inspire have been transferred to Community Integrated Care. There are now no ongoing activities in Inspire and the entity will be wound up when possible.

The charity also has two dormant subsidiary undertakings, namely Inspirit Care and Access Community Services. Details on all subsidiary undertakings can be found in note 12.

Related parties and interests

Details of related party transactions and interests in other group companies are set out in note 23.

Funds held on behalf of residents

The charity has responsibility for residents' personal monies, totalling £7.6m as at 31 March 2024 (2024:

£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 has the benefit of trustee indemnity insurance cover of £10m, which is authorised in the Articles of Association. This insurance was in force during the year ending 31 March 2025 and remains in force in relation to certain losses and liabilities, which the trustees may incur to third parties while 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 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, there is a recognised risk of compliance breaches in relation to fundraising. These risks are managed and minimised through robust compliance policies, with a focus on training and inductions for new starters, alongside regular quality checks 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. The charity did not receive any complaints relating to its fundraising activities in either the current or previous financial years.

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 has a Risk Management Framework (RMF) and 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 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 Framework states:

"The charity identifies and manages risk using the Risk Management Framework (RMF). It demonstrates the process of which Community Integrated Care monitors and addresses strategic risks that may prevent the charity from achieving its strategic objectives. The RMF includes the systems, structures, policies, processes and people that identify, measure, evaluate, control, mitigate, monitor and report all internal and external sources of material risk. The control effectiveness statement provides assurance that risks are managed in accordance with the agreed RMF. This is prepared annually by Internal Audit for review by the Audit and Risk Committee and the Board.

The risks are linked to strategic objectives which exist at different levels:

- Strategic Risks/Corporate Risks – these are the risks that impact Community Integrated Care's ability to deliver the strategy or function as a charity as a whole. These risks are documented on the Corporate Risk Register;
- Departmental risks – these risks are related to the delivery of the departmental operations. These are documented on departmental Risk Registers;
- Project risks – these are associated usually with time-limited activities and medium to long-term delivery of benefits.

In addition, the Risk Team, supported by the RMF:

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

Board assurance that the RMF is operating effectively is provided through internal audits carried out by a third party. The overall control opinion for the third year running provided by the 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 adequate and effective and these are being implemented.

The principal risks the charity actively monitors and manages

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 to enable the people it supports to live the best lives possible. It has a low-risk appetite for quality-of-care risk.	The effective management of this risk is at the core of the charity's 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. 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. Supporting management of this risk is: • The appointment of a Clinical Governance Director. • The development of a Continuous Quality Improvement and Assessment Framework. • A 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. • The development of our Technology Enabled Care (TEC) systems.
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.	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, Information Management & Technology Committee. Operational management of the risk is supported by: • Budget process. • Monthly financial reporting, including detailed and appropriate Management Information. • 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. • Clearly articulated reserve, liquidity and borrowing policies approved by the Board and overseen by the Finance, Information Management & Technology Committee. • Management of the portfolio of contracts to ensure diversification of risk and avoidance of over-reliance on any contract or commissioner.

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.	The charity aims to always operate within the letter and spirit of regulatory requirements. 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: • 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 Continuous Quality Improvement and Assessment 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.
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 uses agency staff, only when necessary 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.	The charity aims to improve the capability of its colleagues 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: • Charity-wide engagement strategies including Gamechangers, reward and recognition and long service schemes. • Regular assessment of employee engagement through colleague surveys and roadshows. • Maintenance of a wellbeing fund to assist employees in financial difficulty. • Investment in Learning and Development. • Implementation of an improved employee value proposition – "the Deal". • Investment in recruitment, onboarding and induction to improve retention. • Additional local resource to support recruitment both in terms of recruiters and money used for local initiatives. • 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 programmes.

The principal risks the charity actively monitors and manages (continued)

PRINCIPAL RISK CATEGORY	RISK APPETITE	HOW IS THIS RISK MANAGED?
Strategic business risk is 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 were 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.	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. • Individual Executive Team members have specific responsibilities for the delivery of the different strategic initiatives. • The charity has a business development function responsible for retaining existing profitable contracts and winning new profitable contracts. • 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. • Strategic Business Risk is overseen at Board level as a specific item on the Strategic Risk Register. • 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.
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.	• 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 appointment of a Head of Information and Regulatory Governance. • The commencement of development of an Information Governance Framework. • The provision of appropriate Management Information 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 third-party 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.

Going Concern and Statutory Statements

Going concern

The sector continues to be underfunded, and despite this, the Group maintained its investment in its frontline workforce, improving pay, reward and wellbeing, and was in a net income position for the year.

The charity continues to navigate positively through the sector-wide challenges, including ongoing recruitment shortages, through fine-tuning its recruitment processes and improving its time to hire by an average of 26 days. Whilst improvements have been made in the year, there is still a high reliance on more expensive agency staff, with general high levels of inflation and cost of living challenges still impacting the trading position. Despite these challenges, the group has a strong liquidity position and has been able to invest surplus cash in the investment market, gaining favourable returns.

To consider the appropriateness of the going concern basis, forecasts have been prepared to 31 March 2026. Forecast free reserves are planned to be £16.5m.

With a forecast net cash position of £19m as at 31 March 2026 and a forecast that the Group will continue to hold a strong liquidity position, the Board are confident that we have adequate resources to continue operational activities for at least 12 months from the date of this report. The trustees consider there to be no material uncertainties over the charity's ability to continue as a going concern.

Public benefit

The Board has considered the Charity Commission's guidance on public benefit by reviewing the charity's activities over the year. It can demonstrate that the services provided offer a clear and identifiable benefit, align with the charity's aims, and serve the public or a section of it. The Board of Trustees is satisfied that the charity meets the public benefit requirements, delivering tangible support to a wide range of people, including adults with learning disabilities, mental health conditions, physical disabilities and autistic people.



OTHER INFORMATION



Structure, Governance and Management

Board of Trustees ("the Board")

For the purposes of the Companies Act 2006, the trustees are also the directors of the charity. The Board, which consists of up to 15 trustees, including the Chair, Deputy Chair and a Senior Independent Trustee, brings the expertise, experience and diversity necessary to meet its legal obligations, safeguard the charity's assets, provide leadership and strategic direction, and support the Executive Team in their day-to-day management of the charity.

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 September 2024 in accordance with the recommendations of the Charity Governance Code. It concluded that the Board was working effectively, and all recommendations were implemented in full. 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 Chief Officers Group. 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 through external advertisement and may serve up to three, three-year terms, with a maximum tenure of nine years before retirement or re-election. New trustees undertake an induction programme that includes service visits, a presentation from the senior management team, and access to an electronic reading room and trustee handbook. These resources provide an

overview of the charity and key information on its constitution, governance and trustee roles and responsibilities. Trustees are not remunerated but are reimbursed for reasonable out-of-pocket expenses incurred while attending Board meetings, in line with the trustee expenses policy.

The Board meets at least four times a year to monitor performance against strategy, supported by a 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 and Articles of Association.

