

INDIVIDUAL CARE SERVICES

England & Wales · Charity number 1008195

Details

Other names I C S

Status Registered

Legal form Charitable company

Company number [02666602](#)

Registered 1992-02-12

Register [View on the Charity Commission register](#)

Contact

Address 25 Alcester Road
Studley
Warwickshire
B80 7LL

Phone 01527 857280

Email Dave.Hartley@individualcare.org.uk

Website www.individualcare.org.uk

Activities

Objects: TO PROMOTE THE RELIEF OF MENTALLY HANDICAPPED AND PHYSICALLY HANDICAPPED PERSONS OF ALL AGES WHO CANNOT CARE FOR THEMSELVES AND TO PROVIDE LEARNING EXPERIENCE FOR SUCH PERSONS SO AS TO ENCOURAGE THEM TO TAKE RESPONSIBILITY FOR THEIR OWN WELFARE SO FAR AS THEY ARE ABLE BY THE PROVISION OF HOUSING AND RESIDENTIAL ACCOMMODATION, COUNSELLING, EDUCATION AND TRAINING

Activities: The Charity currently owns and operates 2 small Registered Care Homes for people with learning disabilities additionally it operates as a Registered Domiciliary Care provider providing community based support for people with special needs living within the greater West Midlands area.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** The Advancement Of Health Or Saving Of Lives, Disability, Accommodation/housing
- **Who:** People With Disabilities

Geography

- Coventry City
- Solihull
- Staffordshire
- Warwickshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£6,536,544	£6,145,659	£6,627,545	222
2024-03-31	£5,940,925	£5,614,376	£6,304,881	193
2023-03-31	£4,379,718	£4,164,587	£5,800,346	144
2022-03-31	£3,896,518	£3,796,317	£5,585,215	123
2021-03-31	£3,176,088	£3,225,825	£5,485,014	115

Trustees

Name	Role	Appointed
ANDREW CROMPTON	Chair	2017-12-01
ANDREW ANTHONY CROMPTON		
ANTHONY HYL A CROMPTON		2017-12-01
Briony Smith		2021-04-01
Emma Louise Vines		2026-01-21
GILBERT ALLAN SMITH FRICS		2018-05-02
Mark Hartley		2020-08-19
Rachel Thorpe		2020-08-19

INDIVIDUAL CARE SERVICES

England & Wales - Charity number 1008195

Accounts

REGISTERED COMPANY NUMBER: 02666602 (England and Wales)
REGISTERED CHARITY NUMBER: 1008195

**Report of the Trustees and
Financial Statements for the Year Ended 31 March 2025**
for
INDIVIDUAL CARE SERVICES

Michael Dufly Partnership Limited
Statutory Auditors
59-61 Charlotte Street
St Pauls Square
Birmingham
West Midlands
B3 1PX

INDIVIDUAL CARE SERVICES

**Contents of the Financial Statements
for the Year Ended 31 March 2025**

	Page
Report of the Trustees	1 to 8
Report of the Independent Auditors	9 to 12
Statement of Financial Activities	13
Balance Sheet	14
Cash Flow Statement	15
Notes to the Cash Flow Statement	16
Notes to the Financial Statements	17 to 28
Detailed Statement of Financial Activities	29

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2025

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2025. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

This annual report contains a Director's Report as required by Company Law.

OBJECTIVES AND ACTIVITIES

The objects of the charity is to provide support in the community for adults with a primary diagnosis of learning disabilities, Autism, physical disabilities and mental health difficulties. Our skills and expertise also extend to the secondary needs of individuals we support; this often includes sensory needs and behaviours that may challenge.

The support is provided through multiply streams, this includes long-term residential care homes, community-based domiciliary care service, Supported living services and day opportunities.

As a registered provider with the CQC, we provide personal care to the highest standards. Our focus is removing the barriers between those we support and the communities they live in, developing our supported living services across the Midlands to meet that objective and promoting independence.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity undertakes.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2025

STRATEGIC REPORT

Achievement and performance

The key goal is to ensure the stability and on-going viability of existing services of the charity and identify key areas for the future growth, development and enhancement of the charity through client focused investment and employee engagement.

At the start of the fiscal year 2024 - 2025 the Board of Trustees and the Chief Executive Officer (CEO) completed a review of the business plan and forecasting within. The overall strategic direction remained the same. The fiscal results of 2024 - 2025 have demonstrated good, continued growth year on year from 2020 - 2021 providing stability in ICS' financial future. A demonstration of a small surplus in 2024 - 2025 will provide a firm platform for the forthcoming year.

With the demonstrated growth and marginal surplus, the Trustees and CEO felt that the business plan (2020 - 2025) has been exceeded and having allowed sufficient time to pass since the conclusion of the covid-19 pandemic, an updated business plan can now be created. This will be concluded in financial year 2025-2026, however the growth is expected to remain on the same stable trajectory through 2025 - 2030.

2024 -2025 has seen a number of national events that have tested the organisation and its financial planning, with specific reference to the change in government and the impact of planned employee benefits and taxation changes. These changes will be most evident in 2025 - 2026, however the organisation has seen early reactions and increases in costs as a result.

Following the annual uplift reviews of the local authorities ICS works with, it is apparent that the uplifts planned for 2025-2026 will be lower than the overall cost increases. This is something the local authorities are aware of and whilst provider groups push back, the most significant cost will be the National Insurance increases. As a medium to large organisation, ICS can absorb some of this cost, however other ways to mitigate its impact will need to be enacted.

Whilst the direct and meaningful impact is not yet felt by government changes planned to employee benefits and National Insurance announced by the new government, ICS is planning on introducing mitigating measures for 2025-2026. These measures will include the firming of a working partnership with a third party to reduce sporadic agency dependency and the negative impact of temporary staff on ICS clients and help mitigate some of the National Insurance burden. The partnership will be to contract in bank staff trained to ICS' high standards using the same Access training platform and to ensure recruitment oversight and improve access to regular staff by ICS insisting the third-party purchases ICS' HR managed services. Along with this partnership, ICS will move away from appointing zero-hour positions. ICS is driven to also improve the work/life balance of its employees, as part of that ICS will reduce the maximum amount of overtime offered to contracted staff. This will have a benefit of reducing the National Insurance exposure and improving the quality of care.

Individual Care Services removed the role of Head of Service last year to allow time for the developing regional managers to grow, with the hope of promoting from within. At the end of 2024-2025 one Regional Manager demonstrated true leadership skills and has promoted the improvement of quality in care, it is hoped that this growth will continue for the 2025- 2026 and so the organisation will reinstate the position of Head of Service as a result.

The addition of a new Service Manager has paved the way for future growth and quality improvements that are being noted by the Local Authorities, the organisation wanted to expand its development from within mindset and so introduced a Trainee Service Manager role, this role has proved very successful and is something that will continue going forward.

As per the previous few years, ICS has continued to focus on reshaping the organisation. This has taken many forms from restructuring the management team, to reviewing its strategic future in Residential Care Homes. This reshaping will continue into 2025-2026 and beyond, remaining dynamic in the social care sector will be key to ICS' long-term success.

ICS has seen a continued decline in Residential Care services being requested in the region and not had a request for this type of service for over three years. As a result of this significant reduction in demand, ICS has had to close several of its care homes. In 2024 the retendering of providers was completed by Warwickshire County Council, ICS elected not to rejoin this frame work and made the long-term commitment to exit the Residential Care sector.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2025

ICS has made the strategic decision to focus resources on Supported Living, a major part of ICS' current portfolio. With this decision it is felt that ICS can serve more individuals with the same resources and build on the quality care and support currently. ICS will seek ways to enhance the lives of those it supports by investing in quality homes and offering enhanced community-based services.

2024 - 2025 has seen continued flux and difficulties with the operations of one of its residential homes, 60 Ward Grove. Change in management, significant challenge in recruitment and a continued stretch on its funding for the locality have all led to challenges on quality and continuity of care. This quality challenge has resulted in the service being rated 'Requires Improvement' by the CQC in previous years and this rating being in place for 2024-2025. It should be noted however that in 2024-2025 Quality Assurance visits by Warwickshire County Council (WCC) have indicated the intensive senior leadership support has begun to make an impact. The CQC reinspection is unlikely to happen before the end of 2025 as the CQC currently is under its own pressures for delivery and so the associated rating will remain. The significant intervention required of 60 Ward Grove remains a drain on the wider leadership team, impacting ICS' overall development plans for the organisation. 60 Ward Grove and its challenges represent a risk to the wider organisation and so its future has been under consideration for some time, the Board of Trustees plan to meet in 2024-2025 to agree its future and plan accordingly.

As part of the efforts to enhance the lives of those ICS supports, the trustees have agreed to make the permanent change to charging of the holiday home in West Wales. This change will see that the clients of ICS can use the holiday home free of charge and only need to cover the costs of supplementary care and sundries whilst away. ICS will also cover the cleaning and linen costs for the clients to further reduce the costs of them taking a break. The trustees believe that all of our clients should have the opportunity for a holiday and where the organisation can support in doing this, it will. The property will continue to operate at a loss to support ICS' clients, however the property is likely to increase in value over time and so offer a material investment. To maintain the degree of separation and ensure the property is operated as holiday accommodation and not a respite facility (care is provided by the ICS the provider not in association with the accommodation), the property will continue be managed by Ardenfield Ltd, a property management company.

As part of ICS' community engagement, a key requirement in raising the charities profile, the trustees continue to sponsor local flower displays and Christmas lights. For 2024 - 2025 ICS have also sponsored a local secondary school girls netball team. ICS has also divided woodland from a property it owns in the Studley, Warwickshire area. This land will be developed over the coming years to provide a Woodland Centre. The woodland centre is aimed at providing ICS clients the opportunity to experience the outdoors in a safe and managed environment. ICS will look into offering the location to the local outdoors clubs to use free of charge to further enhance the community engagement.

ICS continues to have a focus on quality and has utilised the support of an external inspector to identify areas to improve. These services will evolve into 2025-2026 to a mentoring scheme with monthly spot audits focused on raising ICS' Service Management teams' ability to identify areas to go above and beyond.

The CQC continues to utilise a more data driven approach, this will result in fewer inspections but does mean that ICS could operate for prolonged periods without regulator intervention, ICS is at risk of slipping standards and complacency as a result. To mitigate this ICS is now using an external auditor for care and refining its use of digital auditing software.

Whilst quality is a keen focus, the Trustees recognise the challenging business environment in which the organisation continues to operate in, and as mentioned, this has seen increases in costs that are more than the uplifts offered by the commissioning teams. Salary and hourly rate demands increase by 5 - 10% in 2024 - 2025, yet funding increased only by 2.3% - 6.7%. The trustees and the CEO feel that it is essential to have consistency in support staff and management and so will attempt to remain competitive in pay and benefits, this will see salaries increased as needed to remain competitive, however more holistic benefits will be introduced. A few of those benefits have been acted on in 2024-2025, this include a condensed week being introduced to office staff and welcome packs for all staff. To support the need to retain good employees and reduce the impact of the delta, ICS will continue to expand the client base to spread the operational costs. Expansion will largely be dependent on the use of finance facilities secured against purchased property.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2025

To ensure the most cost-effective use of resources in relation to business support such as accountancy, payroll and pension management and administration, the trustees continue to outsource these functions. The trustees believe, given the current size of the charity's business, outsourcing provides the best efficiencies in terms of productivity and costs. The arrangement will be kept under review. As mentioned above, ICS has also outsourced the property management of Mellicha, West Wales, including cleaning, grounds maintenance, bookings, and the management of utilities. This permits flexibility when demand changes and minimises the fiscal responsibility of employing to manage the property. ICS will continue to review this and consider moving these functions inhouse should that be deemed more cost effective in the future.

In recent years the sector has seen an increase in attention on providers that own and rent properties to tenants that they provide care for. The regulations stipulate that the contracts for each must be treated separately and managed separately. ICS currently achieves this and the tenancies are managed by the Finance Manager, however it may be come a requirement to outsource all tenancy management. This will remain under review.

To help ensure continued growth in its services, ICS actively maintains relationships with commissioners and other influencers to ensure it receives a steady number of referrals of new packages.

As part of ICS' growth plan the organisation has secured a property for six clients in South Warwickshire and is developing it to meet the needs of ICS' target client. This same property offers the potential for the creation of a specialist day facility aimed at further enhancing the lives of the clients ICS supports. The new site opens the door to future plans to move into Worcestershire.

Commissioners and regulatory authorities undertake regular audits of the services provided by ICS. One of the main elements of these audit processes are that staff are appropriately trained to deliver care safely for our clients. Following a review of the training and development utilised within ICS, it was identified that a consistent and structured approach was needed to ensure that all training provided could be correctly recorded and evidenced for the purposes of staff development and inspection/audit processes undertaken by commissioning and regulatory authorities. This has been implemented and remains successful.

There is now a blended approach to the training structure within ICS providing its staff with their fundamental training and development. ICS staff are able to access training via on-line remote learning, classroom-based learning and training manuals. Staff and managers also have access to webinars and local authority provided training. Managers are increasingly being supported to complete Train the Trainer events to reduce external costs on ICS and provide a more dynamic approach to staff onboarding.

It is essential that staff receive the appropriate training and development to enable them to undertake their duties safely and competently. The training processes that have been developed and implemented provide ICS staff with the necessary competencies, which ensure that clients are provided with safe and robust care. Staff also recognise that training and development is an investment in their career progression within ICS and as such, gain a sense of worth from this investment made by the charity.

In 2024 - 2025 ICS created its own internal 'professional' standards. This reflects current quality standards outlined by the CQC; however ICS seeks to take that and drive that standard further. Having introduced the process for assessment and evaluation, ICS has added incentives to all aimed at encouraging development. The scheme has shown great success within the teams and many have already begun the next qualification needed to progress up the standards. This will further separate ICS from the 'others' in social care.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2025

STRATEGIC REPORT

Financial review

Individual Care Services (ICS) does not actively seek donations, either monetary or in kind. All revenue is generated through contracts with Local Authorities and Health Authorities or directly from service users in the form of 'Direct Payments'.

All surplus funds are currently being used to modernise the properties and expand the property portfolio of ICS, with the renovation and expansion of the portfolio, ICS is able to offer more services to more clients. As a result of this strategic change, the trustees consider the most appropriate level of free reserves should be not less than £400,000.

The charity has again met its financial objectives in accordance with its corporate planning initiatives and goals. Total income for 2024 - 2025 is £6,536,462 compared to £5,934,559 in the previous year, a growth of over £600,000.

The net income this year was £390,885 compared to £326,549 in the previous year. Taking into account the challenges surrounding recruitment and subsequent need for agency, alongside the renovation investment back into the organisation, the generation of £390,885 surplus is considered a very successful year for ICS. The on going development of ICS and investment in people and property made in 2024 - 2025 will enhance ICS' reputation and ability to serve the communities it works in.

Despite planned expenditure, the balance sheet and financial resources has continued to increase in line with the Charity's corporate plan and objectives. As of 31st March 2025, the charity's net assets amounted to £6,627,545 compared to £6,304,881 as of 31st March 2024.

Under the Charity's Memorandum and Articles of Association the Board of Trustees has the power to invest as it thinks fit any monies not immediately required. The Trustees will continue to invest in its people, new property and client focused services.

ICS' utilisation of the facility of mortgages will continue in the coming years to support growth and capitalise on the asset value of the property portfolio it has.

The Board of Trustees investment policy is to ensure it has cash reserves to cover 3 months expense whilst facilitating forced sales of owned property if needed. It is noted however that in the event that the organisation had a significant reduction in revenue, its staffing costs would also reduce at a comparable ratio. The Trustees continue to review and update this policy, on a regular basis. Due to the current financial situation and investment uncertainty Individual Care Services has £400,000 in cash held on account with Lloyds Bank Plc. Over the coming years, ICS will allow this to grow steadily to £700,000.00 to reflect its growing staff team.

Principal risks and uncertainties

ICS has conducted a review of the major risks to which the charity is exposed. A risk register has been established and is updated regularly. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. External risks to funding have led to the development of a strategic plan which will allow for the diversification of funding and activities. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, clients and visitors to ICS. There is a consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2025

STRUCTURE, GOVERNANCE AND MANAGEMENT

The charity is a company limited by guarantee. The company is registered under the Charities Act, number 1008195. The members of the board of trustees are non-executive directors of the charitable company and its trustees for the purposes of company law. They are elected in accordance with the provision of the Articles of Association and meet at least quarterly. A senior management team is appointed by the board of trustees to advise on policy and to manage the day-to-day operations of the charity. Individual Care Services (ICS) is governed by the Memorandum and Articles of Association, dated 1 November 1991, as amended on 29 March 2000. These articles are reviewed on a regular basis.

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

Mr A H Crompton
Mr A A Crompton
Mr M Hartley
Mr G A Smith
Mrs F B Smith
Miss R Thorpe
Mr S Ward
Mrs J Potts

David Hartley has continued to show solid growth within the organisation, led the organisation through digitisation and supported the Trustees to make difficult decisions. David continues to seek ways to not just meet the clients ICS supports needs, but to truly enhance their lives. David delivered a significant amount of growth in 2024 - 2025 of 9.2% with a surplus (including capital investment) of 7%. David continues to drive the organisation in modernisation, sustainability and social responsibility. David has the full support of the board of trustees and continues to work towards the growth of the charity focusing on the core values of ICS.