While the Board retains individual and collective responsibility for ensuring compliance and Board effectiveness, it delegates elements of risk management and gains further assurance through a scheme of delegation and the work of Sub-Committees. Each Sub-Committee operates under written terms of reference, reviewed and approved annually.

At the February 2025 Board meeting, Mandy Wearne, previously Acting Chair, was confirmed as the permanent Chair of the Board.



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 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 a scheme of delegation 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.
Equality, diversity and inclusion		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.

Sub-Committees

The Board of Trustees operates several 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, meet quarterly and an outline of the terms of reference for each is noted overleaf:

Audit and Risk
Committee

Quality and
Standards
Committee

Finance,
Information
Management
& Technology
Committee

Remuneration
and Nominations
Committee

Workforce
Committee

In June 2024, the Board ratified the decision to close the former Scotland Committee on completion of its aims to support and oversee significant business acquisition.

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; 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 to comply with health and social care legislation and best practice. The committee reviews KPIs, receives operational reports and monitors the complaints process and feedback from the people supported, their families and staff, to ensure individuals lead rewarding lives and achieve the best possible outcomes.

The Finance, Information Management & Technology 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 oversight of the Group's performance and remuneration arrangements, in particular those of executive management team and the appointment of Trustees. The committee is responsible for the appointment, performance evaluation, and development of the Board of Trustees and the Executive Team. It holds delegated authority to determine the remuneration of the Chief Executive and Executive Team, and to approve and monitor systems for their appraisal.

The Workforce Committee scrutinises organisational development and workforce strategies and recommends 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 take assurance that arrangements are in place to manage the workforce against agreed KPIs and that there is appropriate training, engagement and feedback from staff.

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), to advise on decisions relating to the regulations and restrictions brought about by the pandemic and to formulate the charity's policy response. In addition, the charity continued to hold quarterly informal Board meetings 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 a Chief Officer's Group and an Executive Team, which is responsible for the delivery of the strategic plan, and it meets formally monthly to review the KPIs for the organisation and to keep abreast of developments in the organisation generally. The Executive Team brings together the most senior managers from Operations and Support Services to further develop ownership and delivery of the strategic plan.

Workforce

As at 31 March 2025, the charity had a workforce headcount of 6,502.

Having a deep understanding of our workforce is crucial in creating an inclusive and supportive environment where diversity is valued, unique characteristics are celebrated and everyone feels able to bring their true selves to work.

This year, we were proud to continue our collaboration with the Employers Network for Equality and Inclusion (ENEI), other sector-leading organisations, and our Colleague Inclusion Networks to launch a brand-new diversity data monitoring form. This progressive approach reflects best practice in diversity monitoring and aims to ensure that both prospective and current colleagues feel seen, respected and valued.

Our Colleague Inclusion Networks have made a significant impact this year, with achievements including prompt responses to high-profile incidents, raising awareness of men's mental health, and co-creating our charity's first-ever Gender Identities Policy.

Having dedicated, passionate colleagues is essential to delivering the highest quality care – and for the people we support, being surrounded by a consistent, trusted team is key to living the best life possible.

GameChangers, Community Integrated Care's colleague forum, brings together around 50 representatives from across the charity to share the views of our workforce on the issues that matter most. They also provide valuable feedback and advice to our Executive Team and Senior Leadership Team on a range of projects and initiatives.

In October 2024, the GameChangers forum underwent significant recruitment, welcoming over 20 new colleague representatives to ensure the group reflects the diversity and breadth of our charity's workforce.

Our GameChangers have provided support and feedback on a wide range of business-critical projects, including:

- The launch of Radar
- Our wellbeing review
- Learning solutions delivered through GROW
- Key policies concerning parental leave.

In the year ahead, GameChangers will focus on increasing awareness and engagement with the forum, while strengthening communication between colleagues, their representatives and senior leadership.

We've focused on fine-tuning our recruitment processes, enhancing our welcome days and investing in a suite of colleague support resources to attract new talent to our charity and ensure that our colleagues feel proud to call Community Integrated Care their workplace.

In an everchanging sector, we're committed to supporting our leaders to gain new insights, share best practice and harness valuable skills from across our workforce. During 2024, our LEAD training programme continued to provide specialist learning opportunities for operational managers – touching on key topics like recruitment, care and support planning and quality.

In October, we developed a comprehensive new LEAD workshop, hosted by members of our Executive Team across eight regional sessions. These interactive events aimed to upskill leaders on areas such as quality frameworks, business development, evidence and feedback.

Community Integrated Care has a defined Internal Communication and Engagement strategy, which includes a clear communications cycle framework, aimed at keeping our 6,500-strong workforce informed, engaged and inspired.

This framework sets out our annual communications activity and the channels used to deliver this, on a daily, weekly, monthly, quarterly and annual basis.

The key channels featured within this are:

- Viva Engage – our internal social network
- News Roundup – weekly colleague newsletter
- Click – our internal intranet platform
- Executive Update – monthly video and written update from Executive Team members (delivered on a rotating basis)
- All-Company Webinar – monthly virtual session for all colleagues hosted by Executive Team members (on a rotating basis)
- Support Services Huddle – monthly virtual session for all Support Services colleagues (hosted by Support Services Senior Leadership Team members)
- Regional GameChanger meetings – monthly local meetings of our employee forum members (hosted by Managing Directors)
- Colleague Inclusion Networks – monthly meetings of our LGBTQIA+, BAME, Disability and Neurodiversity, Women and Men's member networks
- National GameChanger meetings – quarterly meetings of our national employee forum members (hosted by Chief Executive Officer, Chief Operating Officer and Director of People)
- Company Roadshow – annual in-person leadership event.

Messages and content across these channels include updates, news, stories and information on everything ranging from our strategic portfolio of activity, our KPIs (finance, workforce, quality, growth) to day-to-day activity, developments and achievements across the charity.

All channels provide opportunity for two-way dialogue, discussion and debate with colleagues, to ensure that we have a strong employee voice to support senior leaders in their decision-making.

Reference and Administration

Board of Trustees

Mandy Wearne – Chair
Shaun Gallagher – Senior Independent Trustee
Teresa Fenech – Deputy Chair
Nigel Lemmon
Amanda de Ryk
Keith Rhodes
Wallace Dobbin
Sue Tunmore
Janet Ryan
Jonathan Firth Akehurst (appointed 18 April 2024)
Dinesh Mangaru (appointed 4 December 2024)
Ryan Roberts (appointed 26 March 2025)
Imogen Shillito (appointed 26 March 2025)
Libby Raper – Chair (resigned 21 March 2024)
Simon Learoyd (resigned 20 June 2024)

Company Secretary

Patricia Doran

Chief Executive Officer

James Kane

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

MHA
2 London Wall Place
London
EC2Y 5AU

Internal Auditors

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

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
2 London Wall Place
London
EC2Y 5AU

Streamlined Energy and Carbon Reporting (SECR)

Community Integrated Care takes our responsibilities to the wider environment seriously. We recognise the importance of not only monitoring and reporting our environmental impact but also taking steps to improve it.

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 as follows:

	Current Year 2024/25	Previous Year 2023/24	SECR Baseline 2018/19	Variance %
Scope 1 Energy Consumption	3,776,127	3,881,479	15,607,907	(76)
Scope 2 Energy Consumption	1,574,974	1,658,468	5,160,189	(69)
Scope 3 Energy Consumption	1,225,113	1,115,810	0	
Total Energy Consumption	6,576,214	6,655,757	20,768,096	(68)

CARBON EMISSION (tCO₂e)

	Current Year 2024/25	Previous Year 2023/24	SECR Baseline 2018/19	Variance %
Scope 1 Emissions	692	710	2,896	(76)
Scope 2 Location Based	326	343	1,461	(78)
Scope 2 Market Based	625	507	1,078	(42)
Scope 3 Emissions	297	271	0	
Total Carbon LB (tCO ₂)	1,315	1,325	4,357	(70)
Total Carbon – MB (tCO ₂)	1,613	1,488	3,974	(59)

INTENSITY RATIO

	Current Year 2024/25	Previous Year 2023/24*	SECR Baseline 2018/19	Variance %
tCO ₂ e/Turnover £m	6.8	7.5	33.8	(80)

The charity continues to look for cost-effective ways of reducing its carbon footprint and is committed as part of the Best Lives Possible strategy to reduce carbon emissions. During the year, the charity has:

- Had new, more efficient Sedbuk Rated A boilers installed at five properties.
- Continued to install smart meters and other energy monitoring tools.
- Submitted an action plan as part of ESOS phase 3 compliance. This included the recent replacement of two boilers at Head Office to more efficient ones.

- Planned future works in line with ESOS phase 3 action plan to include three additional boiler replacements, replacing CFL bulbs with LED equivalents and upgrades to more efficient lighting.
- Continued the Taking Charge Campaign, which offered free e-learning and accessible toolkits to people who work in and access social care, to enable them to reduce energy usage and save on their energy bills.

* The prior year Intensity ratio has been restated in tCO₂e rather than kWh

Trustees' Statement

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 2025. By reference to the strategic plan and the work being undertaken to refresh this with the Best Lives 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, the people we support and our 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 wellbeing 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 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 we support.
- 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 co-operation 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 organisation that will continue to be able to fulfil its purpose for many years to come. The impact upon decision-making of this aim is clearly delivered through the Board and Sub-Committee 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.
- When acquiring Inspire, 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.

Statement of Trustees' 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).

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;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Give due consideration to Charity Commission published Guidance and the Office of the Scottish Charity Regulator on the operation of the Public Benefit requirement; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006, 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 charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement of 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 to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

A resolution to reappoint MHA as auditors will be proposed at the Board meeting to be held on 19 February 2026.

The Annual Report of the trustees of Community Integrated Care was approved by the Board of Community Integrated Care and signed on their behalf by:



Mandy Wearne

Chair of the Board of Trustees

Date: 8 October 2025

Independent Auditor's Report

Opinion

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 2025 which comprise the Consolidated Statement of Financial Activities, the Statement of Financial Activities, the Consolidated and Charity Statement of Financial Position, the Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the Group's and parent charitable company's affairs as at 31 March 2025, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

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

We are independent of the Group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our ethical responsibilities in accordance with requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the trustees' assessment of the entity's ability to continue to adopt the going concern basis of accounting included critical reviews of budgets and forecasts provided.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the Trustees' Report (incorporating 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 Trustees' Report (incorporating the Directors' Report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the Group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (incorporating the Directors' Report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 or the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- 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's 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.

Responsibilities of Trustees

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

In preparing the financial statements, the trustees are responsible for assessing the Group's and 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.

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 regulations made under those Acts.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design

procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management and those charged with governance to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management and those charged with governance to identify any instances of non-compliance with laws and regulations;
- Reviewing the design and implementation of control systems in place;
- Testing the operational effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of significant transactions outside the normal course of business;
- Reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

Use of this 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 Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Stuart McKay BSc FCA DChA (Senior Statutory Auditor)
For and on behalf of MHA, Statutory Auditor
27/11/2025

MHA

Statutory Auditor
London, United Kingdom

MHA is the trading name of MHA Audit Services LLP, a limited liability partnership in England and Wales (registered number OC455542).

MHA are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

FINANCIAL STATEMENTS 2024/25



Consolidated Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

For the year ended 31 March 2025

		Unrestricted funds 2025 £'000	Restricted funds 2025 £'000	TOTAL 2025 £'000	TOTAL 2024 £'000
	Note				
Income					
Income from charitable activities	2	195,946	676	196,622	171,870
Other trading activities	3	452	-	452	706
Other income	4	-	-	-	6
Investment income		1,119	-	1,119	1,113
Donation on merger		-	-	-	2,430
Total income		197,517	676	198,193	176,125
Expenditure					
Charitable activities	5	195,600	514	196,114	172,848
Other trading activities	5	301	-	301	-
Total expenditure		195,901	514	196,415	172,848
Net income before investment gains		1,616	162	1,778	3,277
Net (losses)/gains on investments	12	(226)	(2)	(228)	313
Net income		1,390	160	1,550	3,590
Transfer between funds		(54)	54	-	-
Net movement in funds		1,336	214	1,550	3,590
Reconciliation of funds:					
Total fund balances at 1 April		34,975	3,393	38,368	34,778
Total fund balances at 31 March		36,311	3,607	39,918	38,368

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

Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

For the year ended 31 March 2025

		Unrestricted funds 2025 £'000	Restricted funds 2025 £'000	TOTAL 2025 £'000	TOTAL 2024 £'000
	Note				
Income - Charity only					
Income from charitable activities	2	195,660	393	196,053	166,047
Other trading activities	3	197	-	197	200
Other income	4	-	-	-	6
Investment income		1,113	-	1,113	1,104
Donation on merger		-	-	-	2,430
Total income		196,970	393	197,363	169,787
Expenditure					
Charitable activities	5	195,409	150	195,559	166,486
Other trading activities	5	30	-	30	-
Total expenditure		195,439	150	195,589	166,486
Net income / (expenditure) before investment gains		1,531	243	1,774	3,301
Net (loss)/gain on investments	12	(226)	-	(226)	306
Net income / (expenditure)		1,305	243	1,548	3,607
Transfer between funds		132	(132)	-	-
Net movement in funds		1,437	111	1,548	3,607
Reconciliation of funds:					
Total fund balances at 1 April		33,995	3,421	37,416	33,809
Total fund balances at 31 March		35,432	3,532	38,964	37,416

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

Statement of Financial Position

(Consolidated and Charity)