Trustees are elected at the AGM of the Charity and all members of the Charity are entitled to vote. Any co-opted trustee is required to resign and stand for election at the next AGM. All trustees undergo an individual induction process and are presented with a personal comprehensive induction pack, which includes Charity Commission videos and publications. The Trustees are able to confirm that they have assessed the major risks to which the charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
02666602 (England and Waics)

Registered Charity number
1008195

Registered office
25 Alcester Road
Studley
Warwickshire
B80 7LE

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2025

Trustees

Mr A H Crompton
Mr A A Crompton
Mr M Hartley
Mr G A Smith
Mrs F B Smith
Miss R Thorpe
Mr S Ward
Mrs J Potts

Chief Executive Office and Secretary to the Board
Mr David Hartley

Auditors

Michael Dully Partnership Limited
Statutory Auditors
59-61 Charlotte Street
St Pauls Square
Birmingham
West Midlands
B3 1PX

Solicitors

Band Halton Button
Earlsdon Park
53-55 Butts Road
Coventry
West Midlands
CV1 3BH

Accountants

J.F. Johnson Limited
61 Charlotte Street
St Pauls Square
Birmingham
B3 1PX

Bankers

Lloyds
19 Church Green East
Redditch
B98 8BZ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Individual Care Services for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2025

STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- 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 proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

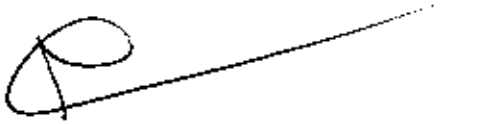
In so far as the trustees are aware:

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

AUDITORS

The auditors, Michael Duffy Partnership Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 27th August 2025 and signed on the board's behalf by:



Mr A A Crompton - Trustee

Report of the Independent Auditors to the Members of Individual Care Services

Opinion

We have audited the financial statements of Individual Care Services (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the 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 other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

**Report of the Independent Auditors to the Members of
Individual Care Services**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

Report of the Independent Auditors to the Members of Individual Care Services

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors 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.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- we identified the laws and regulations applicable to the charity through discussions with trustees and other management, and from our commercial knowledge and experience of the charity and sector in which they operate;
- we obtained an understanding of the legal and regulatory frameworks applicable to the Charity and the sector in which it operates. We determined that the following laws and regulations were most significant: The Charities Act 2011 and the Charities SORP (FRS 102) (effective 1 January 2019) and compliance with Care Quality Commission standards.
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and considering available audit information.

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

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

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

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

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

- agreeing financial statement disclosures to underlying supporting documentation;
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

**Report of the Independent Auditors to the Members of
Individual Care Services**

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/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' 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.

Robert MacLaren FCCA, ACA (Senior Statutory Auditor)
for and on behalf of Michael Duffy Partnership Limited
Statutory Auditors
59-61 Charlotte Street
St Pauls Square
Birmingham
West Midlands
B3 1PX

Date: 27th August 2025

INDIVIDUAL CARE SERVICES

Statement of Financial Activities for the Year Ended 31 March 2025

	Notes	2025 Unrestricted funds £	2024 Total funds £
INCOME AND ENDOWMENTS FROM			
Charitable activities	3		
Residential care		1,432,309	1,246,309
Domiciliary care		5,104,153	4,688,250
Investment income	2	82	6,366
Total		6,536,544	5,940,925
 EXPENDITURE ON			
Charitable activity care cost	4	6,145,659	5,614,376
 NET INCOME			
Other recognised gains/(losses)		390,885	326,549
Gains/(losses) on revaluation of fixed assets		(68,221)	177,986
Net movement in funds		322,664	504,535
 RECONCILIATION OF FUNDS			
Total funds brought forward		6,304,881	5,800,346
 TOTAL FUNDS CARRIED FORWARD		 6,627,545	 6,304,881


The notes form part of these financial statements

INDIVIDUAL CARE SERVICES

**Balance Sheet
31 March 2025**

	Notes	2025 Unrestricted funds £	2024 Total funds £
FIXED ASSETS			
Tangible assets	9	8,358,122	7,263,420
CURRENT ASSETS			
Debtors	10	436,800	489,930
Cash at bank		440,468	394,469
		<u>877,268</u>	<u>884,399</u>
CREDITORS			
Amounts falling due within one year	11	(739,295)	(709,351)
NET CURRENT ASSETS		<u>137,973</u>	<u>175,048</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>8,496,095</u>	<u>7,438,468</u>
CREDITORS			
Amounts falling due after more than one year	12	(1,868,550)	(1,133,587)
NET ASSETS		<u>6,627,545</u>	<u>6,304,881</u>
FUNDS	15		
Unrestricted funds		<u>6,627,545</u>	<u>6,304,881</u>
TOTAL FUNDS		<u><u>6,627,545</u></u>	<u><u>6,304,881</u></u>

The financial statements were approved by the Board of Trustees and authorised for issue on 27th August 2025 and were signed on its behalf by:



Mr A A Crompton - Trustee

The notes form part of these financial statements

INDIVIDUAL CARE SERVICES

**Cash Flow Statement
for the Year Ended 31 March 2025**

	Notes	2025 £	2024 £
Cash flows from operating activities			
Cash generated from operations	1	666,864	407,303
		<u>666,864</u>	<u>407,303</u>
Net cash provided by operating activities		<u>666,864</u>	<u>407,303</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(357,459)	(369,046)
Interest received		82	6,366
		<u>(357,377)</u>	<u>(362,680)</u>
Net cash used in investing activities		<u>(357,377)</u>	<u>(362,680)</u>
Cash flows from financing activities			
Loan repayments in year		(100,806)	(37,937)
Capital repayments in year		(35,978)	(14,955)
Interest paid		(126,704)	(74,723)
		<u>(263,488)</u>	<u>(127,615)</u>
Net cash used in financing activities		<u>(263,488)</u>	<u>(127,615)</u>
Change in cash and cash equivalents in the reporting period		45,999	(82,992)
Cash and cash equivalents at the beginning of the reporting period		394,469	477,461
		<u>394,469</u>	<u>477,461</u>
Cash and cash equivalents at the end of the reporting period		<u>440,468</u>	<u>394,469</u>

The notes form part of these financial statements

INDIVIDUAL CARE SERVICES

**Notes to the Cash Flow Statement
for the Year Ended 31 March 2025**

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025	2024
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	390,885	326,549
Adjustments for:		
Depreciation charges	67,913	71,472
Interest received	(82)	(6,366)
Interest paid	126,704	74,723
Decrease/(increase) in debtors	53,130	(86,533)
Increase in creditors	28,314	27,458
Net cash provided by operations	<u>666,864</u>	<u>407,303</u>

2. ANALYSIS OF CHANGES IN NET DEBT

	At 1.4.24	Cash flow	Other non-cash changes	At 31.3.25
	£	£	£	£
Net cash				
Cash at bank	394,469	45,999		440,468
	<u>394,469</u>	<u>45,999</u>		<u>440,468</u>
Debt				
Finance leases	(111,436)	35,978	-	(75,458)
Debts falling due within 1 year	(48,197)	100,806	(130,829)	(78,220)
Debts falling due after 1 year	(1,058,120)	-	(742,546)	(1,800,666)
	<u>(1,217,753)</u>	<u>136,784</u>	<u>(873,375)</u>	<u>(1,954,344)</u>
Total	<u>(823,284)</u>	<u>182,783</u>	<u>(873,375)</u>	<u>(1,513,876)</u>

The notes form part of these financial statements

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements for the Year Ended 31 March 2025

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain assets.

Accounting policy judgements and key sources of estimation uncertainty

Certain of the amounts included in the financial statements involve the use of judgement and/or estimation. These judgements and estimates are based on management's best knowledge of the relevant facts and circumstances, having regard to prior experience. Information about such judgements and estimation is contained in the accounting policies and/or notes to the financial statements and the key areas are summarised below:

Judgements in applying accounting policies

The Trustees/Directors must judge whether all the conditions required for income and costs to be recognised in the Statement of Financial Activities have been met.

Sources of estimation

Depreciation rates are based on estimates of the useful lives and residual values of the assets involved.

The carrying value of debtors is assessed and the recoverability of debtors concluded on.

Accrued income and accrued wages are calculated based on the date the charge periods end. The income charge periods ended either on 28 March 2025 or 3 April 2025 and therefore assessment has been made of accrued income on that basis.

Freehold land and buildings are measured using the revaluation model.

These assets are stated at fair value on the date of the latest revaluation less subsequent accumulated depreciation and any impairment losses.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income primarily consists of long term care provision in small residential care homes; and a community based registered domiciliary care service providing support to service users in their own homes as well as facilitating access community facilities and activities.

Income is charged either in 4 week periods, 13 times per annum, or on a monthly basis, depending on the policy of individual Local authorities and Health authorities.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2025

1. ACCOUNTING POLICIES - continued

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life or, if held under a finance lease, over the lease term, whichever is the shorter.

Freehold property	- 1% straight line on revaluation
Fixtures and fittings	- 25% on reducing balance
Motor vehicles	- 25% on reducing balance

Tangible fixed assets with the exception of freehold property are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Freehold land and buildings are measured using the revaluation model. These assets are stated at fair value on the date of the latest revaluation less subsequent accumulated depreciation and any impairment losses.

At the date of revaluation, the freehold buildings accumulated depreciation is eliminated against the gross carrying amount of the asset and the carrying amount is then restated to the revalued amount.

Revaluations are carried out with sufficient regularity so that the carrying amounts do not materially differ from using the fair value at the date of the statement of financial position.

Any revaluation increase or decrease on land and buildings is credited or debited to the revaluation reserve.

The properties of the charity are regularly maintained and the maintenance costs are charged as an expense to the Statement of Financial Activities.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Cash at bank and in hand

Cash at bank and in hand includes amounts held on money market and in a call account. These are included at statement balances and interest receivable is included in other debtors.

Hire purchase

Assets obtained under hire purchase contracts or finance leases are capitalised in the Balance Sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is shorter.

The interest element of these obligations is charged to the Statement of Financial Activities over the relevant period. The capital element of the future payments is treated as a liability.

Pensions

The charitable company operates a defined contribution pension scheme and auto enrolment pensions. Contributions payable to the charitable company's pension scheme and under auto enrolment are charged to the Statement of Financial Activities in the period to which they relate.

INDIVIDUAL CARE SERVICES

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2025**

2. INVESTMENT INCOME		2025	2024
		£	£
Interest receivable		82	6,366
		<u> </u>	<u> </u>
3. INCOME FROM CHARITABLE ACTIVITIES		2025	2024
	Activity	£	£
Fees for residential care	Residential care	1,432,309	1,246,309
Fees for domiciliary care	Domiciliary care	5,104,153	4,688,250
		<u> </u>	<u> </u>
		6,536,462	5,934,559
		<u> </u>	<u> </u>
4. CHARITABLE ACTIVITY CARE COST			
Domiciliary care costs		2025	2024
		£	£
Staff costs		4,322,651	3,847,508
Other costs		360,449	366,506
Depreciation		53,031	56,462
Interest payable and similar charges		98,940	59,031
		<u> </u>	<u> </u>
		4,835,071	4,329,507
		<u> </u>	<u> </u>
Residential care costs		2025	2024
		£	£
Staff costs		1,079,060	1,061,988
Other costs		188,882	192,179
Depreciation		14,882	15,010
Interest payable and similar charges		27,764	15,692
		<u> </u>	<u> </u>
		1,310,588	1,284,869
		<u> </u>	<u> </u>
Aggregate amounts		<u>6,145,659</u>	<u>5,614,376</u>

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2025

5. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2025	2024
	£	£
Depreciation - owned assets	42,870	29,566
Depreciation - assets on hire purchase contracts and finance leases	25,041	41,906
	<u>67,911</u>	<u>71,472</u>

6. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2025 nor for the year ended 31 March 2024.

7. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	5,401,711	4,909,496
	<u>5,401,711</u>	<u>4,909,496</u>

The average monthly number of employees during the year was as follows:

	2025	2024
Charitable activities	208	181
Management and administration	14	12
	<u>222</u>	<u>193</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025	2024
£60,001 - £70,000	-	1
£100,001 - £110,000	-	1
£140,001 - £150,000	1	-
	<u>1</u>	<u>2</u>

Wages and salaries above includes agency workers £81,427 (2024 - £219,259)

Employers national insurance contributions included in wages and salaries above totalled £423,999 (2024 - £359,518).

The company operates a money purchase pension scheme and it contributes in respect of those staff entitled to join. Pensions auto enrollment is available for the remaining staff.

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2025

7. STAFF COSTS - continued

Total pension costs in the year were £148,655 (2024 - £116,328). Pension commitments included in creditors are £3,568 (2024 - £3,072).

Contributions totalling £45,784 (2024 - £30,810) including salary sacrifice were made to defined contribution pension schemes on behalf of 1 employee (2023 - 2 employees) whose emoluments exceeded £60,000.

8. SUPPORT COSTS

Cost

	2025	2024
	£	£
Payroll costs	542,416	482,258
Other costs	471,381	455,802
Depreciation	67,913	71,472
	1,081,710	1,009,532

Allocation of support costs 2025

	Payroll costs	Other costs	Depn	Total
	£	£	£	£
Domiciliary care	433,933	368,089	53,031	855,053
Residential care	108,483	103,292	14,882	266,657
	542,416	471,381	67,903	1,081,710

Allocation of support costs 2024

	Payroll costs	Other costs	Depn	Total
	£	£	£	£
Domiciliary care	385,807	360,079	56,462	802,348
Residential care	96,452	95,722	15,010	207,184
	482,259	455,801	71,472	1,009,532

Support costs have been allocated 78% (2024 - 79%) to Domiciliary Care and 22% (2024 - 21%) to Residential care.

Governance costs includes payments to the auditors of £7,250 (2024 - £7,000) for audit fees.

INDIVIDUAL CARE SERVICES

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2025**

9. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Totals £
COST OR VALUATION				
At 1 April 2024	7,049,000	236,315	204,920	7,490,235
Additions	1,169,632	22,694	38,508	1,230,834
Revaluations	(68,221)	-	-	(68,221)
At 31 March 2025	<u>8,150,411</u>	<u>259,009</u>	<u>243,428</u>	<u>8,652,848</u>
DEPRECIATION				
At 1 April 2024	-	128,167	98,648	226,815
Charge for year	-	31,716	36,195	67,911
At 31 March 2025	<u>-</u>	<u>159,883</u>	<u>134,843</u>	<u>294,726</u>
NET BOOK VALUE				
At 31 March 2025	<u>8,150,411</u>	<u>99,126</u>	<u>108,585</u>	<u>8,358,122</u>
At 31 March 2024	<u>7,049,000</u>	<u>108,148</u>	<u>106,272</u>	<u>7,263,420</u>

Comparable historical cost for the land and buildings included at valuation:

	2025 £	2024 £
Cost	7,321,051	6,151,419
Accumulated depreciation	317,072	317,072
As at 31 March 2025	<u>7,003,979</u>	<u>5,834,347</u>

This represents properties included above at the following valuation.

	2025 £	2024 £
Revaluation	8,150,411	7,049,000
Accumulated depreciation	-	-
As at 31 March 2025	<u>8,150,411</u>	<u>7,049,000</u>

All other tangible fixed assets are stated at historical cost.

The freehold properties owned by the company were valued by G A Smith who is a Chartered Surveyor, a trustee of the charity, on an open market basis. The valuation was undertaken at 31 March 2025 and in the opinion of the Trustees this valuation is considered to be reasonable.

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2025

9. TANGIBLE FIXED ASSETS - continued

Fixed assets, included in the above, which are held under hire purchase contracts are as follows:

	Fixtures and fittings £	Motor vehicles £	Totals £
COST OR VALUATION			
At 1 April 2024	34,074	139,356	173,430
Transfer to ownership	(34,074)	-	(34,074)
	<u> </u>	<u> </u>	<u> </u>
At 31 March 2025	-	139,356	139,356
	<u> </u>	<u> </u>	<u> </u>
DEPRECIATION			
At 1 April 2024	8,519	39,194	47,713
Charge for year	-	25,041	25,041
Transfer to ownership	(8,519)	-	(8,519)
	<u> </u>	<u> </u>	<u> </u>
At 31 March 2025	-	64,235	64,235
	<u> </u>	<u> </u>	<u> </u>
NET BOOK VALUE			
At 31 March 2025	-	75,121	75,121
	<u> </u>	<u> </u>	<u> </u>
At 31 March 2024	25,555	100,162	125,717
	<u> </u>	<u> </u>	<u> </u>

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Trade debtors	434,115	486,979
Other debtors	2,685	2,951
	<u> </u>	<u> </u>
	436,800	489,930
	<u> </u>	<u> </u>

INDIVIDUAL CARE SERVICES

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2025**

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Bank loans and overdrafts (see note 13)	78,220	48,197
Hire purchase (see note 14)	7,574	35,969
Trade creditors	32,438	56,021
Social security and other taxes	85,053	83,193
Other creditors	2,611	3,211
Accrued expenses	533,399	482,760
	<u>739,295</u>	<u>709,351</u>

12. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2025	2024
	£	£
Bank loans (see note 13)	1,800,666	1,058,120
Hire purchase (see note 14)	67,884	75,467
	<u>1,868,550</u>	<u>1,133,587</u>

13. LOANS

An analysis of the maturity of loans is given below:

	2025	2024
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>78,220</u>	<u>48,197</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>82,815</u>	<u>49,884</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	<u>291,368</u>	<u>175,482</u>
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	1,426,483	832,754

Bank Loans

Bank loans include loans that are either repayable at a fixed or variable rate of interest.

Fixed Rate Loans

Fixed rate loans are as follows:

A bank loan of £90,588 which was drawdown on 03/08/2022. The loan is repayable by monthly instalments and carries interest at 6.64% per annum. The loan is repayable from 03/09/2022 to 03/08/2037, Interest of £5,488 was charged during the year and the balance as at 31 March 2025 is £80,642.

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2025

13. LOANS - continued

A bank loan of £80,820 which was drawdown on 21/09/2022. The loan is repayable by monthly instalments and carries interest at 8.14% per annum. The loan is repayable from 21/10/2022 to 21/09/2037, interest of £4,097 was charged during the year and the balance as at 31 March 2025 is £73,158.

A bank loan of £274,050 which was drawdown on 26/10/2022. The loan is repayable by monthly instalments and carries interest at 7.42% per annum. The loan is repayable from 2/11/2022 to 26/10/37, interest of £18,852 was charged during the year and the balance as at 31 March 2025 is £212,201.

A bank loan of £79,931 which was drawdown on 18/03/2024. The loan is repayable by monthly instalments and carries interest at 7.4% per annum. The loan is repayable from 1/04/24 to 18/03/39, interest of £5,816 was charged during the year and the balance as at 31 March 2025 is £76,906.

Variable Rate Loans

Variable rate loans are as follows:

A bank loan of £90,589 which was drawdown on 03/08/2022. The loan is repayable by monthly instalments and carries interest at 3.4% rate above base rate per annum. The loan is repayable from 05/09/2023 to 03/07/2037, interest of £7,131 was charged during the year and the balance as at 31 March 2025 is £81,405.

A bank loan of £80,820 which was drawdown on 21/09/2022. The loan is repayable by monthly instalments and carries interest at 3.4% rate above base rate per annum. The loan is repayable from 21/10/2022 to 21/09/2037, interest of £6,379 was charged during the year and the balance as at 31 March 2025 is £72,807.

A bank loan of £274,050 which was drawdown on 26/10/2022. The loan is repayable by monthly instalments and carries interest at 3.4% rate above base rate per annum. The loan is repayable from 26/11/2022 to 26/10/2037, interest of £20,377 was charged during the year and the balance as at 31 March 2025 is £246,828.

A bank loan of £79,931 which was drawdown on 18/03/24. The loan is repayable by monthly instalments and carries interest at 3.48% rate above base rate per annum. The loan is repayable from 18/04/24 to 18/03/39, interest of £7,041 was charged during the year and the balance as at 31 March 2025 is £77,988.

A bank loan of £107,285 which was drawdown on 15/06/23. The loan is repayable by monthly instalments and carries interest at 3.48% rate above base rate per annum. The loan is repayable from 15/07/23 to 15/06/38, interest of £8,159 was charged during the year and the balance as at 31 March 2025 is £100,746.

A bank loan of £586,163 which was drawdown on 23/08/24. The loan is repayable by monthly instalments and carries interest at 2.59% rate above base rate per annum. The loan is repayable from 31/08/24 to 31/08/39, interest of £5,301 was charged during the year and the balance as at 31 March 2025 is £573,158.

A bank loan of £251,213 which was drawdown on 09/08/24. The loan is repayable by monthly instalments and carries interest at 2.59% rate above base rate per annum. The loan is repayable from 31/08/24 to 31/08/39, interest of £2,287 was charged during the year and the balance as at 31 March 2025 is £245,731.

All bank loans are secured by a charge over the relevant property.

INDIVIDUAL CARE SERVICES

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2025**

14. LEASING AGREEMENTS

Minimum lease payments under hire purchase fall due as follows:

	2025 £	2024 £
Net obligations repayable:		
Within one year	7,574	35,969
Between one and five years	<u>67,884</u>	<u>75,467</u>
	<u><u>75,458</u></u>	<u><u>111,436</u></u>

15. MOVEMENT IN FUNDS

	At 1.4.24 £	Net movement in funds £	At 31.3.25 £
Unrestricted funds			
General fund	6,304,881	322,664	6,627,545
TOTAL FUNDS	<u><u>6,304,881</u></u>	<u><u>322,664</u></u>	<u><u>6,627,545</u></u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	6,536,544	(6,145,659)	(68,221)	322,664
TOTAL FUNDS	<u><u>6,536,544</u></u>	<u><u>(6,145,659)</u></u>	<u><u>(68,221)</u></u>	<u><u>322,664</u></u>

Comparatives for movement in funds

	At 1.1.23 £	Net movement in funds £	At 31.3.24 £
Unrestricted funds			
General fund	5,800,346	504,535	6,304,881
TOTAL FUNDS	<u><u>5,800,346</u></u>	<u><u>504,535</u></u>	<u><u>6,304,881</u></u>

INDIVIDUAL CARE SERVICES

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2025**

15. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	5,940,925	(5,614,376)	177,986	504,535
TOTAL FUNDS	<u>5,940,925</u>	<u>(5,614,376)</u>	<u>177,986</u>	<u>504,535</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.23 £	Net movement in funds £	At 31.3.25 £
Unrestricted funds			
General fund	5,800,346	827,199	6,627,545
TOTAL FUNDS	<u>5,800,346</u>	<u>827,199</u>	<u>6,627,545</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	12,477,469	(11,760,035)	109,765	827,199
TOTAL FUNDS	<u>12,477,469</u>	<u>(11,760,035)</u>	<u>109,765</u>	<u>827,199</u>

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2025

16. RELATED PARTY DISCLOSURES

During the year the company purchased services from a business in which directors/trustees had an interest. The value of these services and the directors/trustees concerned are as follows:

Two trustees, Mr A H Crompton and Mr A A Crompton are directors of A A Frances & Sons Limited. This company carried out most of the maintenance and refurbishment work at the residential homes. The following transactions were undertaken on a normal commercial basis.

Resources expended of £62,892 (2024 - £96,356). In addition there are capitalised costs of £289,764 (2024 - £182,293)

Within trade creditors and accruals is a balance of £5,845 (2024 - £27,845) in respect of this company.

David Hartley a Director of the company and is also a Director and shareholder in Ardenfield Limited. Ardenfield Limited provides management services to the charity. The amount of fees paid to Ardenfield Limited during the year amounted to £35,655 (2024 - £27,326).

During his period of his employment, the charity made loans available to Mr J Edwards (The former Chief Executive Officer of the charity). The loan debtor at the period end was £Nil (2024 - £2,951). This is being repaid at £150 per month.

17. ULTIMATE CONTROLLING PARTY

There was no controlling party during the year.

18. GOING CONCERN

The Charity's financial statements are prepared on a going concern basis. There are no material uncertainties about the Charity's ability to continue.

INDIVIDUAL CARE SERVICES

**Detailed Statement of Financial Activities
for the Year Ended 31 March 2025**

	2025 £	2024 £
INCOME AND ENDOWMENTS		
Investment income		
Interest receivable	82	6,366
Charitable activities		
Fees for residential care	1,432,309	1,246,309
Fees for domiciliary care	5,104,153	4,688,250
	<u>6,536,462</u>	<u>5,934,559</u>
Total incoming resources	6,536,544	5,940,925
EXPENDITURE		
Domiciliary care costs		
Staff costs	4,322,651	3,847,508
Other costs	360,449	366,506
Depreciation of tangible fixed assets	53,031	56,462
Bank loan interest	93,715	53,501
Hire purchase	5,225	5,530
	<u>4,835,071</u>	<u>4,329,507</u>
Residential care costs		
Staff costs	1,079,060	1,061,988
Other costs	188,882	192,179
Depreciation of tangible fixed assets	14,882	15,010
Bank loan interest	26,298	14,222
Hire purchase	1,466	1,470
	<u>1,310,588</u>	<u>1,284,869</u>
Total resources expended	6,145,659	5,614,376
Net income	<u>390,885</u>	<u>326,549</u>

This page does not form part of the statutory financial statements

INDIVIDUAL CARE SERVICES

England & Wales - Charity number 1008195

Accounts

REGISTERED COMPANY NUMBER: 02666602 (England and Wales)
REGISTERED CHARITY NUMBER: 1008195

Report of the Trustees and
Financial Statements for the Year Ended 31 March 2024
for
INDIVIDUAL CARE SERVICES

Michael Duffy Partnership Limited
Statutory Auditors
59-61 Charlotte Street
St Pauls Square
Birmingham
West Midlands
B3 1PX

INDIVIDUAL CARE SERVICES

**Contents of the Financial Statements
for the Year Ended 31 March 2024**

	Page
Report of the Trustees	1 to 8
Report of the Independent Auditors	9 to 12
Statement of Financial Activities	13
Balance Sheet	14
Cash Flow Statement	15
Notes to the Cash Flow Statement	16
Notes to the Financial Statements	17 to 28
Detailed Statement of Financial Activities	29

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2024

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2024. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

This annual report contains a Director's Report as required by Company Law.

OBJECTIVES AND ACTIVITIES

The objects of the charity is to provide support in the community for adults with a primary diagnosis of learning disabilities, Autism, physical disabilities and mental health difficulties. Our skills and expertise also extend to the secondary needs of individuals we support, this often includes sensory needs and behaviours that may challenge.

The support is provided through multiply streams, this includes long-term residential care homes, community-based domiciliary care service, Supported living services and day opportunities.

As a registered provider with the CQC, we provide personal care to the highest standards. Our focus is removing the barriers between those we support and the communities they live in, developing our supported living services across the Midlands to meet that objective and promoting independence.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity undertakes.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2024

STRATEGIC REPORT

Achievement and performance

A key goal is to ensure the stability and on-going viability of existing services of the charity and identify key areas for future growth and development.

At the start of the fiscal year 2023 - 2024 the Board of Trustees and the Chief Executive Officer (CEO) completed a review of the business plan and forecasting within it. The overall strategic direction remained the same. The fiscal results of 2023 - 2024 have demonstrated good, continued growth year on year from 2020 - 2021 providing stability in ICS' financial future. A demonstration of a small surplus in 2023 - 2024 will provide a firm platform for the forthcoming year.

With the demonstrated growth and marginal surplus, the Trustees and CEO felt that the business plan (2020 - 2025) should remain the same, indications where such that the charity should continue the same growth trajectory and continue to exceed forecast numbers in 2024 - 2025.

2023 -2024 overall has seen a more stable management team, helping consolidate learning and build firmer ground to expand on. In the later part of the fiscal year the Head of Service resigned, and it was agreed by the trustees and CEO that in the immediate future, the role would not be back filled, instead a second regional manager and additional Service manager would be appointed. The reintroduction of a second regional manager and the expansion of service managers was felt needed to a more 'delivery focused' structure to the service team. These changes will not demonstrate true value until the close of 2024 - 2025, however it is believed they will allow managers to have an increased focused on quality of service.

As per 2022 - 2023, in 2023 - 2024 ICS has seen continued flux and difficulties with the operations of one of its residential homes, 60 Ward Grove. Change in management, significant challenge in recruitment and a continued underfunding of the services has led to challenges on quality. This quality challenge has resulted in the service being rated 'Requires Improvement' by the CQC and subsequent intervention by Warwickshire County Council (WCC) Quality assurance team. At the end of the year 2023 - 2024 60 Ward Grove had been signed off by WCC quality Assurance, however a CQC reinspection is unlikely to happen before the end of 2024 and so the associated rating will remain. Whilst quality continues to improve, it has required significant leadership intervention, creating a challenge for the wider team, 60 Ward Grove and its current quality and financial challenges represent a risk to the wider organisation and so its long term future has been under consideration for some time.

The CEO has been working hard with WCC to secure additional funding; however, the funding crisis identified has been compounded by one of the three clients residing at 60 Ward Grove having their funding reduced significantly. This in combination with the operational issues already identified forced the Trustees and CEO to consider the long-term viability of 60 Ward Grove and its negative implications overall for the organisation if it continued to operate. On behalf of the trustees, the CEO served notice on WCC to close the service, whilst 28 days is the contractual obligation, the trustees and the CEO felt 6 months was a more acceptable timeframe and agreed to underpin the funding gap in this period as needed. After some negotiation and in the final moments of 2023 - 2024 it appeared WCC would not be in a position to resolve the financial issues, however WCC had requested that negotiations continue into 2024 - 2025, and so it is hoped that WCC and ICS will be able to rescind the notice and continue delivery.

The development of the holiday home in West Wales has continued and ICS has extended its benefits to a wider range of clients at ICS. The introduction of wheelchair accessible decking to the rear of the property and the introduction of a swim-spa has opened up the home further and enhanced the sensory and physical benefits of a visit to the home. The trustees continue to drive sustainability and reduce ICS' impact of the living world and so the expansion of clean energy through solar and energy storage in the form of batteries at the home in West Wales is pathing the way for future property development within ICS, acting as a test site for what is possible.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2024

As part of the efforts to enhance the lives of those ICS supports, the trustees have agreed to trial a no fee at point use for the property for the financial year 2024 - 2025. It is hoped that this will relieve some of the financial pressures on those ICS serves and increase utilisation further. The trustees believe that all of our clients should have the opportunity for a holiday and where the organisation can support in doing this, it will. The property will continue to operate at a loss to support ICS' clients. To maintain the degree of separation and ensure the property is operated as a holiday let and not a respite facility, the property will be managed by Ardenfield Ltd, a property management company. Following the success of this arrangement, it is planned for this to continue going forward.

As part of ICS' community engagement a key requirement in raising the charities profile, the trustees continue to sponsor local flower displays and Christmas lights. For 2023 - 2024 ICS have also sponsored a local school football team, this school specialises in supporting teenagers that have behaviour challenges and/or SEND.

ICS continues to have a focus on quality and has utilized the support of an external inspector to identify areas to improve, at the end of 2023 - 2024 ICS is fully digital. This result has meant an improved level of oversight and an enthusiasm to now consolidate other systems into digital and/or automated systems. Payroll has moved to Access and Sage, this has significantly reduced the work of the finance manager and reduced data errors, IIR is fully integrated, and the department plans to move training to Access in 2024 - 2025. The consolidation of Compliance has been a more challenging journey; however, it is felt that by Q2 of 2024 - 2025 this too will be operational.

The Trustees recognise the challenging business environment in which the organisation continues to operate in, and this has seen salary and hourly rate demands increase by 5 - 10% in 2023 - 2024, yet funding increased only by circa 6.7%. The trustees and the CEO feel that it is essential to have consistency in support staff and management and so will attempt to remain competitive in pay and benefits. To achieve this and reduce the impact of the delta, ICS seeks to continue to expand the client base to spread the operational costs. Expansion will largely be dependent on the use of finance facilities secured against purchased property.

Covid-19 and the impact of the pandemic represent are negligible now in social Care, it will remain on the organisations radar for the forthcoming financial year, however at this stage it is expected to have no further notable impact.

The CQC continues to utilise a more data driven approach, this will result in fewer inspections, but does mean that ICS could operate for prolonged periods without regulator intervention, ICS is at risk of slipping standards and complacency. To mitigate this ICS is now using an external auditor for care and refining its use of digital auditing software.

Residential care remains at a very low level of interest for Warwickshire, Coventry, and Solihull, although in Staffordshire, it still appears an active market. ICS has maintained its two care homes, but it is still felt that at this time, supported Living is the organisation's focus. The financial viability of the residential service '2 Laurel Drive' remains workable, however as mentioned, the residential service '60 Ward Grove' is a high-risk service with possible wider implications to the organisation, with extremely high pay and operational cost demands and financial instability and the stability of care sensitive to external factors such as support worker pay, cost of living and property resident numbers. 60 Ward Grove has given notice of closure, however it is hoped that ahead of a need to actually close the service, WCC are able to resolve the funding issues.

To ensure the most cost-effective use of resources in relation to business support such as accountancy, payroll and pension management and administration, the trustees continue to outsource these functions. The trustees believe, given the current size of the charity's business, outsourcing provides the best efficiencies in terms of productivity and costs. The arrangement will be kept under review. As mentioned above, ICS has also outsourced the property management of Mellieha, West Wales, including cleaning, grounds maintenance, bookings, and the management of utilities. This permits flexibility when demand changes and minimises the fiscal responsibility of employing to manage the property. ICS will continue to review this and consider moving these functions inhouse should that be deemed more cost effective in the future.

To help ensure continued growth in its services, ICS actively maintains relationships with commissioners and other influencers to ensure it receives a steady number of referrals of new packages.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2024

Commissioners and regulatory authorities undertake regular audits of the services provided by ICS. One of the main elements of these audit processes are that staff are appropriately trained to deliver care safely for our clients. Following a review of the training and development utilised within ICS, it was identified that a consistent and structured approach was needed to ensure that all training provided could be correctly recorded and evidenced for the purposes of staff development and inspection/audit processes undertaken by commissioning and regulatory authorities. This has been implemented and remains successful.

There is now a blended approach to the training structure within ICS providing its staff with their fundamental training and development. ICS staff are able to access training via on-line remote learning, classroom-based learning and training manuals. Staff and managers also have access to webinars and local authority provided training. Managers are increasingly being supported to complete Train the Trainer events to reduce external costs on ICS and provide a more dynamic approach to staff onboarding.

It is essential that staff receive the appropriate training and development to enable them to undertake their duties safely and competently. The training processes that have been developed and implemented provide ICS staff with the necessary competencies, which ensure that clients are provided with safe and robust care. Staff also recognise that training and development is an investment in their career progression within ICS and as such, gain a sense of worth from this investment made by the charity.

In addition to a wider breadth of topics to be covered during induction training, the Care Certificate calls for Service Managers to have a much higher level of engagement with their teams in terms of observing performance, motivation and management.

ICS has set the target for all managers in the 'care' area of the business to have the level 5 in Leadership and Management in Social Care, this is to improve management practice and overall quality.

In 2024 - 2025 ICS will create its own internal 'professional' standards. This will reflect current quality standards outlined by the CQC, however ICs will seek to take that and drive that standard further.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2024

STRATEGIC REPORT

Financial review

ICS does not actively seek donations, either monetary or in kind. All revenue is generated through contracts with Local Authorities and Health Authorities or directly from service users in the form of 'Direct Payments'.

All surplus funds are currently being used to modernise the properties and expand the property portfolio of ICS, with the renovation and expansion of the portfolio, ICS is able to offer more services to more clients. As a result of this strategic change, the trustees consider the most appropriate level of free reserves should be not less than £400,000.

The charity has again met its financial objectives in accordance with its corporate planning initiatives and goals. Total income for 2023 - 2024 is £5,940,925 compared to £4,379,718 in the previous year, a growth of over £1,500,000.00.

The net income this year was £326,549 compared to £215,131 in the previous year. Taking into account the challenges surrounding recruitment and subsequent need for agency, alongside the renovation investment back into the organisation, the generation of £326,549 surplus is considered a very successful year for ICS. The changes and improvements from 2023 - 2024 will have help ICS to continue to be a financially viable organisation for the years to come.

Despite planned expenditure, the balance sheet and financial resources has continued to increase in line with the Charity's corporate plan and objectives. As of 31st March 2024, the charity's net assets amounted to £6,304,881 compared to £5,800,346 as of 31st March 2024.

Under the Charity's Memorandum and Articles of Association the Board of Trustees has the power to invest as it thinks fit any monies not immediately required. The Trustees will continue to invest in new property.

ICS' utilisation of the facility of mortgages will continue in the coming years to support growth and capitalise on the asset value of the property portfolio it has.

The Board of Trustees investment policy is to ensure it has cash reserves to cover 3 months expense whilst facilitating forced sales of owned property if needed. It is noted however that in the event that the organisation had a significant reduction in revenue, its staffing costs would also reduce at a comparable ratio. The Trustees continue to review and update this policy, on a regular basis. Due to the current financial situation and investment uncertainty Individual Care Services has £400,000 in cash held on account with Lloyds Bank Plc. Over the coming years, ICS will allow this to grow steadily to £700,000.00 to reflect its growing staff team.

Principal risks and uncertainties

ICS has conducted a review of the major risks to which the charity is exposed. A risk register has been established and is updated regularly. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. External risks to funding have led to the development of a strategic plan which will allow for the diversification of funding and activities. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, clients and visitors to ICS. There is a consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2024

STRUCTURE, GOVERNANCE AND MANAGEMENT

The charity is a company limited by guarantee. The company is registered under the Charities Act, number 1008195. The members of the board of trustees are non-executive directors of the charitable company and its trustees for the purposes of company law. They are elected in accordance with the provision of the Articles of Association and meet at least quarterly. A senior management team is appointed by the board of trustees to advise on policy and to manage the day-to-day operations of the charity. Individual Care Services (ICS) is governed by the Memorandum and Articles of Association, dated 1 November 1991, as amended on 29 March 2000. These articles are reviewed on a regular basis.