As at 31 March 2025

Company No. 2225727

		Group		Charity	
	Note	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Fixed assets					
Tangible assets	10	15,956	17,293	14,591	15,923
Intangible assets	11	674	1,124	674	1,124
Investments	12	10,560	7,104	10,448	6,990
		27,190	25,521	25,713	24,037
Current assets					
Assets held for sale	13	700	-	700	-
Stock	2	2	1	-	-
Debtors recoverable within one year	15	17,802	18,570	17,774	18,485
Investments	14	11,427	14,272	11,427	14,272
Cash at bank and in hand		9,440	4,390	9,270	4,167
		39,371	37,233	39,171	36,924
Debtors recoverable after one year	15	-	-	248	374
Liabilities					
Creditors: Amounts falling due within one year	16	24,468	22,320	24,360	22,244
Net current assets		14,903	14,913	15,059	15,054
Total assets less current liabilities		42,093	40,434	40,772	39,091
Creditors: Amounts falling due after more than one year	17	367	391	-	-
Provisions for liabilities	18	1,704	1,516	1,704	1,516
Net assets excluding pension liability		40,022	38,527	39,068	37,575
Deficit funding pension liability	22	104	159	104	159
Total net assets		39,918	38,368	38,964	37,416
Reserves					
Unrestricted funds	20	36,311	34,975	35,432	33,994
Restricted funds	20	3,607	3,393	3,532	3,421
Total funds		39,918	38,368	38,964	37,416

The financial statements were approved and authorised for issue by the Board of Trustees on 8 October 2025 and signed on their behalf by:

M. Wearne (Chair)



K. Rhodes (Chair of Audit and Risk Committee)



Consolidated Statement of Cash Flows

For the year ended 31 March 2025

	2025 £'000	2024 £'000
Operating activities:		
Net income before other recognised gains and losses	1,550	3,590
Depreciation	1,826	1,650
Amortisation	451	449
Loss/(Gain) on investments	228	(7)
Gifted assets	-	(2,446)
Impairment of fixed assets	763	-
Loan interest paid	-	34
Bank interest received	(713)	(824)
Dividends from investments	-	(592)
Decrease/(increase) in debtors	767	(3,508)
Increase in creditors	2,128	1,154
Decrease/(increase) in provisions for liabilities	129	(863)
Loss/(Profit) on sale of tangible fixed assets	67	(6)
Net cash inflow/(outflow) from operating activities	7,196	(1,369)
Investing activities:		
Payments to acquire tangible fixed assets	(2,060)	(1,866)
Receipts from sales of tangible fixed assets	40	72
Reinvested returns on investments	(1,059)	(1,224)
Bank interest received	713	824
Dividends from investments	-	592
Disposal of investments	220	-
Net cash (outflow) from investing activities	(2,146)	(1,602)
Financing activities:		
Repayment of borrowing	-	(2,192)
Loan interest paid	-	(34)
Net cash (outflow) from financing activities	-	(2,226)
Cash inflow/(outflow) in year	5,050	(5,197)
Cash at bank and in hand at the beginning of the reporting period	4,390	9,587
Cash at bank and in hand at the end of the reporting period	9,440	4,390

Notes to the Financial Statements

For the year ended 31 March 2025

1. Accounting policies

Community Integrated Care is a charitable company limited by guarantee, 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 page 56 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 2026, 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. The trustees do not consider there to be any material uncertainties over the charity's ability to continue as a going concern. Further details can be seen in the Trustees report on page 49.

(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, Age Exchange and Inspire (Partnership Through Life), whose results and net assets have been included on a line by line basis as the charity controls the subsidiaries.

(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.

Endowment funds are used to support the charitable activities and are invested in accordance with the investment policy.

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 Statement of Financial Activities (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 care type provided.

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.

Notes to the Financial Statements

For the year ended 31 March 2025

(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 charity'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, 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'.

Notes to the Financial Statements

For the year ended 31 March 2025

(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 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 future 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. Investments held as fixed assets are initially recognised at transaction value and subsequently measured at fair value at the balance sheet date and the gain or loss taken to the Statement of Financial Activities. It is the Group's policy to keep valuations of investments up to date, such that when investments are sold there is no gain or loss arising relating to prior years. Cash held in short-term deposit accounts are being treated as current asset investments.

(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) Stocks

Stock is included at the lower of cost or net realisable value.

(t) Redundancy and termination benefits

It is the charity's policy to recognise termination benefits when they become committed, by legislation, by contractual or other agreements with employees or their representatives. The payments do not provide the charity with future economic benefits therefore they are recognised immediately as an expense.

Notes to the Financial Statements

For the year ended 31 March 2025

2 Analysis of income from charitable activities

	GROUP		CHARITY	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
<u>Unrestricted</u>				
Independent Living	190,887	166,645	190,601	161,085
Extra Care	3,213	2,689	3,213	2,689
Domiciliary Care	1,034	1,038	1,034	1,038
Complex Care	812	948	812	948
	<u>195,946</u>	<u>171,320</u>	<u>195,660</u>	<u>165,760</u>
<u>Restricted</u>				
Grants and fundraising	<u>676</u>	<u>550</u>	<u>393</u>	<u>287</u>

	GROUP		CHARITY	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
3 Other trading activities				
Other trading activities	452	706	197	200
	<u>452</u>	<u>706</u>	<u>197</u>	<u>200</u>

	GROUP		CHARITY	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
4 Other income				
Net gain on disposal of fixed assets	-	6	-	6
	<u>-</u>	<u>6</u>	<u>-</u>	<u>6</u>

Notes to the Financial Statements

For the year ended 31 March 2025

5 a) Analysis of expenditure

GROUP				
	Operational staff costs £'000	Direct costs £'000	Support costs £'000	2025 Total £'000
Costs of charitable activities				
Independent Living	153,122	8,520	29,257	190,900
Extra Care	2,705	112	489	3,307
Domiciliary Care	908	72	159	1,139
Complex Care	634	11	124	768
	<u>157,369</u>	<u>8,715</u>	<u>30,029</u>	<u>196,114</u>
Other trading activities	112	75	114	301
	<u>112</u>	<u>75</u>	<u>114</u>	<u>301</u>
Costs of charitable activities - prior year				
	Operational staff costs £'000	Direct costs £'000	Support costs £'000	2024 Total £'000
Independent Living	133,781	7,629	26,815	168,225
Extra Care	2,141	115	443	2,699
Domiciliary Care	843	23	172	1,038
Complex Care	706	24	156	886
	<u>137,471</u>	<u>7,791</u>	<u>27,586</u>	<u>172,848</u>
CHARITY				
	Operational staff costs £'000	Direct costs £'000	Support costs £'000	2025 Total £'000
Costs of charitable activities				
Independent Living	152,933	8,413	29,028	190,375
Extra Care	2,705	112	489	3,307
Domiciliary Care	908	42	159	1,109
Complex Care	634	11	124	768
	<u>157,180</u>	<u>8,578</u>	<u>29,800</u>	<u>195,559</u>
Other trading activities	-	-	30	30
	<u>-</u>	<u>-</u>	<u>30</u>	<u>30</u>
Cost of charitable activities - prior year				
	Operational staff costs £'000	Direct costs £'000	Support costs £'000	2024 Total £'000
Independent Living	127,772	7,508	26,566	161,846
Extra Care	2,141	115	443	2,699
Domiciliary Care	843	40	172	1,055
Complex Care	706	24	156	886
	<u>131,462</u>	<u>7,687</u>	<u>27,337</u>	<u>166,486</u>

Notes to the Financial Statements

For the year ended 31 March 2025

6 Analysis of support costs

The charity allocates its support costs as shown in the table below. These costs are apportioned between the activities based on the percentage of income per activity. Governance costs are included within Finance and Legal, split across the activities based on turnover %.

	GROUP				
	Finance & Legal	Human Resources & Training	Information Technology	Facilities Management	Administration
	£'000	£'000	£'000	£'000	£'000
Complex Care	10	35	22	5	52
Domiciliary Care	13	44	28	6	66
Extra Care	40	138	87	18	205
Independent Living	2,393	8,181	5,185	1,182	12,316
Other trading activities	4	8	5	35	62
	<u>2,461</u>	<u>8,407</u>	<u>5,328</u>	<u>1,246</u>	<u>12,702</u>
					<u>30,142</u>

	Finance & Legal	Human Resources & Training	Information Technology	Facilities Management	Administration	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Complex Care	13	47	26	6	64	156
Domiciliary Care	14	52	29	7	70	172
Extra Care	37	133	75	18	180	443
Independent Living	2,209	7,995	4,493	1,170	10,948	26,815
	<u>2,273</u>	<u>8,227</u>	<u>4,623</u>	<u>1,201</u>	<u>11,262</u>	<u>27,586</u>

	CHARITY				
	Finance & Legal	Human Resources & Training	Information Technology	Facilities Management	Administration
	£'000	£'000	£'000	£'000	£'000
Complex Care	10	35	22	5	52
Domiciliary Care	13	44	28	6	66
Extra Care	40	138	87	18	205
Independent Living	2,388	8,181	5,185	1,092	12,183
Other trading activities	2	8	5	1	13
	<u>2,454</u>	<u>8,407</u>	<u>5,328</u>	<u>1,122</u>	<u>12,520</u>
					<u>29,829</u>

	Finance & Legal	Human Resources & Training	Information Technology	Facilities Management	Administration	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Complex Care	13	47	26	6	64	156
Domiciliary Care	14	52	29	7	70	172
Extra Care	37	133	75	18	180	443
Independent Living	2,204	7,995	4,493	1,079	10,795	26,566
	<u>2,268</u>	<u>8,227</u>	<u>4,623</u>	<u>1,110</u>	<u>11,109</u>	<u>27,337</u>

Analysis of governance costs

	GROUP		CHARITY	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Audit and accountancy fees	101	103	86	89
Legal costs	19	8	19	8
	<u>120</u>	<u>111</u>	<u>105</u>	<u>97</u>

Audit and non audit services

	2025	2024
	£'000	£'000
Statutory audit of parent and consolidated accounts	86	86
Independent examination of subsidiaries	6	3
Tax services	1	1
Other	-	-
	<u>93</u>	<u>90</u>

7 Net expenditure/(income)

	GROUP		CHARITY	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Net movement in funds in the year is stated after charging/(crediting):				
Operating lease rentals				
plant & machinery	159	130	158	129
land & buildings	1,493	1,347	1,493	1,347
Depreciation				
owned assets	1,789	1,612	1,764	1,634
leased assets- land & buildings	37	37	37	37
Loan interest	-	34	-	32
Rent received	(297)	(270)	(223)	(221)
(Loss)/Profit on disposal of fixed assets	67	(6)	0	(6)

Notes to the Financial Statements

For the year ended 31 March 2025

8 Staff costs

	GROUP		CHARITY	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Wages and salaries	151,633	124,012	151,206	123,719
Social security costs	14,327	10,927	14,292	10,905
Other pension costs - contributions to defined contribution schemes	3,189	2,577	3,176	2,567
- defined benefit pension scheme	130	130	130	130
	<u>169,279</u>	<u>137,646</u>	<u>168,804</u>	<u>137,321</u>

Total Group staff costs include termination benefits of £104,598 (2024: £148,183). All of these benefits were contractual in both the current and prior year and were paid in full during both the current and prior year.

Employee benefits incurred by Community Integrated Care, comprising company cars and health insurance, amounting to £36,500 (2024: £36,975) are included in the above figures.

Agency costs incurred by Community Integrated Care amounting to £7,812,718 (2024: £12,988,072) 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, and thus included in Notes 5 & 6 on pages 74 and 75.

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

	GROUP		CHARITY	
	2025	2024	2025	2024
	number	number	number	number
£60,001 - £70,000	35	15	35	15
£70,001 - £80,000	9	5	9	5
£80,001 - £90,000	5	9	5	9
£90,001 - £100,000	8	1	8	1
£100,001 - £110,000	-	1	-	1
£110,001 - £120,000	1	1	1	1
£120,001 - £130,000	-	-	-	-
£130,001 - £140,000	2	1	2	1
£140,001 - £150,000	-	-	-	-
£150,001 - £160,000	2	-	2	-
£160,001 - £170,000	-	2	-	2
£170,001 - £180,000	1	-	1	-
£180,001 - £190,000	-	-	-	-
£190,001 - £200,000	-	1	-	1
	<u>63</u>	<u>36</u>	<u>63</u>	<u>36</u>

Employees earning more than £60,000 contributed to a personal pension scheme. The Charity contributed £nil (2024: £178,931) on their behalf.

Total earnings of key management personnel in the year amounted to £1,002k (2024: £756k).

Key management personnel comprises the Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, Chief Corporate Services and People Officer, Chief Quality and Risk Officer and Trustees. Trustees received no remuneration.

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 were incurred by 6 trustees (2024: 8) and amounted to £3,357 in the year (2024: £2,757).

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

	GROUP		CHARITY	
	2025	2024	2025	2024
	number	number	number	number
Operational staff	5,768	5,161	5,768	5,161
Administration and support	700	676	675	661
	<u>6,468</u>	<u>5,837</u>	<u>6,443</u>	<u>5,822</u>

9 Indemnity insurance

The charity purchases Directors and Officers Liability insurance. The cost of the premium in the year was £16,800 (2024: £19,320).