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

Mr A H Crompton
Mr A A Crompton
Mr M Hartley
Mr G A Smith
Mrs F B Smith
Mrs Helie Charles (resigned on 11 January 2024)
Miss R Thorpe
Mr S Ward
Mrs J Potts

David Hartley has continued to show solid growth within the organisation, led the organisation through digitisation and supported the Trustees to make difficult decisions. David continues to seek ways to not just meet the clients ICS supports needs, but to truly enhance their lives. David delivered a significant amount of growth in 2023 - 2024 of 27% with a surplus (including capital investment) of over 6%. David continues to drive the organisation in modernisation, sustainability and social responsibility. David has the full support of the board of trustees and continues to work towards the growth of the charity focusing on the core values of ICS.

Trustees are elected at the AGM of the Charity and all members of the Charity are entitled to vote. Any co-opted trustee is required to resign and stand for election at the next AGM. All trustees undergo an individual induction process and are presented with a personal comprehensive induction pack, which includes Charity Commission videos and publications. The Trustees are able to confirm that they have assessed the major risks to which the charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
02666602 (England and Wales)

Registered Charity number
1008195

Registered office
25 Leicester Road
Studley
Warwickshire
B80 7LL

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2024

Trustees

Mr A H Crompton
Mr A A Crompton
Mr M Hartley
Mr G A Smith
Mrs F B Smith
Miss R Thorpe
Mr S Ward
Mrs J Potts

Chief Executive Office and Secretary to the Board
Mr David Hartley

Auditors

Michael Duffy Partnership Limited
Statutory Auditors
59-61 Charlotte Street
St Pauls Square
Birmingham
West Midlands
B3 1PX

Solicitors

Band Hatton Button
Earlsdon Park
53-55 Butts Road
Coventry
West Midlands
CV1 3BH

Accountants

J E Johnson Limited
61 Charlotte Street
St Pauls Square
Birmingham
B3 1PX

Bankers

Lloyds
19 Church Green East
Redditch
B98 8BZ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Individual Care Services for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2024

STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- 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 proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

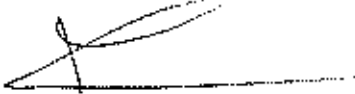
In so far as the trustees are aware:

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

AUDITORS

The auditors, Michael Dully Partnership Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 02/08/2024 and signed on the board's behalf by:



.....
Mr A A Crompton - Trustee

Report of the Independent Auditors to the Members of Individual Care Services

Opinion

We have audited the financial statements of Individual Care Services (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the 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 other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

**Report of the Independent Auditors to the Members of
Individual Care Services**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

Report of the Independent Auditors to the Members of Individual Care Services

Our responsibilities for the audit of the financial statements

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

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

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.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- we identified the laws and regulations applicable to the charity through discussions with trustees and other management, and from our commercial knowledge and experience of the charity and sector in which they operate;
- we obtained an understanding of the legal and regulatory frameworks applicable to the Charity and the sector in which it operates. We determined that the following laws and regulations were most significant: The Charities Act 2011 and the Charities SORP (FRS 102) (effective 1 January 2019) and compliance with Care Quality Commission standards.
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and considering available audit information.

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

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

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

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

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

- agreeing financial statement disclosures to underlying supporting documentation;
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

**Report of the Independent Auditors to the Members of
Individual Care Services**

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/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' 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.

Robert MacLaren FCCA, ACA (Senior Statutory Auditor)
for and on behalf of Michael Duffy Partnership Limited
Statutory Auditors
59-61 Charlotte Street
St Pauls Square
Birmingham
West Midlands
B3 1PX

Date:

INDIVIDUAL CARE SERVICES

**Statement of Financial Activities
for the Year Ended 31 March 2024**

	Notes	2024 Unrestricted funds £	2023 Total funds £
INCOME AND ENDOWMENTS FROM			
Charitable activities	3		
Residential care		1,246,309	1,014,422
Domiciliary care		4,688,250	3,365,295
Investment income	2	6,366	1
Total		5,940,925	4,379,718
 EXPENDITURE ON			
Charitable activity care cost	4	5,614,376	4,164,587
 NET INCOME			
Other recognised gains/(losses)		326,549	215,131
Gains on revaluation of fixed assets		177,986	-
Net movement in funds		504,535	215,131
 RECONCILIATION OF FUNDS			
Total funds brought forward		5,800,346	5,585,215
 TOTAL FUNDS CARRIED FORWARD		 6,304,881	 5,800,346

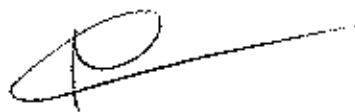
The notes form part of these financial statements

INDIVIDUAL CARE SERVICES

**Balance Sheet
31 March 2024**

	Notes	2024 Unrestricted funds £	2023 Total funds £
FIXED ASSETS			
Tangible assets	9	7,263,420	6,486,639
CURRENT ASSETS			
Debtors	10	489,930	403,397
Cash at bank		394,469	477,461
		<u>884,399</u>	<u>880,858</u>
CREDITORS			
Amounts falling due within one year	11	(709,351)	(691,023)
NET CURRENT ASSETS		<u>175,048</u>	<u>189,835</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		7,438,468	6,676,474
CREDITORS			
Amounts falling due after more than one year	12	(1,133,587)	(876,128)
NET ASSETS		<u>6,304,881</u>	<u>5,800,346</u>
FUNDS			
Unrestricted funds	15	6,304,881	5,800,346
TOTAL FUNDS		<u>6,304,881</u>	<u>5,800,346</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 07/08/2024 and were signed on its behalf by:



.....
Mr A A Crompton - Trustee

The notes form part of these financial statements

INDIVIDUAL CARE SERVICES

**Cash Flow Statement
for the Year Ended 31 March 2024**

Notes	2024 £	2023 £
Cash flows from operating activities		
Cash generated from operations	407,303	384,189
Net cash provided by operating activities	<u>407,303</u>	<u>384,189</u>
Cash flows from investing activities		
Purchase of tangible fixed assets	(369,016)	(867,177)
Sale of tangible fixed assets	-	234,800
Interest received	6,366	-
Net cash used in investing activities	<u>(362,680)</u>	<u>(632,377)</u>
Cash flows from financing activities		
Loan repayments in year	(37,937)	(14,678)
Capital repayments in year	(14,955)	(2,395)
Interest paid	(74,723)	(32,767)
Net cash used in financing activities	<u>(127,615)</u>	<u>(49,840)</u>
Change in cash and cash equivalents in the reporting period	<u>(82,992)</u>	<u>(298,028)</u>
Cash and cash equivalents at the beginning of the reporting period	<u>477,461</u>	<u>775,489</u>
Cash and cash equivalents at the end of the reporting period	<u><u>394,469</u></u>	<u><u>477,461</u></u>

The notes form part of these financial statements

INDIVIDUAL CARE SERVICES

**Notes to the Cash Flow Statement
for the Year Ended 31 March 2024**

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024	2023
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	326,549	215,131
Adjustments for:		
Depreciation charges	71,472	25,077
Profit on disposal of fixed assets	-	(11,697)
Interest received	(6,366)	-
Interest paid	74,723	32,765
Increase in debtors	(86,533)	(52,350)
Increase in creditors	27,458	175,263
	<u>407,303</u>	<u>384,189</u>

2. ANALYSIS OF CHANGES IN NET DEBT

	At 1.4.23	Cash flow	Other non-cash changes	At 31.3.24
	£	£	£	£
Net cash				
Cash at bank	477,461	(82,992)		394,469
	<u>477,461</u>	<u>(82,992)</u>		<u>394,469</u>
Debt				
Finance leases	(92,317)	14,955	(34,074)	(111,436)
Debts falling due within 1 year	(70,083)	(17,937)	59,823	(48,197)
Debts falling due after 1 year	(791,355)	-	(266,765)	(1,058,120)
	<u>(953,755)</u>	<u>(22,982)</u>	<u>(241,016)</u>	<u>(1,217,753)</u>
Total	<u>(476,294)</u>	<u>(105,974)</u>	<u>(241,016)</u>	<u>(823,284)</u>

The notes form part of these financial statements

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements for the Year Ended 31 March 2024

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain assets.

Accounting policy judgements and key sources of estimation uncertainty

Certain of the amounts included in the financial statements involve the use of judgement and/or estimation. These judgements and estimates are based on management's best knowledge of the relevant facts and circumstances, having regard to prior experience. Information about such judgements and estimation is contained in the accounting policies and/or notes to the financial statements and the key areas are summarised below:

Judgements in applying accounting policies

The Trustees/Directors must judge whether all the conditions required for income and costs to be recognised in the Statement of Financial Activities have been met.

Sources of estimation

Depreciation rates are based on estimates of the useful lives and residual values of the assets involved

The carrying value of debtors is assessed and the recoverability of debtors concluded on.

Accrued income and accrued wages are calculated based on the date the charge periods end. The income charge periods ended either on 27 March 2024 or 2 April 2024 and therefore assessment has been made of accrued income on that basis.

Freehold land and buildings are measured using the revaluation model.

These assets are stated at fair value on the date of the latest revaluation less subsequent accumulated depreciation and any impairment losses.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income primarily consists of long term care provision in small residential care homes; and a community based registered domiciliary care service providing support to service users in their own homes as well as facilitating access community facilities and activities.

Income is charged either in 4 week periods, 13 times per annum, or on a monthly basis, depending on the policy of individual Local authorities and Health authorities.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2024

I. ACCOUNTING POLICIES - continued

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life or, if held under a finance lease, over the lease term, whichever is the shorter.

Freehold property	- 1% straight line on revaluation
Fixtures and fittings	- 25% on reducing balance
Motor vehicles	- 25% on reducing balance

Tangible fixed assets with the exception of freehold property are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Freehold land and buildings are measured using the revaluation model. These assets are stated at fair value on the date of the latest revaluation less subsequent accumulated depreciation and any impairment losses. At the date of revaluation, the freehold buildings accumulated depreciation is eliminated against the gross carrying amount of the asset and the carrying amount is then restated to the revalued amount.

Revaluations are carried out with sufficient regularity so that the carrying amounts do not materially differ from using the fair value at the date of the statement of financial position.

Any revaluation increase or decrease on land and buildings is credited or debited to the revaluation reserve.

The properties of the charity are regularly maintained and the maintenance costs are charged as an expense to the Statement of Financial Activities.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Cash at bank and in hand

Cash at bank and in hand includes amounts held on money market and in a call account. These are included at statement balances and interest receivable is included in other debtors.

Hire purchase

Assets obtained under hire purchase contracts or finance leases are capitalised in the Balance Sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is shorter.

The interest element of these obligations is charged to the Statement of Financial Activities over the relevant period. The capital element of the future payments is treated as a liability.

Pensions

The charitable company operates a defined contribution pension scheme and auto enrolment pensions. Contributions payable to the charitable company's pension scheme and under auto enrolment are charged to the Statement of Financial Activities in the period to which they relate.

INDIVIDUAL CARE SERVICES

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2024**

2. INVESTMENT INCOME		2024	2023
		£	£
Interest receivable		<u>6,366</u>	<u>1</u>
3. INCOME FROM CHARITABLE ACTIVITIES		2024	2023
		£	£
Fees received for residential care	Residential care	1,246,309	1,014,422
Fees for domiciliary care	Domiciliary care	<u>4,688,250</u>	<u>3,365,295</u>
		<u>5,934,559</u>	<u>4,379,717</u>
4. CHARITABLE ACTIVITY CARE COST			
Domiciliary care costs			
		2024	2023
		£	£
Staff costs		3,847,508	2,924,788
Other costs		366,506	245,279
Depreciation		56,462	17,352
Interest payable and similar charges		<u>59,031</u>	<u>25,229</u>
		<u>4,329,507</u>	<u>3,212,648</u>
Residential care costs			
		2024	2023
		£	£
Staff costs		1,061,988	806,151
Other costs		192,179	142,224
Depreciation		15,010	7,725
Loss on sale of assets		-	(11,697)
Interest payable and similar charges		<u>15,692</u>	<u>7,536</u>
		<u>1,284,869</u>	<u>951,939</u>
Aggregate amounts		<u>5,614,376</u>	<u>4,164,587</u>

INDIVIDUAL CARE SERVICES

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2024**

5. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2024	2023
	£	£
Depreciation - owned assets	29,566	19,270
Depreciation - assets on hire purchase contracts and finance leases	41,906	5,807
Surplus on disposal of fixed assets	-	(11,697)
	-----	-----

6. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2024 nor for the year ended 31 March 2023.

7. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	4,909,496	3,730,939
	-----	-----

The average monthly number of employees during the year was as follows:

	2024	2023
Charitable activities	181	132
Management and administration	12	12
	-----	-----

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024	2023
£60,001 - £70,000	1	-
£70,001 - £80,000	-	1
£100,001 - £110,000	1	-
£120,001 - £130,000	-	1
	-----	-----

Wages and salaries above includes agency workers £219,259 (2023 - £227,109)

Employers national insurance contributions included in wages and salaries above totalled £359,518 (2023 - £233,425).

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2024

7. STAFF COSTS - continued

The company operates a money purchase pension scheme and it contributes in respect of those staff entitled to join. Pensions auto enrolment is available for the remaining staff.

Total pension costs in the year were £116,328 (2023 - £113,061). Pension costs are included in staff costs. Pension commitments included in accrued expenses are £nil (2023 - £nil).

Contributions totalling £30,810 (2023 - £34,237) including salary sacrifice were made to defined contribution pension schemes on behalf of 2 employees whose emoluments exceeded £60,000 (2 employees in 2023).

8. SUPPORT COSTS

Support costs

Cost type

	2024	2023
	£	£
Payroll costs	482,258	470,380
Other costs	455,802	338,902
Depreciation	71,472	13,381
	<u>1,009,532</u>	<u>822,663</u>

Allocation of support costs 2024	Payroll costs	Other costs	Depn	Total
	£	£	£	£
Domiciliary care	385,807	360,079	56,462	802,348
Residential care	<u>96,452</u>	<u>95,722</u>	<u>15,010</u>	<u>207,184</u>
	<u>482,259</u>	<u>455,801</u>	<u>71,472</u>	<u>1,009,532</u>

Allocation of support costs 2023	Payroll costs	Other costs	Depn	Total
	£	£	£	£
Domiciliary care	376,304	260,406	16,643	653,353
Residential care	<u>94,706</u>	<u>78,496</u>	<u>(3,262)</u>	<u>169,310</u>
	<u>470,380</u>	<u>338,902</u>	<u>13,381</u>	<u>822,663</u>

Support costs have been allocated 79% (2023 - 77%) to Domiciliary Care and 21% (2023 - 23%) to Residential care.

Governance costs includes payments to the auditors of £7,000 (2023 £6,000) for audit fees.

INDIVIDUAL CARE SERVICES

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2024**

9. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Totals £
COST OR VALUATION				
At 1 April 2023	6,338,504	141,778	204,920	6,685,202
Additions	575,730	94,537	-	670,267
Revaluations	134,766	-	-	134,766
At 31 March 2024	<u>7,049,000</u>	<u>236,315</u>	<u>204,920</u>	<u>7,490,235</u>
DEPRECIATION				
At 1 April 2023	43,220	92,118	63,225	198,563
Charge for year	-	36,049	35,423	71,472
Revaluation adjustments	(43,220)	-	-	(43,220)
At 31 March 2024	<u>-</u>	<u>128,167</u>	<u>98,648</u>	<u>226,815</u>
NET BOOK VALUE				
At 31 March 2024	<u>7,049,000</u>	<u>108,148</u>	<u>106,272</u>	<u>7,263,420</u>
At 31 March 2023	<u>6,295,284</u>	<u>49,660</u>	<u>141,695</u>	<u>6,486,639</u>

Comparable historical cost for the land and buildings included at valuation:

	2024 £	2023 £
Cost	6,151,419	5,359,936
Accumulated depreciation	317,072	317,072
As at 31 March 2024	<u>5,834,347</u>	<u>5,042,864</u>

This represents properties included above at the following valuation.

	2024 £	2023 £
Revaluation	7,049,000	6,338,502
Accumulated depreciation	-	43,220
As at 31 March 2024	<u>7,049,000</u>	<u>6,295,282</u>

All other tangible fixed assets are stated at historical cost.

The freehold properties owned by the company were valued by G A Smith who is a Chartered Surveyor, a trustee of the charity, on an open market basis. The valuation was undertaken at 31 March 2024 and in the opinion of the Trustees this valuation is considered to be reasonable.

INDIVIDUAL CARE SERVICES

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2024**

9. TANGIBLE FIXED ASSETS - continued

Fixed assets, included in the above, which are held under hire purchase contracts are as follows:

	Fixtures and fittings £	Motor vehicles £	Totals £
COST OR VALUATION			
At 1 April 2023	-	139,356	139,356
Additions	34,074	-	34,074
	<u>34,074</u>	<u>139,356</u>	<u>173,430</u>
At 31 March 2024	34,074	139,356	173,430
DEPRECIATION			
At 1 April 2023	-	5,807	5,807
Charge for year	8,519	33,387	41,906
	<u>8,519</u>	<u>39,194</u>	<u>47,713</u>
At 31 March 2024	8,519	39,194	47,713
NET BOOK VALUE			
At 31 March 2024	<u>25,555</u>	<u>100,162</u>	<u>125,717</u>
At 31 March 2023	<u>-</u>	<u>133,549</u>	<u>133,549</u>

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade debtors	486,979	386,594
Other debtors	2,951	5,178
Prepayments and accrued income	-	11,625
	<u>489,930</u>	<u>403,397</u>

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2024

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Bank loans and overdrafts (see note 13)	48,197	70,083
Hire purchase (see note 14)	35,969	7,544
Trade creditors	56,021	154,535
Social security and other taxes	83,193	62,224
Other creditors	3,211	11,476
Accrued expenses	482,760	385,161
	709,351	691,023

12. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2024	2023
	£	£
Bank loans (see note 13)	1,058,120	791,355
Hire purchase (see note 14)	75,467	84,773
	1,133,587	876,128

13. LOANS

An analysis of the maturity of loans is given below:

	2024	2023
	£	£
Amounts falling due within one year on demand:		
Bank loans	48,197	70,083
Amounts falling between one and two years:		
Bank loans - 1-2 years	49,884	70,560
Amounts falling due between two and five years:		
Bank loans - 2-5 years	175,482	229,441
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	832,754	491,354

Bank Loans

Bank loans include loans that are either repayable at a fixed or variable rate of interest.