Notes to the Financial Statements

For the year ended 31 March 2025

10 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 2024	16,583	3,631	4,085	3,011	5,134	127	32,571
Additions	-	-	1,100	-	692	268	2,060
Disposals	-	-	(95)	(48)	(44)	-	(187)
Transfer	-	-	127	-	-	(127)	-
Transfer to assets held for sale	(1,562)	-	-	-	-	-	(1,562)
At 31 March 2025	15,021	3,631	5,217	2,963	5,782	268	32,882
Depreciation							
At 1 April 2024	5,539	2,249	2,140	1,721	3,629	-	15,278
Provided during the year	343	37	439	316	691	-	1,826
Impairment	763	-	-	-	-	-	763
Disposals	-	-	(25)	(36)	(18)	-	(79)
Transfer to assets held for sale	(862)	-	0	0	0	-	(862)
At 31 March 2025	5,783	2,286	2,554	2,001	4,302	-	16,926
Net Book Value							
At 31 March 2025	9,238	1,345	2,663	962	1,480	268	15,956
At 31 March 2024	11,044	1,382	1,945	1,290	1,505	127	17,293
CHARITY							
Cost							
At 1 April 2024	14,848	2,178	4,019	3,012	5,130	127	29,314
Additions	-	-	1,084	-	689	268	2,041
Disposals	-	-	(95)	(48)	(44)	-	(187)
Transfer	-	-	127	-	-	(127)	-
Transfer to assets held for sale	(1,562)	-	-	-	-	-	(1,562)
At 31 March 2025	13,286	2,178	5,135	2,964	5,775	268	29,606
Depreciation							
At 1 April 2024	5,162	796	2,088	1,720	3,625	-	13,391
Provided during the year	322	37	436	316	690	-	1,802
Impairment	763	-	-	-	-	-	763
Disposals	-	-	(25)	(36)	(18)	-	(79)
Transfer to assets held for sale	(862)	-	-	-	-	-	(862)
At 31 March 2025	5,385	833	2,499	2,000	4,297	-	15,015
Net Book Value							
At 31 March 2025	7,901	1,345	2,636	964	1,478	268	14,591
At 31 March 2024	9,686	1,382	1,931	1,292	1,505	127	15,923

Included in freehold land and buildings for the Group are 28 (2024: 28) buildings which were donated by local authorities. They have a net book value of £2,765K (2024: £2,895K). 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 130 (2024: 135) vehicles with a net book value of £752K (2024: £1,063K) which are leased to people we support.

The impairment relates to one property following a valuation ahead of a sale. The property is shown in assets held for sale.

Notes to the Financial Statements

For the year ended 31 March 2025

10 Tangible fixed assets (continued)

Included in freehold land and buildings is land at a cost of £175k (2024: £175k) 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:

	2025 £'000	2024 £'000
Cost	1,299	1,299
Accumulated depreciation	(565)	(539)
	<u>734</u>	<u>760</u>

11 Intangible Assets

	CHARITY & GROUP	
	2025 £'000	2024 £'000
<u>Goodwill</u>		
Cost B/f	2,246	2,246
Cost C/f	<u>2,246</u>	<u>2,246</u>
Amortisation B/f	1,122	673
Amortisation in year	451	449
Amortisation C/f	<u>1,573</u>	<u>1,122</u>
At 31 March	<u>674</u>	<u>1,124</u>

In June 2021, the charity acquired the business and assets of Life Opportunities Trust resulting in the addition 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 £2,670k on the hive up of net assets. Both additions are being amortised over 5 years. This is inline with projected benefit that asset shall provide.

12 Fixed asset investments

	GROUP		CHARITY	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
At 1 April	7,104	107	6,990	-
Additions	3,336	6,664	3,336	6,664
Income retained as investment	348	20	348	20
(Loss) / Gain on investments	(228)	313	(226)	306
Market value at 31 March	<u>10,560</u>	<u>7,104</u>	<u>10,448</u>	<u>6,990</u>

Notes to the Financial Statements

For the year ended 31 March 2025

12 Fixed asset investments (continued)

Shareholdings

	Control %	Type	Company number	Country of incorporation	Company Status
Person Centred Housing Ltd	100	Subsidiary	4578121	England & Wales	Active
Age Exchange	100	Subsidiary	1929724	England & Wales	Active
Inspirit Care Ltd	100	Subsidiary	4180614	England & Wales	Dormant
Access Community Services Ltd	100	Subsidiary	4471217	England & Wales	Dormant
Inspire (Partnership Through Life) Ltd	100	Subsidiary	SC113676	England & Wales	Active

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 and registered charity (Charity Reg 326899). 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.

Access Community Services ("ACS") is a private company limited by shares. Community Integrated Care hold £5,001 shares. The registered address is: Old Market Court, Miners Way, Widnes, WA8 7SP. 100% of the share capital was acquired in September 2021 and the company has since been dormant following the immediate hive up of business and assets to Community Integrated Care. The company is in the process of being wound up.

Inspire (Partnership Through Life) Ltd is a private company limited by guarantee and registered charity (Charity Reg SC000038). The registered address is Unit 2000, Academy Park, Gower Street, Glasgow, G51 1PR. Community Integrated Care acquired the undertakings on 31 July 2023, and the assets were immediately hived up on 1 August 2023. The plan is to wind down this entity.

	Inspire PTL	Age Exchange	Person Centred Housing	2025	2024
	£'000	£'000	£'000	£'000	£'000
Assets	-	1,663	312	1,975	2,093
Liabilities	-	(542)	(182)	(724)	(840)
Net Assets	-	1,121	130	1,251	1,253
Funds / Reserves	-	1,121	130	1,251	1,253
Income	201	604	23	828	6,371
Expenditure	(142)	(655)	(9)	(806)	(6,386)
Net Income	59	(51)	14	22	(15)

Notes to the Financial Statements

For the year ended 31 March 2025

13 Assets Held For Sale

	GROUP		CHARITY	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Fair value at 1 April	-	-	-	-
Transfers from fixed assets	700	-	700	-
Fair value at 31 March	<u>700</u>	<u>-</u>	<u>700</u>	<u>-</u>

Assets held for sale value represents the surveyed value of one property that the charity intends to sell. The property was valued by an independent RICS registered surveyor.

14 Current asset investments

	GROUP		CHARITY	
	2025	2024	2025 #	2024
	£'000	£'000	£'000	£'000
At 1 April	14,272	20,038	14,272	20,038
Income retained as investment	711	898	711	898
Disposals	(3,556)	(6,664)	(3,556)	(6,664)
Market value at 31 March	<u>11,427</u>	<u>14,272</u>	<u>11,427</u>	<u>14,272</u>

The current asset investments are made up of money market funds and deposit accounts.

15 Debtors

	Group		Charity	
	2025	2024	2025 #	2024
	£'000	£'000	£'000	£'000
Amounts due within one year				
Trade debtors	9,999	11,689	9,989	11,637
Other debtors	53	267	51	259
Prepayments & accrued income	7,750	6,613	7,734	6,588
	<u>17,802</u>	<u>18,570</u>	<u>17,774</u>	<u>18,485</u>
Amounts due after more than one year				
Amounts due from subsidiary undertakings	-	-	248	374
Total	<u>17,802</u>	<u>18,570</u>	<u>18,022</u>	<u>18,859</u>

Notes to the Financial Statements

For the year ended 31 March 2025

16 Creditors: amounts falling due within one year

	Group		Charity	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Trade creditors	1,737	1,613	1,732	1,608
Other taxes and social security	2,795	2,433	2,776	2,422
Other creditors	1,436	1,315	1,418	1,297
Bank loans due within one year	22	22	-	-
Accruals and deferred income	18,477	16,937	18,433	16,917
	<u>24,468</u>	<u>22,320</u>	<u>24,360</u>	<u>22,244</u>

Deferred income comprises income received in advance of the delivery of the service as contracted.

	Group	Charity
	£'000	£'000
The movement in the period is as follows		
Opening deferred income	1,150	1,147
Amounts charged for the year	(738)	(741)
Amounts released in the year	(1,150)	(1,147)
Closing deferred income	<u>(738)</u>	<u>(741)</u>

17 Creditors: amounts falling due in more than one year

	Group		Charity	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Bank loans (secured)	226	246	-	-
Deferred Capital Grants	141	145	-	-
	<u>367</u>	<u>391</u>	<u>-</u>	<u>-</u>

Bank loan repayments fall due as follows:

Bank loans due within one year (above)	22	22	-	-
In the second to fifth year inclusive	88	88	-	-
After 5 years	116	158	-	-
Total loans and overdrafts	<u>226</u>	<u>268</u>	<u>-</u>	<u>-</u>

The loan is secured on the subsidiary's freehold property 11 Blackheath Village, London, SE3 9LA

18 Provisions for liabilities

	Total Group and Charity £'000
At 1 April 2024	1,516
Additional provision	940
Utilised in the year	(85)
Released in the year	(667)
At 31 March 2025	<u>1,704</u>

Total provisions above include several separate provisions which are considered by the charity to be individually and collectively immaterial.

Notes to the Financial Statements

For the year ended 31 March 2025

19 Other financial commitments

At 31 March 2025 the Group had commitments under non-cancellable operating leases as follows:

	GROUP Equipment		CHARITY Equipment	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Expiry date:				
Within 1 year	62	3	60	-
Between 2 and 5 years	127	134	120	126
More than 5 years	-	1	-	-
	<u>189</u>	<u>138</u>	<u>180</u>	<u>126</u>

At 31 March 2025 the amounts payable to the Group under non-cancellable operating leases as follows:

	GROUP Rental Income		CHARITY Rental Income	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Expiry date:				
Within one year	297	270	223	221
	<u>297</u>	<u>270</u>	<u>223</u>	<u>221</u>

20 Statement of funds

Year ended 31 March 2025

		Profit for the year		Other comprehensive income		
	31 March 2024 £'000	Income £'000	Expenditure £'000	Transfers £'000	Loss on investment £'000	31 March 2025 £'000
GROUP						
Unrestricted funds	34,975	197,517	(195,901)	(54)	(226)	36,311
Restricted funds						
Fundraising and grants	501	676	(514)	-	-	663
Capital grants	2,892	-	-	(59)	-	2,833
Endowment Fund	-	-	-	113	(2)	111
Total restricted funds	3,393	676	(514)	54	(2)	3,607
Total funds	<u>38,368</u>	<u>198,193</u>	<u>(196,415)</u>	<u>-</u>	<u>(228)</u>	<u>39,918</u>

Year ended 31 March 2024

		Profit for the year		Other comprehensive income		
	31 March 2023 £'000	Income £'000	Expenditure £'000	Transfers £'000	Gain on investment £'000	31 March 2024 £'000
GROUP						
Unrestricted funds	31,419	175,561	(172,450)	132	313	34,975
Restricted funds						
Fundraising and grant	335	564	(398)	-	-	501
Capital grants	3,024	-	-	(132)	-	2,892
Total restricted funds	3,359	564	(398)	(132)	-	3,393
Total funds	<u>34,778</u>	<u>176,125</u>	<u>(172,848)</u>	<u>-</u>	<u>313</u>	<u>38,368</u>

The capital grants fund of £2,833k 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 as there are ongoing restrictions around the use of each building.

The transfers made between Restricted Funds and Unrestricted Funds is made up of 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.

Fundraising and grant fund relates to the donations, legacies and grants received by the Group for specific purposes.

Notes to the Financial Statements

For the year ended 31 March 2025

20 Statement of funds (continued)

Year ended 31 March 2025

	Profit for the year			Other comprehensive income		
	31 March 2024	Income	Expenditure	Transfers	(Loss)/Gain on investment	31 March 2025
CHARITY	£'000	£'000	£'000	£'000	£'000	£'000
Unrestricted funds	33,994	196,970	(195,439)	132	(226)	35,432
Restricted funds						
Fundraising and grant	526	393	(150)	-	-	769
Capital grants	2,895	-	-	(132)	-	2,763
Total restricted funds	3,421	393	(150)	(132)	-	3,532
Total funds	37,415	197,363	(195,589)	-	(226)	38,964

Year ended 31 March 2024

	Profit for the year			Other comprehensive income		
	31 March 2023	Income	Expenditure	Transfers	Gain on investment	31 March 2024
CHARITY	£'000	£'000	£'000	£'000	£'000	£'000
Unrestricted funds	30,496	169,486	(166,451)	158	306	33,994
Restricted funds						
Fundraising and grant	289	301	(35)	(29)	-	526
Capital grants	3,024	-	-	(129)	-	2,895
Total restricted funds	3,313	301	(35)	(158)	-	3,421
Total funds	33,809	169,787	(166,486)	-	306	37,416

21 Analysis of Group net assets between funds

	31 March 2025 GROUP				31 March 2024 GROUP			
	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total £'000	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total £'000
Fund balances at 31 March 2025 are represented by								
Tangible fixed assets	23,572	2,833	111	26,516	21,392	2,892	113	24,397
Intangible fixed assets	674	-	-	674	1,124	-	-	1,124
Current assets	39,371	-	-	39,371	37,233	-	-	37,233
Current liabilities	(25,131)	663	-	(24,468)	(22,822)	502	-	(22,320)
Long-term liabilities	(2,175)	-	-	(2,175)	(2,066)	-	-	(2,066)
Long-term debtors	-	-	-	-	-	-	-	-
	36,311	3,496	111	39,918	34,861	3,394	113	38,368

	31 March 2025 CHARITY			31 March 2024 CHARITY		
	Unrestricted funds £'000	Restricted funds £'000	Total £'000	Unrestricted funds £'000	Restricted funds £'000	Total £'000
Fund balances at 31 March 2025 are represented by						
Tangible fixed assets	22,276	2,763	25,039	20,018	2,895	22,913
Intangible fixed assets	674	-	674	1,124	-	1,124
Current assets	39,419	-	39,419	37,298	-	37,298
Current liabilities	(25,129)	769	(24,360)	(22,770)	526	(22,244)
Long-term liabilities	(1,808)	-	(1,808)	(1,675)	-	(1,675)
	35,432	3,532	38,964	33,995	3,421	37,416

Notes to the Financial Statements

For the year ended 31 March 2025

22 Retirement benefit schemes

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.

	2025	2024
	£'000	£'000
Contributions paid	3,176	2,567

Defined benefit schemes

The charity operates two defined benefit pension schemes, the CARE pension scheme (CARE) and the North East Scotland Pension Fund. These were transferred from Inspire (Partnership Through Life) Ltd. when the assets and liabilities were transferred to Community Integrated Care on 31 July 2023. The following disclosures support the full requirements of FRS 102.

CARE pension scheme

The scheme is a funded multi-employer defined benefit (DB) pension scheme. This scheme has been closed to new benefits or any further build up of benefits for existing members since 31 March 2016.