Fixed Rate Loans

Fixed rate loans are as follows:

A bank loan of £90,588 which was drawndown on 03/08/2022. The loan is repayable by monthly instalments and carries interest at 6.64% per annum. The loan is repayable from 03/09/2022 to 03/08/2037. Interest of £5,794 was charged during the year and the balance as at 31 March 2024 is £84,710

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2024

13. LOANS - continued

A bank loan of £80,820 which was drawdown on 21/09/2022. The loan is repayable by monthly instalments and carries interest at 8.14% per annum. The loan is repayable from 21/10/2022 to 21/09/2037. Interest of £4,265 was charged during the year and the balance as at 31 March 2024 is £76,405.

A bank loan of £274,050 which was drawdown on 26/10/2022. The loan is repayable by monthly instalments and carries interest at 7.42% per annum. The loan is repayable from 2/11/2022 to 26/10/37. Interest of £19,666 was charged during the year and the balance as at 31 March 2024 is £259,139.

A bank loan of £79,931 which was drawdown on 18/03/2024. The loan is repayable by monthly instalments and carries interest at 7.4% per annum. The loan is repayable from 1/04/24 to 18/03/39. Interest of £Nil was charged during the year and the balance as at 31 March 2024 is £79,931.

Variable Rate Loans

Variable rate loans are as follows:

A bank loan of £90,589 which was drawdown on 03/08/2022. The loan is repayable by monthly instalments and carries interest at 3.4% rate above base rate per annum. The loan is repayable from 05/09/2023 to 03/07/2037. Interest of £7,419 was charged during the year and the balance as at 31 March 2024 is £85,010.

A bank loan of £80,820 which was drawdown on 21/09/2022. The loan is repayable by monthly instalments and carries interest at 3.4% rate above base rate per annum. The loan is repayable from 21/10/2022 to 21/09/2037. Interest of £6,640 was charged during the year and the balance as at 31 March 2024 is £76,208.

A bank loan of £274,050 which was drawdown on 26/10/2022. The loan is repayable by monthly instalments and carries interest at 3.4% rate above base rate per annum. The loan is repayable from 26/11/2022 to 26/10/2037. Interest of £21,248 was charged during the year and the balance as at 31 March 2024 is £258,913.

A bank loan of £79,931 which was drawdown on 18/03/24. The loan is repayable by monthly instalments and carries interest at 3.48% rate above base rate per annum. The loan is repayable from 18/04/24 to 18/03/39. Interest of £Nil was charged during the year and the balance as at 31 March 2024 is £77,988.

A bank loan of £107,285 which was drawdown on 15/06/23. The loan is repayable by monthly instalments and carries interest at 3.48% rate above base rate per annum. The loan is repayable from 15/07/23 to 15/06/38. Interest of £3,507 was charged during the year and the balance as at 31 March 2024 is £100,749.

All bank loans are secured by a charge over the relevant property.

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2024

14. LEASING AGREEMENTS

Minimum lease payments under hire purchase fall due as follows:

	2024 £	2023 £
Net obligations repayable:		
Within one year	35,969	7,544
Between one and five years	75,467	84,773
	111,436	92,317

15. MOVEMENT IN FUNDS

	At 1.4.23 £	Net movement in funds £	At 31.3.24 £
Unrestricted funds			
General fund	5,800,346	504,535	6,304,881
	5,800,346	504,535	6,304,881

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	5,940,925	(5,614,376)	177,986	504,535
	5,940,925	(5,614,376)	177,986	504,535

Comparatives for movement in funds

	At 1.4.22 £	Net movement in funds £	At 31.3.23 £
Unrestricted funds			
General fund	4,217,793	215,131	4,432,924
Revaluation reserve	1,367,422	-	1,367,422
	5,585,215	215,131	5,800,346
TOTAL FUNDS	5,585,215	215,131	5,800,346

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2024

15. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	4,379,718	(4,164,587)	215,131
TOTAL FUNDS	<u>4,379,718</u>	<u>(4,164,587)</u>	<u>215,131</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.22 £	Net movement in funds £	At 31.3.24 £
Unrestricted funds			
General fund	4,217,793	719,666	4,937,459
Revaluation reserve	1,367,422	-	1,367,422
	<u>5,585,215</u>	<u>719,666</u>	<u>6,304,881</u>
TOTAL FUNDS	<u>5,585,215</u>	<u>719,666</u>	<u>6,304,881</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	10,320,643	(9,778,963)	177,986	719,666
TOTAL FUNDS	<u>10,320,643</u>	<u>(9,778,963)</u>	<u>177,986</u>	<u>719,666</u>

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2024

16. RELATED PARTY DISCLOSURES

During the year the company purchased services from a business in which directors/trustees had an interest. The value of these services and the directors/trustees concerned are as follows:

Two trustees, Mr A H Crompton and Mr A A Crompton are directors of A A Frances & Sons Limited. This company carried out most of the maintenance and refurbishment work at the residential homes. The following transactions were undertaken on a normal commercial basis.

Resources expended of £96,356 (2023 - £71,772). In addition there are capitalised costs of £182,293 (2023 - £296,088)

Within trade creditors and accruals is a balance of £27,845 (2023 - £103,719) in respect of this company.

David Hartley a Director of the company and is also a Director and shareholder in Ardenfield Limited. Ardenfield Limited provides management services to the charity. The amount of fees paid to Ardenfield Limited during the year amounted to £27,326 (2023 - £2,740).

During his period of his employment, the charity made loans available to Mr J Edwards (the former Chief Executive Officer of the charity). The loan debtor at the period end was £2,951 (2023 - £5,178). This is being repaid at £350 per month.

17. ULTIMATE CONTROLLING PARTY

There was no controlling party during the year.

18. GOING CONCERN

The Charity's financial statements are prepared on a going concern basis. There are no material uncertainties about the Charity's ability to continue.

INDIVIDUAL CARE SERVICES

Detailed Statement of Financial Activities for the Year Ended 31 March 2024

	2024 £	2023 £
INCOME AND ENDOWMENTS		
Investment income		
Interest receivable	6,366	1
Charitable activities		
Fees received for residential care	1,246,309	1,014,422
Fees for domiciliary care	4,688,250	3,365,295
	5,934,559	4,379,717
Total incoming resources	5,940,925	4,379,718
EXPENDITURE		
Domiciliary care costs		
Staff costs	3,847,508	2,924,788
Other costs	366,506	245,279
Depreciation of tangible fixed assets	56,462	17,352
Bank loan interest	53,501	23,039
Hire purchase	5,530	2,190
	4,329,507	3,212,648
Residential care costs		
Staff costs	1,061,988	806,151
Other costs	192,179	142,224
Depreciation of tangible fixed assets	15,010	7,725
Profit on sale of assets	-	(11,697)
Bank loan interest	14,222	6,882
Hire purchase	1,470	654
	1,284,869	951,939
Total resources expended	5,614,376	4,164,587
Net income	326,549	215,131

This page does not form part of the statutory financial statements

INDIVIDUAL CARE SERVICES

England & Wales - Charity number 1008195

Accounts

REGISTERED COMPANY NUMBER: 02666602 (England and Wales)
REGISTERED CHARITY NUMBER: 1008195

Report of the Trustees and
Financial Statements for the Year Ended 31 March 2023
for
INDIVIDUAL CARE SERVICES

Michael Dufty Partnership Limited
Statutory Auditors
59-61 Charlotte Street
St Pauls Square
Birmingham
West Midlands
B3 1PX

INDIVIDUAL CARE SERVICES

Contents of the Financial Statements for the Year Ended 31 March 2023

	Page
Report of the Trustees	1 to 7
Report of the Independent Auditors	8 to 11
Statement of Financial Activities	12
Balance Sheet	13
Cash Flow Statement	14
Notes to the Cash Flow Statement	15
Notes to the Financial Statements	16 to 27
Detailed Statement of Financial Activities	28

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2023

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2023. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

This annual report contains a Director's Report as required by Company Law.

OBJECTIVES AND ACTIVITIES

The objective of the charity is to provide support in the community for people with special needs. The primary beneficiaries of this support are people with a learning disability and/or additional physical, sensory or behavioural disabilities.

The support is provided through two key services: long term care provision in small residential care homes; and a community-based registered domiciliary care service providing support to service users in their own homes as well as facilitating access community facilities and activities.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity undertakes.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2023

STRATEGIC REPORT

Achievement and performance

A key goal is to ensure the stability and on-going viability of existing services of the charity and identify key areas for future growth and development.

At the start of the fiscal year 2022 - 2023 the Board of Trustees and the Chief Executive Officer (CEO) completed a review of the business plan and forecasting within it. The overall strategic direction remained the same. The fiscal results of 2021 - 2022 for Individual Care Services (ICS) have demonstrated good, continued recovery from 2020 - 2021 and a business growth and an improvement in financial stability, with the demonstration of a small surplus.

With the demonstrated growth and marginal surplus, the Trustees and CEO felt that the business plan (2020 - 2025) should remain the same, indications where such that the charity should continue the same growth trajectory and meet the forecasted numbers in 2022 - 2023.

2022 -2023 was subject to many changes in management, with the replacement of the Head of Service and various Service Manager positions. These changes resulted in additional workload for the management team, however by the end of the financial year, stability in all areas with the exception of the residential home 60 ward Grove, was restored.

The trustees had for many years discussed the purchase of a property by the sea for the benefit of its clients to use as a holiday home, in November 2022 this ambition was realised with the purchase of a 6-bed bungalow in the village of Amroth, West Wales. The trustees and CEO have begun a journey of modification to the property to ensure its accessibility for all of ICS' clients and a safe environment for them to enjoy.

The long-term aim is for the property to provide a home from home feel with enhanced facilities at an affordable rate for all of ICS' clients. ICS will continue to review the rate charged for using the home and where a client of ICS is unable to afford this facility, ICS will wave the charges. The trustees believe that all of our clients should have the opportunity for a holiday and where the organisation can support in doing this, it will. The property will operate at a loss and in the interest of subsidising ICS clients stays there. To provide a degree of separation and ensure the property is operated as a holiday let and not a respite facility, the property will be managed by Ardenfield Ltd, a property management company.

ICS continues to have a focus on quality and has utilised the support of an external inspector to identify areas to improve. ICS has also started the process of digitisation with the support of Access Group Health and Social Care. Both of these steps have demonstrated improvements; however the transition has been complicated and labourious, something that has resulted in manager fatigue. It is envisioned that by the end of the next financial year, the transition will be complete and with the greater knowledge of the systems, will bring an improvement further still of quality and the easing on the workload of the management team. ICS will seek to add Access Compliance in the forthcoming year to the suite of software, linking all activities together.

The Trustees recognise the challenging business environment in which the organisation continues to operate in, and the challenges ICS faces in service delivery, this is largely because of the post covid-19 pandemic work force issues and the financial crisis starting September 2022 and continuing into 2023. ICS has seen salary and hourly rate demands increase by circa 10% yet funding increased only by circa 8%. The trustees and the CEO feel that it is essential to have consistency in support staff and management and so will attempt to remain competitive in pay and benefits. To achieve this and reduce the impact of the delta, ICS will reduce property renovation expense over the next two years and seek to expand the client base slightly to spread the operational costs. Expansion will largely be dependant on the use of finance facilities secured against purchased property.

Covid-19 and the impact of the pandemic continued to be experienced across the sector and the organisation, although promisingly, the impact is reduced incrementally month by month and by the end of the financial year, ICS had a notable low number of case. It will remain on the organisations radar for the forthcoming financial year, however at this stage it is expected to have no further impact.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2023

The CQC continues to utilise a more data driven approach, this will result in fewer inspections, but does mean that ICS could operate for prolonged periods without regulator intervention, ICS is at risk of slipping standards and complacency. To mitigate this ICS is now using an external auditor for care and refining its use of digital auditing software.

Residential care remains at a very low level of interest for Warwickshire, Coventry, and Solihull, although in Staffordshire, it still appears an active market. ICS has maintained its two care homes, but it is still felt that at this time, supported Living is the organisation's focus. The financial viability of the residential service '2 Laural Drive' remains workable, however the residential service '60 Ward Grove' is a high-risk service, with extremely high pay and operational cost demands and financial stability and the stability of care sensitive to external factors such as support worker pay, cost of living and property resident numbers.

The financial headwind caused by increasing operating costs and the cost-of-living crisis combined with reduced spending by Local Authorities and the NHS presents a risk to non-surplus delivering services, the trustees and CEO will continue to monitor this into 2023-2024.

To ensure the most cost-effective use of resources in relation to business support such as accountancy, payroll and pension management and administration, the trustees continue to outsource these functions. The trustees believe, given the current size of the charity's business, outsourcing provides the best efficiencies in terms of productivity and costs. The arrangement will be kept under review. As mentioned above, ICS has also outsourced the property management of Mellicha, West Wales, including cleaning, grounds maintenance, bookings, and the management of utilities. This permits flexibility when demand changes and minimises the fiscal responsibility of employing to manage the property. ICS will continue to review this and consider moving these functions inhouse should that be deemed more cost effective in the future.

To help ensure continued growth in its services, ICS actively maintains relationships with commissioners and other influencers to ensure it receives a steady number of referrals of new packages.

Commissioners and regulatory authorities undertake regular audits of the services provided by ICS. One of the main elements of these audit processes are that staff are appropriately trained to deliver care safely for our clients. Following a review of the training and development utilised within ICS, it was identified that a consistent and structured approach was needed to ensure that all training provided could be correctly recorded and evidenced for the purposes of staff development and inspection/audit processes undertaken by commissioning and regulatory authorities. This has now been implemented and proving successful.

There is now a blended approach to the training structure within ICS providing its staff with their fundamental training and development. ICS staff are able to access training via on-line remote learning, classroom-based learning and training manuals. Staff and managers also have access to webinars and local authority provided training. Managers are increasingly being supported to complete Train the Trainer events to reduce external costs on ICS and provide a more dynamic approach to staff onboarding.

It is essential that staff receive the appropriate training and development to enable them to undertake their duties safely and competently. The training processes that have been developed and implemented provide ICS staff with the necessary competencies, which ensure that clients are provided with safe and robust care. Staff also recognise that training and development is an investment in their career progression within ICS and as such, gain a sense of worth from this investment made by the charity.

In addition to a wider breadth of topics to be covered during induction training, the Care Certificate calls for Service Managers to have a much higher level of engagement with their teams in terms of observing performance, motivation and management.

ICS has set the target for all managers in the 'care' area of the business to have the level 5 in Leadership and Management in Social Care, this is to improve management practice and overall quality.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2023

STRATEGIC REPORT

Financial review

ICS does not actively seek donations, either monetary or in kind. All revenue is generated through contracts with Local Authorities and Health Authorities or directly from service users in the form of 'Direct Payments'.

All surplus funds are currently being used to modernise the properties and expand the property portfolio of ICS, with the renovation and expansion of the portfolio, ICS is able to offer more services to more clients. As a result of this strategic change, the trustees consider the most appropriate level of free reserves should be not less than £400,000.

The charity has again met its financial objectives in accordance with its corporate planning initiatives and goals. Total income for 2022 - 2023 is £4,379,718 compared to £3,896,518 in the previous year, a growth of nearly £500,000.

The net income this year was £215,131 compared to £100,201 in the previous year. Taking into account the challenges surrounding recruitment and subsequent need for agency, alongside the renovation investment back into the organisation, the generation of £215,131 surplus is considered a very successful year for ICS. The changes and improvements from 2022 - 2023 will have help ICS to continue to be a financially viable organisation for the years to come.

Despite planned expenditure, the balance sheet and financial resources has continued to increase in line with the Charity's corporate plan and objectives. As of 31st March 2023, the charity's net assets amounted to £5,800,346 compared to £5,585,215 as of 31st March 2022.

Under the Charity's Memorandum and Articles of Association the Board of Trustees has the power to invest as it thinks fit any monies not immediately required. The Trustees in previous years have adopted a low to medium risk investment strategy, placing funds in short term savings of varying amounts with maturities periodically through the fiscal year. Following review of assets, growth and return on investment, the trustees decided to redirect the funds held in these investment and purchase property. This will continue to be the strategy of the Board for 2023 - 2024 and beyond.

ICS' utilisation of the facility of mortgages will continue in the coming years to support growth and capitalise on the asset value of the property portfolio it has.

The Board of Trustees investment policy is to ensure it has cash reserves to cover 3 months expense whilst facilitating forced sales of owned property if needed. It is noted however that in the event that the organisation had a significant reduction in revenue, its staffing costs would also reduce at a comparable ratio. The Trustees continue to review and update this policy, on a regular basis. Due to the current financial situation and investment uncertainty Individual Care Services has £300,000 in cash held on account with Lloyds Bank Plc. Over the coming years, ICS will allow this to grow steadily to £500,000 to reflect its growing staff team.

Principal risks and uncertainties

ICS has conducted a review of the major risks to which the charity is exposed. A risk register has been established and is updated regularly. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. External risks to funding have led to the development of a strategic plan which will allow for the diversification of funding and activities. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, clients and visitors to ICS. There is a consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2023

STRUCTURE, GOVERNANCE AND MANAGEMENT

The charity is a company limited by guarantee. The company is registered under the Charities Act, number 1008195. The members of the board of trustees are directors of the charitable company and its trustees for the purposes of company law. They are elected in accordance with the provision of the Articles of Association and meet at least quarterly. A senior management team is appointed by the board of trustees to advise on policy and to manage the day-to-day operations of the charity. Individual Care Services (ICS) is governed by the Memorandum and Articles of Association, dated 1 November 1991, as amended on 29 March 2000. These articles are reviewed on a regular basis.

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

Mr A H Crompton
Mr A A Crompton
Mr M Hartley
Mrs L Hartley
Mr G A Smith
Mrs F B Smith
Mrs Helle Charles
Miss R Thorpe

David Hartley continued with ICS and was promoted to Chief Executive Officer in recognition for continued progress and development of ICS. David has grown the organisation, led the organisation through the financial crisis (Cost of Living), continued to focus on digital innovation and resolved the quality issues identified by internal and external audit. David delivered a growth of 12% with a surplus (including capital investment) of over 6%. David continues to drive the organisation in modernisation through technological innovations and environmental impact reduction (going paperless and clean energy). David has taken the charities ambition of many years to provide a holiday location for ICS' clients and made it a reality, locating and securing a large bungalow on the West coast of Wales. David has the full support of the board of trustees and continues to work towards the growth of the charity focusing on the core values of ICS.