It is not possible in the normal course of events to identify the share of underlying assets and liabilities belonging to an individual participating employer as the scheme is a multi-employer arrangement where the assets are co-mingled for investment purposes, benefits are paid from the total scheme assets, and the contribution rate for all employers is set by reference to the overall financial position of the scheme rather than by reference to individual employer experience. Accordingly, due to the nature of the scheme, the accounting charge for the period under FRS 102 represents the employer contribution payable.

The last formal valuation of the scheme was performed as at 30 September 2022 by a professional qualified actuary using the projected unit method. The market value of the scheme's assets at the valuation date was £49.6m, liabilities of £57.1m and a deficit of £7.5m.

To eliminate this funding shortfall, the trustees have agreed to a deficit funding arrangement. In accordance with FRS 102, full provision has been recognised for the fair value of this deficit funding arrangement liability. This amounted to £104,134 (£150,152) at the reporting date and is included within other creditors.

CARE Pension scheme key assumptions

	2025	2024
	%	%
Discount rate	4.88	4.95

North East Scotland Pension Fund

The charity participates in the North East Scotland Pension Fund which is a part of the Local Government Pension Scheme (Scotland), a multi-employer scheme. The LGPS is a defined benefit scheme.

A full actuarial valuation is carried out every 3 years by a professionally qualified independent actuary using the projected unit method. In the intervening years, an interim valuation is obtained for the purpose of reporting under FRS 102. The last full valuation was carried out as at 31 March 2023. Contribution rates are based on the advice of the actuary. Contributions for the year were £143k.

Notes to the Financial Statements

For the year ended 31 March 2025

22a assumptions

	NESPF	
	2025	2024
	%	%
Discount rate	5.8	4.9
Pension increase rate	2.8	2.8
Salary increase rate	4.3	4.2
CPI inflation	2.8	2.7

Mortality assumptions

	NESPF	
	2025	2024
	Years	Years
Mortality rates		
For a male aged 65 now	20.9	20.7
at 65 for a male aged 45 now	22.2	22.0
For a female aged 65 now	23.3	23.0
at 65 for a female aged 45 now	25.1	24.8

22b Amounts included in the Group Statement of Financial Activities

	NESPF	
	2025	2024
	£000	£000
Current and past service cost	(277)	109
Net interest cost on defined benefit obligation	483	(484)
Administration expenses	-	2
	<u>206</u>	<u>(373)</u>

22c Amounts included in other recognised gains and losses (Group).

	NESPF	
	2025	2024
	£000	£000
Remeasurements:		
Net gain / (loss)	162	(999)
Changes in financial assumptions	3,108	-
Changes in demographic assumptions	(328)	326
Changes in financial assumptions	-	-
Actuarial gains/ (losses) on DB pension scheme	<u>2,942</u>	<u>(673)</u>

Notes to the Financial Statements

For the year ended 31 March 2025

22d Pension scheme assets and liabilities

	NESPF	
	2025	2024
	£000	£000
Fair value of scheme assets	37,976	37,313
Present value of scheme liabilities	(24,951)	(27,677)
Net Assets/(Liabilities)	13,025	9,636
Surplus restriction (asset ceiling)	(13,025)	(9,636)
Net Assets/(Liabilities) included in Group balance sheet	-	-

Pension schemes with net surpluses are not recognised within these accounts because recovery of these assets from the schemes is not certain.

The assets of the scheme have been impaired in the lines annotated as 'Surplus restriction (asset ceiling)'.

22e Fair value of scheme assets - movements in year

	NESPF	
	2025	2024
	£000	£000
Opening fair value of plan assets	37,313	36,257
Expected return on assets	1,808	1,750
Actuarial gains / (losses)	(350)	385
Contributions by employer	241	112
Contributions by scheme applicants	26	31
Benefits paid	(1,062)	(1,220)
Other	-	(2)
Closing fair value of plan assets	37,976	37,313

22f Analysis of fair value of scheme assets

	NESPF	
	2025	2024
	%	%
Equities	62	84
Property	15	6
Cash and other liquid assets	4	4
Bonds	19	6

Notes to the Financial Statements

For the year ended 31 March 2025

22g Defined benefit obligation - movements in year

	NESPF	
	2025	2024
	£000	£000
Opening defined benefit obligation	27,677	26,433
Interest cost	1,325	1,266
Current service cost	277	109
Contributions by scheme participants	26	31
Actuarial losses / (gains)	(3,292)	1,058
Benefits paid	(1,062)	(1,220)
Closing value of liabilities	<u>24,951</u>	<u>27,677</u>

23 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 £18k (2024: £19k) and admin expenses paid by Community Integrated Care of £3,700 (2024: £2,400).

At the end of the year, Person Centred Housing owed Community Integrated Care £31k (2024: £27k).

Age Exchange Limited

During the year Community Integrated Care paid costs of behalf of Age Exchange of £560k (2024: £536k).

Age Exchange repaid £2.6k of the loan back owed to Community Integrated Care.

At the end of the year, Age Exchange owed Community Integrated Care £218k (2024: £288k).

Inspire (Partnership Through Life) Limited

Since the merger, transactions relating to contracts before they were novated over to Community Integrated Care were paid to/from Community Integrated Care.

At the end of the year, Inspire owed Community Integrated Care £nil (2024: £59k) in relation to these contracts.

There were no other related party transactions in either year apart from key management personnel remuneration (see note 8).

24 Analysis of changes in net debt

GROUP	At 31 Mar 2024	Cash flows	At 31 Mar 2025
Cash and cash equivalents			
Cash	18,662	2,205	20,867
	<u>18,662</u>	<u>2,205</u>	<u>20,867</u>
Borrowings			
Debt due within one year	(22)	-	(22)
Debt due after one year	(246)	42	(204)
	<u>(268)</u>	<u>42</u>	<u>(226)</u>
Total	<u>18,394</u>	<u>2,247</u>	<u>20,641</u>

Notes to the Financial Statements

For the year ended 31 March 2025

25 Amounts held as agent

	2025 £'000	2024 £'000
Residents' monies		
Balance unspent brought forward	6,739	6,443
People We Support income	10,844	9,476
People We Support expenditure	(9,979)	(9,180)
Balance unspent carried forward	<u>7,604</u>	<u>6,739</u>

The charity is the Agent of residents' personal monies.

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.

26 Post balance sheet events

On 4 April 2025, Community Integrated Care acquired 100% of the share capital of ARC HD Services Limited. The acquisition was made to expand the charity's scope of care services. The total consideration paid was £6.93m for net assets of £2.57m generating £4.36m of goodwill on acquisition. The acquisition cost was derived from expected future returns from ARC HD and the goodwill will be amortised over 10 years.

This event is considered a non-adjusting post balance sheet event as it occurred after the year end and does not reflect conditions existing at the balance sheet date. No adjustments have been made to these financial statements in respect of this transaction.





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Community Integrated Care is a company limited by guarantee, registered in England and Wales (Company Registration Number 2225727).

Community Integrated Care is also a registered charity (Charity Registration Number 519996 (England) and SC039671 (Scotland)).