Trustees are elected at the AGM of the Charity and all members of the Charity are entitled to vote. Any co-opted trustee is required to resign and stand for election at the next AGM. All trustees undergo an individual induction process and are presented with a personal comprehensive induction pack, which includes Charity Commission videos and publications. The Trustees are able to confirm that they have assessed the major risks to which the charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
02666602 (England and Wales)

Registered Charity number
1008195

Registered office
25 Alcester Road
Studley
Warwickshire
B80 7LL

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2023

Trustees

Mr A H Crompton
Mr A A Crompton
Mr M Hartley
Mrs L Hartley
Mr G A Smith
Mrs F B Smith
Mrs Helle Charles
Miss R Thorpe

Chief Executive Officer and Secretary to the Board

Mr David Hartley

Auditors

Michael Dufty Partnership Limited
Statutory Auditors
59-61 Charlotte Street
St Pauls Square
Birmingham
West Midlands
B3 1PX

Solicitors

Band Hatton Button
Earlsdon Park
53-55 Butts Road
Coventry
West Midlands
CV1 3BH

Accountants

J E Johnson Limited
61 Charlotte Street
St Pauls Square
Birmingham
B3 1PX

Bankers

Lloyds
19 Church Green East
Redditch
B98 8BZ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Individual Care Services for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

INDIVIDUAL CARE SERVICES

**Report of the Trustees
for the Year Ended 31 March 2023**

STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- 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 proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

AUDITORS

The auditors, Michael Duffy Partnership Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 21-11-23 and signed on the board's behalf by:



.....
Mr A A Crompton - Trustee

Report of the Independent Auditors to the Members of Individual Care Services

Opinion

We have audited the financial statements of Individual Care Services (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the 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 other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

**Report of the Independent Auditors to the Members of
Individual Care Services**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

Report of the Independent Auditors to the Members of Individual Care Services

Our responsibilities for the audit of the financial statements

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

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error, to obtain sufficient appropriate audit evidence regarding the assessed risk of material misstatement due to fraud or error, and to respond appropriately to those risks. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected even though the audit is properly planned and performed in accordance with ISAs (UK).

In identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and noncompliance with laws and regulations, our procedures included the following:

- we obtained an understanding of the legal and regulatory frameworks applicable to the Charity and the sector in which it operates. We determined that the following laws and regulations were most significant: The Charities Act 2011 and the Charities SORP (FRS 102) (effective 1 January 2019) and compliance with Care Quality Commission standards.
- we obtained an understanding of how the Charity is complying with those legal and regulatory frameworks by making inquiries of the Charity's management, and considering available audit information.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the engagement team included:

- identifying and assessing the design and effectiveness of controls management has in place to prevent and detect fraud.
- understanding how management considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process.
- challenging assumptions and judgments made by management in its significant accounting estimates
- identifying and testing journals entries as deemed necessary during the audit and, in particular reviewing material journal entries posted with unusual accounting combinations.
- assessing the extent of compliance with the relevant laws and regulations.

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/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

**Report of the Independent Auditors to the Members of
Individual Care Services**

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' 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.

Robert MacLaren FCCA, ACA (Senior Statutory Auditor)
for and on behalf of Michael Dufty Partnership Limited
Statutory Auditors
59-61 Charlotte Street
St Pauls Square
Birmingham
West Midlands
B3 1PX

Date: 23 - 11 - 23

INDIVIDUAL CARE SERVICES

Statement of Financial Activities for the Year Ended 31 March 2023

	Notes	2023 Unrestricted funds £	2022 Total funds £
INCOME AND ENDOWMENTS FROM			
Charitable activities	3		
Residential care		1,014,422	1,008,715
Domiciliary care		3,365,295	2,886,428
Investment income	2	1	1,375
Total		<u>4,379,718</u>	<u>3,896,518</u>
EXPENDITURE ON			
Charitable activity care cost	4	4,164,587	3,796,317
NET INCOME		215,131	100,201
RECONCILIATION OF FUNDS			
Total funds brought forward		5,585,215	5,485,014
TOTAL FUNDS CARRIED FORWARD		<u>5,800,346</u>	<u>5,585,215</u>

The notes form part of these financial statements

INDIVIDUAL CARE SERVICES

**Balance Sheet
31 March 2023**

	Notes	2023 Unrestricted funds £	2022 Total funds £
FIXED ASSETS			
Tangible assets	9	6,486,639	4,898,546
CURRENT ASSETS			
Debtors	10	403,397	351,047
Cash at bank		477,461	775,489
		<u>880,858</u>	<u>1,126,536</u>
CREDITORS			
Amounts falling due within one year	11	(691,023)	(439,867)
		<u>189,835</u>	<u>686,669</u>
NET CURRENT ASSETS			
		<u>189,835</u>	<u>686,669</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		6,676,474	5,585,215
CREDITORS			
Amounts falling due after more than one year	12	(876,128)	-
		<u>5,800,346</u>	<u>5,585,215</u>
NET ASSETS			
		<u>5,800,346</u>	<u>5,585,215</u>
FUNDS	15		
Unrestricted funds		5,800,346	5,585,215
		<u>5,800,346</u>	<u>5,585,215</u>
TOTAL FUNDS		<u>5,800,346</u>	<u>5,585,215</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 21-11-23 and were signed on its behalf by:



.....
Mr A A Crompton - Trustee

The notes form part of these financial statements

INDIVIDUAL CARE SERVICES

**Cash Flow Statement
for the Year Ended 31 March 2023**

	Notes	2023 £	2022 £
Cash flows from operating activities			
Cash generated from operations	1	384,187	221,276
Net cash provided by operating activities		384,187	221,276
Cash flows from investing activities			
Purchase of tangible fixed assets		(867,177)	(798,915)
Sale of tangible fixed assets		234,800	150,000
Net cash used in investing activities		(632,377)	(648,915)
Cash flows from financing activities			
Loan repayments in year		(14,678)	-
Capital repayments in year		(2,395)	-
Interest paid		(32,765)	-
Net cash (used in)/provided by financing activities		(49,838)	-
Change in cash and cash equivalents in the reporting period			
		(298,028)	(427,639)
Cash and cash equivalents at the beginning of the reporting period		775,489	1,203,128
Cash and cash equivalents at the end of the reporting period		477,461	775,489

The notes form part of these financial statements

INDIVIDUAL CARE SERVICES

**Notes to the Cash Flow Statement
for the Year Ended 31 March 2023**

1.	RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES	2023	2022
		£	£
	Net income for the reporting period (as per the Statement of Financial Activities)	215,131	100,201
	Adjustments for:		
	Depreciation charges	25,077	68,910
	Profit on disposal of fixed assets	(11,697)	-
	Interest paid	32,765	-
	Increase in debtors	(52,350)	(82,923)
	Increase in creditors	175,261	135,088
		<u>384,187</u>	<u>221,276</u>
	Net cash provided by operations	<u>384,187</u>	<u>221,276</u>

2.	ANALYSIS OF CHANGES IN NET FUNDS/(DEBT)			
	At 1.4.22	Cash flow	Other non-cash changes	At 31.3.23
	£	£	£	£
Net cash				
Cash at bank	775,489	(298,028)		477,461
	<u>775,489</u>	<u>(298,028)</u>		<u>477,461</u>
Debt				
Finance leases	-	(449)	(91,868)	(92,317)
Debts falling due within 1 year	-	29,478	(99,561)	(70,083)
Debts falling due after 1 year	-	-	(791,355)	(791,355)
	<u>-</u>	<u>29,029</u>	<u>(982,784)</u>	<u>(953,755)</u>
Total	<u>775,489</u>	<u>(268,999)</u>	<u>(982,784)</u>	<u>(476,294)</u>

The notes form part of these financial statements

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements for the Year Ended 31 March 2023

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain assets.

Accounting policy judgements and key sources of estimation uncertainty

Certain of the amounts included in the financial statements involve the use of judgement and/or estimation. These judgements and estimates are based on management's best knowledge of the relevant facts and circumstances, having regard to prior experience. Information about such judgements and estimation is contained in the accounting policies and/or notes to the financial statements and the key areas are summarised below:

Judgements in applying accounting policies

The Trustees/Directors must judge whether all the conditions required for income and costs to be recognised in the Statement of Financial Activities have been met.

Sources of estimation

Depreciation rates are based on estimates of the useful lives and residual values of the assets involved

The carrying value of debtors is assessed and the recoverability of debtors concluded on.

Accrued income and accrued wages are calculated based on the date the charge periods end. The income charge periods ended either on 27 March 2023 or 2 April 2023 and therefore assessment has been made of accrued income on that basis.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income primarily consists of long term care provision in small residential care homes; and a community based registered domiciliary care service providing support to service users in their own homes as well as facilitating access community facilities and activities.

Income is charged either in 4 week periods, 13 times per annum, or on a monthly basis, depending on the policy of individual Local authorities and Health authorities.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life or, if held under a finance lease, over the lease term, whichever is the shorter.

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2023

1. ACCOUNTING POLICIES - continued

Tangible fixed assets

Freehold property	- 1% straight line on revaluation
Fixtures and fittings	- 25% on reducing balance
Motor vehicles	- 25% on reducing balance

The properties of the charity are regularly maintained and the maintenance costs are charged as an expense to the Statement of Financial Activities. The property valuations are reviewed annually.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Investments

Current asset investments included in cash at bank balances are stated at market value.

Cash at bank and in hand

Cash at bank and in hand includes amounts held on money market and in a call account. These are included at statement balances and interest receivable is included in other debtors.

Pensions

The charitable company operates a defined contribution pension scheme and auto enrolment pensions. Contributions payable to the charitable company's pension scheme and under auto enrolment are charged to the Statement of Financial Activities in the period to which they relate.

2. INVESTMENT INCOME

	2023	2022
	£	£
Interest receivable	<u>1</u>	<u>1,375</u>

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2023

3. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2023 £	2022 £
Fees received for residential care	Residential care	1,014,422	1,008,715
Fees for domiciliary care	Domiciliary care	3,365,295	2,886,428
		4,379,717	3,895,143

4. CHARITABLE ACTIVITY CARE COST

Domiciliary care costs

	2023 £	2022 £
Staff costs	2,924,788	2,619,699
Other costs	245,279	204,364
Depreciation	17,352	14,863
Interest payable and similar charges	25,229	-
	3,212,648	2,838,926

Residential care costs

	2023 £	2022 £
Staff costs	806,151	745,405
Other costs	142,224	157,939
Depreciation	7,725	54,047
Loss on sale of assets	(11,697)	-
Interest payable and similar charges	7,536	-
	951,939	957,391

Aggregate amounts

	4,164,587	3,796,317
--	-----------	-----------

5. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2023 £	2022 £
Depreciation - owned assets	19,270	68,910
Depreciation - assets on hire purchase contracts and finance leases	5,807	-
Surplus on disposal of fixed assets	(11,697)	-
Loss/(profit) on disposal	-	8,701
	-	8,701

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2023

6. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2023 nor for the year ended 31 March 2022.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2023 nor for the year ended 31 March 2022.

7. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	3,730,939	3,365,104
	<u>3,730,939</u>	<u>3,365,104</u>
	<u>3,730,939</u>	<u>3,365,104</u>

The average monthly number of employees during the year was as follows:

	2023	2022
Charitable activities	132	115
Management and administration	12	8
	<u>144</u>	<u>123</u>
	<u>144</u>	<u>123</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2023	2022
£70,001 - £80,000	1	1
£120,001 - £130,000	1	1
	<u>2</u>	<u>2</u>
	<u>2</u>	<u>2</u>

Wages and salaries above includes agency workers £227,109 (2022 - £234,563)

Employers national insurance contributions included in wages and salaries above totalled £233,425 (2022 - £226,905).

The company operates a money purchase pension scheme and it contributes in respect of those staff entitled to join. Pensions auto enrollment is available for the remaining staff.

Total pension costs in the year were £113,061 (2022 - £98,844). Pension costs are included in staff costs. Pension commitments included in accrued expenses are £nil (2022 - £nil).

Contributions totalling £34,237 (2022 - £40,723) including salary sacrifice were made to defined contribution pension schemes on behalf of 1 employee whose emoluments exceed £60,000 (2 employees in 2022).

INDIVIDUAL CARE SERVICES

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2023**

8. SUPPORT COSTS

Support costs

Cost type

	2023	2022
	£	£
Payroll costs	470,380	488,475
Other costs	338,902	248,472
Depreciation	13,381	20,057
Sale of assets	-	8,701
	<u>822,663</u>	<u>765,705</u>

Allocation of support costs 2023	Payroll costs	Other costs	Depreciation	Sale of Assets	Total
	£	£	£	£	£
Domiciliary care	376,304	260,406	16,643	-	653,353
Residential care	<u>94,706</u>	<u>78,496</u>	<u>(3,262)</u>	-	<u>169,310</u>
	<u>470,380</u>	<u>338,902</u>	<u>13,381</u>	-	<u>822,663</u>

Allocation of support costs 2022	Payroll costs	Other costs	Depreciation	Sale of Assets	Total
	£	£	£	£	£
Domiciliary care	390,780	184,126	14,863	8,701	598,470
Residential care	<u>97,695</u>	<u>64,346</u>	<u>5,194</u>	-	<u>167,235</u>
	<u>488,475</u>	<u>248,472</u>	<u>20,057</u>	<u>8,701</u>	<u>765,705</u>

Support costs have been allocated 77% (2022 - 74%) to Domiciliary Care and 23% (2022 - 26%) to Residential care.

Governance costs includes payments to the auditors of £5,000 (2022 £5,000) for audit fees.

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2023

9. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Totals £
COST				
At 1 April 2022	4,875,873	109,557	106,839	5,092,269
Additions	1,678,384	32,221	139,356	1,849,961
Disposals	(215,753)	-	(41,275)	(257,028)
At 31 March 2023	<u>6,338,504</u>	<u>141,778</u>	<u>204,920</u>	<u>6,685,202</u>
DEPRECIATION				
At 1 April 2022	43,220	75,564	74,939	193,723
Charge for year	-	16,554	8,523	25,077
Eliminated on disposal	-	-	(20,237)	(20,237)
At 31 March 2023	<u>43,220</u>	<u>92,118</u>	<u>63,225</u>	<u>198,563</u>
NET BOOK VALUE				
At 31 March 2023	<u>6,295,284</u>	<u>49,660</u>	<u>141,695</u>	<u>6,486,639</u>
At 31 March 2022	<u>4,832,653</u>	<u>33,993</u>	<u>31,900</u>	<u>4,898,546</u>

Comparable historical cost for the land and buildings included at valuation:

	2023 £	2022 £
Cost	5,359,936	3,897,306
Accumulated depreciation	317,072	317,072
As at 31 March 2023	<u>5,042,864</u>	<u>3,580,234</u>

This represents properties included above at the following valuation.

	2023 £	2022 £
Revaluation	6,338,502	4,875,873
Accumulated depreciation	43,220	43,220
As at 31 March 2023	<u>6,295,282</u>	<u>4,832,653</u>

All other tangible fixed assets are stated at historical cost.

The freehold properties owned by the company were valued by G A Smith who is a Chartered Surveyor, a trustee of the charity, on an open market basis. The valuation was undertaken at 31 March 2021 and in the opinion of the Trustees this valuation is considered to be reasonable.

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2023

9. TANGIBLE FIXED ASSETS - continued

Fixed assets, included in the above, which are held under hire purchase contracts are as follows:

		Motor vehicles £
COST		
Additions		139,356
DEPRECIATION		
Charge for year		5,807
NET BOOK VALUE		
At 31 March 2023		133,549
At 31 March 2022		-

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Trade debtors	386,594	341,741
Other debtors	5,178	9,306
Prepayments and accrued income	11,625	-
	403,397	351,047

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Bank loans and overdrafts (see note 13)	70,083	-
Hire purchase (see note 14)	7,544	-
Trade creditors	154,535	59,523
Social security and other taxes	62,224	56,914
Other creditors	11,476	1,348
Accrued expenses	385,161	322,082
	691,023	439,867

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2023

12. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2023	2022
	£	£
Bank loans (see note 13)	791,355	-
Hire purchase (see note 14)	84,773	-
	876,128	-
	876,128	-

13. LOANS

An analysis of the maturity of loans is given below:

	2023	2022
	£	£
Amounts falling due within one year on demand:		
Bank loans	70,083	-
	70,083	-
Amounts falling between one and two years:		
Bank loans - 1-2 years	70,560	-
	70,560	-
Amounts falling due between two and five years:		
Bank loans - 2-5 years	229,441	-
	229,441	-
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	491,354	-

Bank Loans

Bank loans include loans that are either repayable at a fixed or variable rate of interest.

Fixed Rate Loans

Fixed rate loans are as follows:

A bank loan of £90,588 which was drawdown on 03/08/2022. The loan is repayable by monthly instalments and carries interest at 6.64% per annum. The loan is repayable from 03/09/2022 to 03/08/2037, Interest of £3,959 was charged during the year and the balance as at 31 March 2023 is £88,473.

A bank loan of £80,820 which was drawdown on 21/09/2022. The loan is repayable by monthly instalments and carries interest at 8.14% per annum. The loan is repayable from 21/10/2022 to 21/09/2037, Interest of £3,239 was charged during the year and the balance as at 31 March 2023 is £79,383.

A bank loan of £274,050 which was drawdown on 26/10/2022. The loan is repayable by monthly instalments and carries interest at 7.42% per annum. The loan is repayable from 28/11/2022 to 26/10/2037, Interest of £8,420 was charged during the year and the balance as at 31 March 2023 is £269,824.

Variable Rate Loans

Variable rate loans are as follows:

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2023

13. LOANS - continued

A bank loan of £90,589 which was drawdown on 03/08/2022. The loan is repayable by monthly instalments and carries interest at 3.4% rate above base rate per annum. The loan is repayable from 05/09/2023 to 03/07/2037, Interest of £2,400 was charged during the year and the balance as at 31 March 2023 is £87,541.

A bank loan of £80,820 which was drawdown on 21/09/2022. The loan is repayable by monthly instalments and carries interest at 3.4% rate above base rate per annum. The loan is repayable from 21/10/2022 to 21/09/2037, Interest of £2,400 was charged during the year and the balance as at 31 March 2023 is £78,925.

A bank loan of £274,050 which was drawdown on 26/10/2022. The loan is repayable by monthly instalments and carries interest at 3.4% rate above base rate per annum. The loan is repayable from 26/11/2022 to 26/10/2037, Interest of £10,000 was charged during the year and the balance as at 31 March 2023 is £272,091.

All bank loans are secured by a charge over the relevant property.

14. LEASING AGREEMENTS

Minimum lease payments under hire purchase fall due as follows:

	2023 £	2022 £
Net obligations repayable:		
Within one year	7,544	-
Between one and five years	84,773	-
	92,317	-
	92,317	-

15. MOVEMENT IN FUNDS

	At 1.4.22 £	Net movement in funds £	At 31.3.23 £
Unrestricted funds			
General fund	4,217,793	215,131	4,432,924
Revaluation reserve	1,367,422	-	1,367,422
	5,585,215	215,131	5,800,346
TOTAL FUNDS	5,585,215	215,131	5,800,346

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	4,379,718	(4,164,587)	215,131
	4,379,718	(4,164,587)	215,131
TOTAL FUNDS	4,379,718	(4,164,587)	215,131

INDIVIDUAL CARE SERVICES

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2023**

15. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.21 £	Net movement in funds £	Transfers between funds £	At 31.3.22 £
Unrestricted funds				
General fund	4,078,345	100,201	39,247	4,217,793
Revaluation reserve	1,406,669	-	(39,247)	1,367,422
	<u>5,485,014</u>	<u>100,201</u>	<u>-</u>	<u>5,585,215</u>
TOTAL FUNDS	<u><u>5,485,014</u></u>	<u><u>100,201</u></u>	<u><u>-</u></u>	<u><u>5,585,215</u></u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	3,896,518	(3,796,317)	100,201
	<u>3,896,518</u>	<u>(3,796,317)</u>	<u>100,201</u>
TOTAL FUNDS	<u><u>3,896,518</u></u>	<u><u>(3,796,317)</u></u>	<u><u>100,201</u></u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.21 £	Net movement in funds £	Transfers between funds £	At 31.3.23 £
Unrestricted funds				
General fund	4,078,345	315,332	39,247	4,432,924
Revaluation reserve	1,406,669	-	(39,247)	1,367,422
	<u>5,485,014</u>	<u>315,332</u>	<u>-</u>	<u>5,800,346</u>
TOTAL FUNDS	<u><u>5,485,014</u></u>	<u><u>315,332</u></u>	<u><u>-</u></u>	<u><u>5,800,346</u></u>

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2023

15. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	8,276,236	(7,960,904)	315,332
TOTAL FUNDS	<u>8,276,236</u>	<u>(7,960,904)</u>	<u>315,332</u>

16. RELATED PARTY DISCLOSURES

During the year the company purchased services from a business in which directors/trustees had an interest. The value of these services and the directors/trustees concerned are as follows:

Two trustees, Mr A H Crompton and Mr A A Crompton are directors of A A Frances & Sons Limited. This company carried out most of the maintenance and refurbishment work at the residential homes. The following transactions were undertaken on a normal commercial basis.

Resources expended of £71,772 (2022 - £33,675). In addition there are capitalised costs of £296,088 (2022 - £96,640)

Within trade creditors and accruals is a balance of £103,719 (2022 - £9,434) in respect of this company.

David Hartley a Director of the company and is also a Director and shareholder in Ardenfield Limited. Ardenfield Limited provides management services to the charity. The amount of fees paid to Ardenfield Limited during the year amounted to £2,740 (2022 - £Nil).

During his period of his employment, the charity made loans available to Mr J Edwards (The former Chief Executive Officer of the charity). The loan debtor at the period end was £5,178 (2022 - £9,028). This is being repaid at £350 per month.

17. ULTIMATE CONTROLLING PARTY

There was no controlling party during the year.

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2023

18. GOING CONCERN

The Charity's financial statements are prepared on a going concern basis. There are no material uncertainties about the Charity's ability to continue.

INDIVIDUAL CARE SERVICES

Detailed Statement of Financial Activities for the Year Ended 31 March 2023

	2023 £	2022 £
INCOME AND ENDOWMENTS		
Investment income		
Interest receivable	1	1,375
Charitable activities		
Fees received for residential care	1,014,422	1,008,715
Fees for domiciliary care	3,365,295	2,886,428
	4,379,717	3,895,143
Total incoming resources	4,379,718	3,896,518
EXPENDITURE		
Domiciliary care costs		
Staff costs	2,924,788	2,619,699
Other costs	245,279	204,364
Depreciation of tangible fixed assets	17,352	14,863
Bank loan interest	23,039	-
Hire purchase	2,190	-
	3,212,648	2,838,926
Residential care costs		
Staff costs	806,151	745,405
Other costs	142,224	157,939
Depreciation of tangible fixed assets	7,725	54,047
Profit on sale of assets	(11,697)	-
Bank loan interest	6,882	-
Hire purchase	654	-
	951,939	957,391
Total resources expended	4,164,587	3,796,317
Net income	215,131	100,201

This page does not form part of the statutory financial statements

INDIVIDUAL CARE SERVICES

England & Wales - Charity number 1008195

Accounts

REGISTERED COMPANY NUMBER: 02666602 (England and Wales)
REGISTERED CHARITY NUMBER: 1008195

**Report of the Trustees and
Financial Statements for the Year Ended 31 March 2022
for
INDIVIDUAL CARE SERVICES**

Michael Dufty Partnership Limited
Statutory Auditors
59-61 Charlotte Street
St Pauls Square
Birmingham
West Midlands
B3 1PX

INDIVIDUAL CARE SERVICES

Contents of the Financial Statements for the Year Ended 31 March 2022

	Page
Report of the Trustees	1 to 8
Report of the Independent Auditors	9 to 11
Statement of Financial Activities	12
Balance Sheet	13
Cash Flow Statement	14
Notes to the Cash Flow Statement	15
Notes to the Financial Statements	16 to 24
Detailed Statement of Financial Activities	25

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2022

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2022. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

This annual report contains a Director's Report as required by Company Law.

OBJECTIVES AND ACTIVITIES

The objects of the charity are to provide support in the community for people with special needs. The primary beneficiaries of this support are people with a learning disability and/or additional physical, sensory or behavioural disabilities.

The support is provided through two key services: long term care provision in small residential care homes; and a community-based registered domiciliary care service providing support to service users in their own homes as well as facilitating access community facilities and activities.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity undertakes.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2022

STRATEGIC REPORT

Achievement and performance

A key goal is to ensure the stability and on-going viability of existing services of the charity and identify key areas for future growth and development.

At the start of the fiscal year 2021 - 2022 the Board of Trustees and the Managing Director completed a review of the business plan and forecasting within it. The overall strategic direction remained the same and whilst the fiscal results of 2020 - 2021 had demonstrated a loss of circa £50,000 before renovations, this was in the large part due to necessary financial adjustments identified by the auditors from the previous year and it was felt that had the adjustments not been made, the charity would have turned a surplus. With this in mind, the Trustees and Managing Director felt that the business plan (2020 - 2025) should remain the same, indications where such that the charity should recover and hit the forecasted numbers in 2021 - 2022.

Following the CQC inspections of 11 Wembrook, Nuneaton and 2 Laurel Drive, Hartshill in Q4 2020 - 2021 ICS Supported Living services was inspected in Q1 2021 - 2022, this inspection resulted in significant issues being identified in all areas, the result of which was that ICS elected to impose a voluntary stop on taking new clients across the organisation.

11 Wembrook, Nuneaton

o The outcome of the Q4 2020 - 2021 inspection as 'Inadequate' was improved following a reinspection in Q2 2021 - 2022. ICS had returned the home to 'Good', however as part of ICS' strategic planning, this property was deregistered, and redevelopment work begun to utilise as a Supported Living setting.

Supported Living

o This registration in Q1 2021 - 2022 had received an 'Inadequate' rating following inspection by the CQC. The result was across all areas and resulted in the Managing Director imposing a voluntary stop on all new clients to facilitate the Head of Service to resolve issues.

ICS instructed an external consultant to review the report with the Managing Director and Head of Service to identify route courses of issues and create an action plan to resolve.

ICS employed a fixed contract consultant to provide specific recovery support to the organisation, this was with the view that the longer the voluntary stop was in place, the more risk and damage to the charity.

In Q3 2021 - 2022 the CQC reinspected the Supported Living registration, the result of this was that all of the five Key Lines of Enquires (KLOEs) had improved, the overall result was that ICS was rated at 'Good' again with many complements from the CQC and Local Authorities about the timely recovery.

In Q3 2021 - 2022 the voluntary stop was lifted and ICS was able to resume bidding for new clients.

Throughout the CQC inspections and subsequent work, the Local Authority, CQC, Clients, Families and the Board have been informed of the inspections and outcomes as per the legal requirement, the Managing Director and Head of Service presented to all parties' regular updates and reassurance of progress.

Following the recovery works it was identified that oversight of the 'care' side of the business was lacking, since Q1 2021 - 2022 ICS has introduced quarterly leadership audits for all services, monthly management level audits for all services and fully embedded Radar Healthcare compliance software. Key Performance Indicators have been introduced into managers and the leadership for the Care side of the business to hold the respective managers and leaders to account in areas of Business Compliance, Training Compliance and Audit results. This is reported to the Board and within the leadership meetings, this has resulted in maintaining the highest of standards.

ICS will instruct an external mock CQC inspection of the Supported Living registration in 2021 - 2022 to ensure a non-bias measure of quality.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2022

As a result of the voluntary stop ICS had to remove itself from the bidding process of clients. This withdrawal resulted in circa 20 bids being cancelled and the missed opportunity they represented. It is estimated that the financial impact of this was £500,000 of missed revenue from new clients, the financial impact on the organisation's reputation is not possible to estimate, however following the lifting of the stop the recovery was notably slower.

The Trustees recognise the challenging business environment in which the organisation operates in, and the challenges ICS faced with the CQC inspection result and the continuing impact of Covid-19, several key factors impact on the future operations of ICS and these are being addressed in future strategy and business planning.

These factors include:

1. The coronavirus Covid-19; Throughout the year ICS has managed this crisis incredibly well, with limited outbreaks, and no deaths, ICS has seen higher than desirable agency utilisation as a result of mandatory support worker isolation periods when testing or exposed to people testing positive with Covid - 19. At the end of the year Covid-19 restrictions were still in place, although lifting or relaxing of those restrictions is on the horizon. ICS is preparing for the winter of 2022 to see increased restrictions. ICS through 2022 - 2023 will work to build its own bank staff team to try and mitigate future agency need.
2. The CQC is utilising a more data driven approach, this will result in fewer inspections, but does mean that ICS could operate for prolonged periods without regulator intervention, ICS is at risk of slipping standards and complacency. To mitigate this ICS has already introduced a robust auditing program and will continue to focus on standards, ICS will utilise an external consultant to complete a full mock inspection as part of its robust quality assurance testing.
3. Service commissioners shifting away from residential home placements towards supported living schemes. ICS is focusing its reserves and investment on growing Supported Living and the additional benefits of clients selecting ICS as a provider. This will likely include the introduction of ICS' own holiday location for its clients to rent and the possibility of offering respite to new client opportunities.
4. The financial headwind caused by increasing operating costs combined with reduced spending by Local Authorities and the NHS. ICS has completed the organisational restructuring and will focus on improving administration costs in 2022 - 2023. The improvements will include digitisation of the care and business documentation, increase in bank staff to reduce agency and the redistribution of investment into areas of increased profit. ICS managers will be able to manage more clients with the growth in digital processes.

To ensure the most cost-effective use of resources in relation to business support such as accountancy, payroll and pension management and administration, the trustees continue to outsource these functions. The trustees believe, given the current size of the charity's business, outsourcing provides the best efficiencies in terms of productivity and costs. The arrangement will be kept under review.

To help ensure continued growth in its services, ICS actively maintains relationships with commissioners and other influencers to ensure it receives a steady number of referrals of new packages. In 2020 - 2021 ICS added two areas to its opportunities, Worcestershire, and Staffordshire as part of its strategic expansion planning. In 2021 - 2022 ICS has gained just two new clients from Staffordshire, whilst Staffordshire offers opportunities in the future, the care model utilised in this county is largely focused on 'core' hours, this results in low fee-paying clients and what is felt by ICS to be a significant reduction in independence. Staffordshire's model conflicts with the values of ICS and as such ICS will continue to monitor tenders for opportunities but will not seek to force expansion into this county. Worcestershire operates much like Solihull and ICS will likely open to this county in 2022 - 2023, however as a result of the CQC inspection in 2021, has yet to test the counties operations and support.

Commissioners and regulatory authorities undertake regular audits of the services provided by ICS. One of the main elements of these audit processes are that staff are appropriately trained to deliver care safely for our service users.

Following a review of the training and development utilised within ICS, it was identified that a consistent and structured approach was needed to ensure that all training provided could be correctly recorded and evidenced for the purposes of staff development and inspection/audit processes undertaken by commissioning and regulatory authorities.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2022

There is now a blended approach to the training structure within ICS providing its staff with their fundamental training and development. ICS staff are able to access training via on-line remote learning, classroom-based learning and training manuals. Staff and managers also have access to webinars and local authority provided training. Managers are increasingly being supported to complete Train the Trainer events to reduce external costs.

It is essential that staff receive the appropriate training and development to enable them to undertake their duties safely and competently. The training processes that have been developed and implemented provide ICS staff with the necessary competencies, which ensure that services users are provided with safe and robust care. Staff also recognise that training and development is an investment in their career progression within ICS and as such, gain a sense of worth from this investment made by the company.

In addition to a wider breadth of topics to be covered during induction training, the Care Certificate calls for Service Managers to have a much higher level of engagement with their teams in terms of observing performance, motivation and management.

ICS has set the target for all managers in the 'care' area of the business to have the level 5 in Leadership and Management in Social Care, this is to improve management practice and overall quality.

Section 172(1) statement

The Trustees of ICS continue to have regard to the interests of the Company's employees and other stakeholders, including the impact of its activities on the community, the environment and the Company's reputation, when making decisions. Acting in good faith and fairly between members, the Directors consider what is most likely to promote the success of the Company for its members in the long term. The Directors are fully aware of their responsibilities to promote the success of the Company in accordance with section 172 of the Companies Act 2006. The Board regularly reviews our principal stakeholders and how we engage with them.

ICS also considers, in good faith, what would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to-

- a) the likely consequences of any decision in the long term,
- b) the interests of the company's employees,
- c) the need to foster the company's business relationships with suppliers, customers and others,
- d) the impact of the company's operations on the community and the environment,
- e) the desirability of the company maintaining a reputation for high standards of business conduct, and
- f) the need to act fairly as between members of the company.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2022

STRATEGIC REPORT

Financial review

Individual Care Services (ICS) does not actively seek donations, either monetary or in kind. All revenue is generated through contracts with Local Authorities and Health Authorities or directly from service users in the form of 'Direct Payments'. However, Restricted funds of £47,535 have been given to ICS as a result of the Covid-19 infection prevention funding from national government. These funds have been used to support with agency costs to prevent staff moving from site to site and to help mitigate some administrative costs. ICS will be asked to demonstrate how the funds have been spent and so this could result in 'clawbacks' in the next fiscal year. For this reason, ICS has maintained a record of spends from this fund. The funds given in 2020 - 2021 have seen no 'clawback' action to date.

All surplus funds are currently being used to modernise the properties and expand the property portfolio of ICS, with the renovation and expansion of the portfolio, ICS is able to offer more services to more clients. As a result of this strategic change, the trustees consider the most appropriate level of free reserves should be not less than £400,000.

The charity has again met its financial objectives in accordance with its corporate planning initiatives and goals. Total income for 2021 - 2022 is £3,895,143 compared to £3,169,476 in the previous year, a growth of over £700,000.

The net income this year was £100,201 compared to (£49,737) in the previous year. Taking into account the voluntary stop, the continued Covid-19 pandemic and the challenges surrounding recruitment and subsequent need for agency, alongside the renovation investment of £140,873 back into the organisation, the generation of £100,201 surplus is considered a very successful year for ICS. The changes and improvements from 2021 - 2022 will have help ICS to continue to be a financially viable organisation for the years to come.

Despite planned expenditure, the balance sheet and financial resources has continued to increase in line with the Charity's corporate plan and objectives. As of 31st March 2022, the charity's net assets amounted to £5,585,215 compared to £5,485,014 as of 31st March 2021.

Under the Charity's Memorandum and Articles of Association the Board of Trustees has the power to invest as it thinks fit any monies not immediately required. The Trustees in previous years have adopted a low to medium risk investment strategy, placing funds in short term savings of varying amounts with maturities periodically through the fiscal year. Following review of assets, growth and return on investment, the trustees decided to redirect the funds held in these investment and purchase property. This will continue to be the strategy of the Board for 2022 - 2023 and beyond.

ICS will likely explore the utilisation of mortgages in the coming years to support growth and capitalise on the asset value of the property portfolio it has.

The Board of Trustees investment policy is to ensure it has cash reserves to cover 3 months expense whilst facilitating forced sales of owned property if needed. It is noted however that in the event that the organisation had a significant reduction in revenue, its staffing costs would also reduce at a comparable ratio. The Trustees continue to review and update this policy, on a regular basis.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2022

STRATEGIC REPORT

Principal risks and uncertainties

ICS has conducted a review of the major risks to which the charity is exposed. A risk register has been established and is updated regularly. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. External risks to funding have led to the development of a strategic plan which will allow for the diversification of funding and activities. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, clients and visitors to ICS. There is a consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

Covid-19

Throughout the continued Covid pandemic ICS have worked closely with commissioners, trustees, local councils, employees, customers, and relatives, and have followed all advice from the Department of Health and government guidelines. During the pandemic, the senior management team met daily to discuss and plan the actions to be taken during the pandemic.

Infection control measures have been maintained in all areas and all employees have undertaken infection control training including the use of PPE. Stocks of PPE have been closely monitored and replenished where necessary, PPE has been supplied by national government and stocks are high.

Weekly mutual aid meetings with local commissioners have been a vital support for the organisation during the pandemic. Funding streams have been accessed to help with costs of PPE and emergency staff cover.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The charity is a company limited by guarantee. The company is registered under the Charities Act, number 1008195. The members of the board of trustees are directors of the charitable company and its trustees for the purposes of company law. They are elected in accordance with the provision of the Articles of Association and meet at least quarterly. A senior management team is appointed by the board of trustees to advise on policy and to manage the day-to-day operations of the charity. Individual Care Services (ICS) is governed by the Memorandum and Articles of Association, dated 1 November 1991, as amended on 29 March 2000. These articles are reviewed on a regular basis.

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

Mr A H Crompton
Mr A A Crompton
Mrs V Crompton (resigned 6 September 2021)
Mr M Hartley
Mrs L Hartley
Mr G A Smith
Mrs F B Smith
Mrs Helle Charles
Miss R Thorpe

David Hartley continued with ICS as Managing Director and has grown the organisation, led the organisation through Covid-19, resolved the quality issues identified by the CQC and delivered a growth of 23% with a net surplus of 3%. David continues to drive the organisation in modernisation through technological innovations and environmental impact reduction (going paperless). David has worked hard to raise the profile of ICS following the CQC re-inspection in December 2021 and has begun work on taking ICS from Good to Outstanding in the next two years. David has the full support of the board of trustees and continues to work towards the growth of the charity focusing on the core values of ICS.

Trustees are elected at the AGM of the Charity and all members of the Charity are entitled to vote. Any co-opted trustee is required to resign and stand for election at the next AGM. All trustees undergo an individual induction process and are presented with a personal comprehensive induction pack, which includes Charity Commission videos and publications. The Trustees are able to confirm that they have assessed the major risks to which the charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2022

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
02666602 (England and Wales)

Registered Charity number
1008195

Registered office
25 Alcester Road
Studley
Warwickshire
B80 7LL

Trustees

Mr A H Crompton
Mr A A Crompton
Mrs V Crompton (resigned 6 September 2021)
Mr M Hartley
Mrs L Hartley
Mr G A Smith
Mrs F B Smith
Mrs Helle Charles
Miss R Thorpe

Managing Director
Mr David Hartley

Auditors

Michael Duffy Partnership Limited
Statutory Auditors
59-61 Charlotte Street
St Pauls Square
Birmingham
West Midlands
B3 1PX

Solicitors

Band Hatton Button
Earlsdon Park
53-55 Butts Road
Coventry
West Midlands
CV1 3BH

Accountants

J E Johnson Limited
61 Charlotte Street
St Pauls Square
Birmingham
B3 1PX

Bankers

Lloyds
19 Church Green East
Redditch
B98 8BZ

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2022

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Individual Care Services for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- 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 proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

AUDITORS

The auditors, Michael Dufty Partnership Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 16 August 2022 and signed on the board's behalf by:



Mr A A Crompton - Trustee

Report of the Independent Auditors to the Trustees of Individual Care Services

Opinion

We have audited the financial statements of Individual Care Services (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the 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 other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Report of the Independent Auditors to the Trustees of Individual Care Services

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error, to obtain sufficient appropriate audit evidence regarding the assessed risk of material misstatement due to fraud or error, and to respond appropriately to those risks. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected even though the audit is properly planned and performed in accordance with ISAs (UK).

In identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and noncompliance with laws and regulations, our procedures included the following:

- we obtained an understanding of the legal and regulatory frameworks applicable to the Charity and the sector in which it operates. We determined that the following laws and regulations were most significant: The Charities Act 2011 and the Charities SORP (FRS 102) (effective 1 January 2019) and compliance with Care Quality Commission standards.
- we obtained an understanding of how the Charity is complying with those legal and regulatory frameworks by making inquiries of the Charity's management, and considering available audit information.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the engagement team included:

- identifying and assessing the design and effectiveness of controls management has in place to prevent and detect fraud.
- understanding how management considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process.
- challenging assumptions and judgments made by management in its significant accounting estimates
- identifying and testing journals entries as deemed necessary during the audit and, in particular reviewing material journal entries posted with unusual accounting combinations.
- assessing the extent of compliance with the relevant laws and regulations.

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/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

**Report of the Independent Auditors to the Trustees of
Individual Care Services**

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditors' 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 trustees as a body, for our audit work, for this report, or for the opinions we have formed.

for and on behalf of Michael Dufty Partnership Limited

Statutory Auditors

Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006

59-61 Charlotte Street

St Pauls Square

Birmingham

West Midlands

B3 1PX

16 August 2022

INDIVIDUAL CARE SERVICES

**Statement of Financial Activities
for the Year Ended 31 March 2022**

	Notes	2022 Unrestricted funds £	2021 Total funds £
INCOME AND ENDOWMENTS FROM			
Charitable activities	3		
Residential care		1,008,715	1,001,811
Domiciliary care		2,886,428	2,167,665
Investment income	2	1,375	6,612
Total		3,896,518	3,176,088
EXPENDITURE ON			
Charitable activity care cost	4	3,796,317	3,225,825
NET INCOME/(EXPENDITURE)		100,201	(49,737)
Other recognised gains/(losses)			
Gains on revaluation of fixed assets		-	345,573
Net movement in funds		100,201	295,836
RECONCILIATION OF FUNDS			
Total funds brought forward		5,485,014	5,189,178
TOTAL FUNDS CARRIED FORWARD		5,585,215	5,485,014

The notes form part of these financial statements

INDIVIDUAL CARE SERVICES

Balance Sheet 31 March 2022

	Notes	2022 Unrestricted funds £	2021 Total funds £
FIXED ASSETS			
Tangible assets	9	4,898,546	4,318,541
CURRENT ASSETS			
Debtors	10	351,047	268,124
Cash at bank		775,489	1,203,128
		1,126,536	1,471,252
CREDITORS			
Amounts falling due within one year	11	(439,867)	(304,779)
NET CURRENT ASSETS		686,669	1,166,473
TOTAL ASSETS LESS CURRENT LIABILITIES		5,585,215	5,485,014
NET ASSETS		5,585,215	5,485,014
FUNDS	12		
Unrestricted funds		5,585,215	5,485,014
TOTAL FUNDS		5,585,215	5,485,014

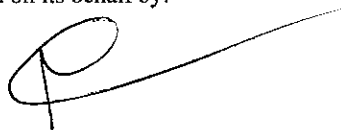
The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2022.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on 16 August 2022 and were signed on its behalf by:



Mr A A Crompton - Trustee

The notes form part of these financial statements

INDIVIDUAL CARE SERVICES

Cash Flow Statement for the Year Ended 31 March 2022

	Notes	2022 £	2021 £
Cash flows from operating activities			
Cash generated from operations	1	221,276	171,070
Net cash provided by operating activities		<u>221,276</u>	<u>171,070</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(798,915)	(686,838)
Sale of tangible fixed assets		150,000	3,649
Net cash used in investing activities		<u>(648,915)</u>	<u>(683,189)</u>
Change in cash and cash equivalents in the reporting period		<u>(427,639)</u>	<u>(512,119)</u>
Cash and cash equivalents at the beginning of the reporting period		<u>1,203,128</u>	<u>1,715,247</u>
Cash and cash equivalents at the end of the reporting period		<u><u>775,489</u></u>	<u><u>1,203,128</u></u>

The notes form part of these financial statements

INDIVIDUAL CARE SERVICES

**Notes to the Cash Flow Statement
for the Year Ended 31 March 2022**

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022	2021
	£	£
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	100,201	(49,737)
Adjustments for:		
Depreciation charges	68,910	45,331
(Increase)/decrease in debtors	(82,923)	51,431
Increase in creditors	135,088	124,045
	<u>221,276</u>	<u>171,070</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.21	Cash flow	At 31.3.22
	£	£	£
Net cash			
Cash at bank	1,203,128	(427,639)	775,489
	<u>1,203,128</u>	<u>(427,639)</u>	<u>775,489</u>
Total	<u>1,203,128</u>	<u>(427,639)</u>	<u>775,489</u>

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements for the Year Ended 31 March 2022

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain assets.

Accounting policy judgements and key sources of estimation uncertainty

Certain of the amounts included in the financial statements involve the use of judgement and/or estimation. These judgements and estimates are based on management's best knowledge of the relevant facts and circumstances, having regard to prior experience. Information about such judgements and estimation is contained in the accounting policies and/or notes to the financial statements and the key areas are summarised below:

Judgements in applying accounting policies

The Trustees/Directors must judge whether all the conditions required for income and costs to be recognised in the Statement of Financial Activities have been met.

Sources of estimation

Depreciation rates are based on estimates of the useful lives and residual values of the assets involved

The carrying value of debtors is assessed and the recoverability of debtors concluded on.

Accrued income and accrued wages are calculated based on the date the charge periods end. The income charge periods ended either on 27 March 2022 or 3 April 2022 and therefore assessment has been made of accrued income on that basis. Wages were paid up to 28 February 2022 and therefore one months wage cost was included in accruals.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income primarily consists of long term care provision in small residential care homes; and a community based registered domiciliary care service providing support to service users in their own homes as well as facilitating access community facilities and activities.

Income is charged either in 4 week periods, 13 times per annum, or on a monthly basis, depending on the policy of individual Local authorities and Health authorities.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- 1% straight line on revaluation
Fixtures and fittings	- 25% on reducing balance
Motor vehicles	- 25% on reducing balance

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2022

1. ACCOUNTING POLICIES - continued

Tangible fixed assets

The properties of the charity are regularly maintained and the maintenance costs are charged as an expense to the Statement of Financial Activities. The property valuations are reviewed annually.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Investments

Current asset investments included in cash at bank balances are stated at market value.

Pensions

The charitable company operates a defined contribution pension scheme and auto enrolment pensions. Contributions payable to the charitable company's pension scheme and under auto enrolment are charged to the Statement of Financial Activities in the period to which they relate.

2. INVESTMENT INCOME

	2022	2021
	£	£
Interest receivable	<u>1,375</u>	<u>6,612</u>

3. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2022	2021
		£	£
Fees received for residential care	Residential care	1,008,715	1,001,811
Fees for domiciliary care	Domiciliary care	2,886,428	2,167,665
		<u>3,895,143</u>	<u>3,169,476</u>

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2022

4. CHARITABLE ACTIVITY CARE COST

Domiciliary care costs

	2022	2021
	£	£
Staff costs	2,619,699	1,949,615
Other costs	204,364	192,931
Depreciation	14,863	6,593
	2,838,926	2,149,139

Residential care costs

	2022	2021
	£	£
Staff costs	745,405	869,582
Other costs	157,939	168,366
Depreciation	54,047	38,738
	957,391	1,076,686

Aggregate amounts

	3,796,317	3,225,825
--	-----------	-----------

5. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2022	2021
	£	£
Depreciation - owned assets	68,910	48,196
Loss/(profit) on disposal	8,701	(2,864)
	77,611	45,332

6. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2022 nor for the year ended 31 March 2021.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2022 nor for the year ended 31 March 2021.

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2022

7. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	3,365,104	2,819,197
	<u>3,365,104</u>	<u>2,819,197</u>

The average monthly number of employees during the year was as follows:

	2022	2021
Charitable activities	115	109
Management and administration	8	6
	<u>123</u>	<u>115</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2022	2021
£60,001 - £70,000	-	1
£70,001 - £80,000	1	1
£120,001 - £130,000	1	-
	<u>2</u>	<u>2</u>

Wages and salaries above includes agency workers £234,563 (2021 - £158,668)

Employers national insurance contributions included in wages and salaries above totalled £226,905 (2021 - £190,095).

The company operates a money purchase pension scheme and it contributes in respect of those staff entitled to join. Pensions auto enrollment is available for the remaining staff.

Total pension costs in the year were £98,844 (2021 - £81,593). Pension costs are included in staff costs. Pension commitments included in accrued expenses are £nil (2021 - £nil).

Contributions totalling £40,723 (2020 - £23,369) including salary sacrifice were made to defined contribution pension schemes on behalf of 2 employees whose emoluments exceed £60,000.

INDIVIDUAL CARE SERVICES

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2022**

8. SUPPORT COSTS

Support costs

Cost type	Total £
Payroll costs	160,342
Other costs	70,720
Depreciation	<u>13,782</u>
	<u>244,844</u>

Allocation of support costs

	Payroll costs £	Other costs £	Depreciation £	Total £
Domiciliary care	118,653	52,333	10,199	181,185
Residential care	<u>41,689</u>	<u>18,387</u>	<u>3,583</u>	<u>63,659</u>
	<u>160,342</u>	<u>70,720</u>	<u>13,782</u>	<u>244,844</u>

Support costs have been allocated 74% to Domiciliary Care and 26% to Residential care.

Governance costs includes payments to the auditors of £5,000 (2021 £5,000) for audit fees.

9. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Totals £
COST				
At 1 April 2021	4,281,000	83,015	79,339	4,443,354
Additions	744,873	26,542	27,500	798,915
Disposals	(150,000)	-	-	(150,000)
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2022	4,875,873	109,557	106,839	5,092,269
DEPRECIATION				
At 1 April 2021	-	60,507	64,306	124,813
Charge for year	43,220	15,057	10,633	68,910
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2022	43,220	75,564	74,939	193,723
NET BOOK VALUE				
At 31 March 2022	<u>4,832,653</u>	<u>33,993</u>	<u>31,900</u>	<u>4,898,546</u>
At 31 March 2021	<u>4,281,000</u>	<u>22,508</u>	<u>15,033</u>	<u>4,318,541</u>

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2022

9. TANGIBLE FIXED ASSETS - continued

Comparable historical cost for the land and buildings included at valuation:

	2022	2021
	£	£
Cost	3,897,306	3,152,433
Accumulated depreciation	317,072	278,102
As at 31 March 2022	<u>3,580,234</u>	<u>2,874,331</u>

This represents properties included above at the following valuation.

	2021	2021
	£	£
Revaluation	4,875,873	4,281,000
Accumulated depreciation	43,220	-
As at 31 March 2022	<u>4,832,653</u>	<u>4,281,000</u>

All other tangible fixed assets are stated at historical cost.

The freehold properties owned by the company were valued by G A Smith who is a Chartered Surveyor, a trustee of the charity, on an open market basis. The valuation was undertaken at 31 March 2021 and in the opinion of the Trustees this valuation is still considered to be reasonable.

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Trade debtors	341,741	253,801
Other debtors	9,306	14,323
	<u>351,047</u>	<u>268,124</u>

INDIVIDUAL CARE SERVICES

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2022**

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Trade creditors	59,523	129,549
Social security and other taxes	56,914	46,538
Other creditors	1,348	-
Accrued expenses	322,082	128,692
	<u>439,867</u>	<u>304,779</u>

12. MOVEMENT IN FUNDS

	At 1.4.21	Net movement in funds	Transfers between funds	At 31.3.22
	£	£	£	£
Unrestricted funds				
General fund	4,078,345	100,201	39,247	4,217,793
Revaluation reserve	1,406,669	-	(39,247)	1,367,422
	<u>5,485,014</u>	<u>100,201</u>	<u>-</u>	<u>5,585,215</u>
TOTAL FUNDS	<u>5,485,014</u>	<u>100,201</u>	<u>-</u>	<u>5,585,215</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	3,896,518	(3,796,317)	100,201
	<u>3,896,518</u>	<u>(3,796,317)</u>	<u>100,201</u>
TOTAL FUNDS	<u>3,896,518</u>	<u>(3,796,317)</u>	<u>100,201</u>

Comparatives for movement in funds

	At 1.4.20	Net movement in funds	Transfers between funds	At 31.3.21
	£	£	£	£
Unrestricted funds				
General fund	4,116,478	(49,737)	11,604	4,078,345
Revaluation reserve	1,072,700	345,573	(11,604)	1,406,669
	<u>5,189,178</u>	<u>295,836</u>	<u>-</u>	<u>5,485,014</u>
TOTAL FUNDS	<u>5,189,178</u>	<u>295,836</u>	<u>-</u>	<u>5,485,014</u>

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2022

12. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	3,176,088	(3,225,825)	-	(49,737)
Revaluation reserve	-	-	345,573	345,573
	<u>3,176,088</u>	<u>(3,225,825)</u>	<u>345,573</u>	<u>295,836</u>
TOTAL FUNDS	<u>3,176,088</u>	<u>(3,225,825)</u>	<u>345,573</u>	<u>295,836</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.22 £
Unrestricted funds				
General fund	4,116,478	50,464	50,851	4,217,793
Revaluation reserve	1,072,700	345,573	(50,851)	1,367,422
	<u>5,189,178</u>	<u>396,037</u>	<u>-</u>	<u>5,585,215</u>
TOTAL FUNDS	<u>5,189,178</u>	<u>396,037</u>	<u>-</u>	<u>5,585,215</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	7,072,606	(7,022,142)	-	50,464
Revaluation reserve	-	-	345,573	345,573
	<u>7,072,606</u>	<u>(7,022,142)</u>	<u>345,573</u>	<u>396,037</u>
TOTAL FUNDS	<u>7,072,606</u>	<u>(7,022,142)</u>	<u>345,573</u>	<u>396,037</u>

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2022

13. RELATED PARTY DISCLOSURES

During the year the company purchased services from a business in which directors/trustees had an interest. The value of these services and the directors/trustees concerned are as follows:

Two trustees, Mr A H Crompton and Mr A A Crompton are directors of A A Frances & Sons Limited. This company carried out most of the maintenance and refurbishment work at the residential homes. The following transactions were undertaken on a normal commercial basis.

Resources expended of £33,675 (2021 - £41,219). In addition there are capitalised costs of £96,640 (2021 - £190,068)

Within trade creditors and accruals is a balance of £9,434 (2021 - £95,298) in respect of this company.

During his period of his employment, the charity made loans available to Mr J Edwards (a Chief Executive Officer of the charity who resigned during a previous period). The loan debtor at the period end was £9,028 (2021 - £13,228). This is being repaid at £350 per month.

14. ULTIMATE CONTROLLING PARTY

There was no controlling party during the year.

15. GOING CONCERN

The Charity's financial statements are prepared on a going concern basis. There are no material uncertainties about the Charity's ability to continue.

INDIVIDUAL CARE SERVICES

Detailed Statement of Financial Activities for the Year Ended 31 March 2022

	2022 £	2021 £
INCOME AND ENDOWMENTS		
Investment income		
Interest receivable	1,375	6,612
Charitable activities		
Fees received for residential care	1,008,715	1,001,811
Fees for domiciliary care	2,886,428	2,167,665
	<u>3,895,143</u>	<u>3,169,476</u>
Total incoming resources	3,896,518	3,176,088
EXPENDITURE		
Domiciliary care costs		
Staff costs	2,619,699	1,949,615
Other costs	204,364	192,931
Depreciation of tangible fixed assets	14,863	6,593
	<u>2,838,926</u>	<u>2,149,139</u>
Residential care costs		
Staff costs	745,405	869,582
Other costs	157,939	168,366
Depreciation of tangible fixed assets	54,047	38,738
	<u>957,391</u>	<u>1,076,686</u>
Total resources expended	3,796,317	3,225,825
Net income/(expenditure)	100,201	(49,737)

This page does not form part of the statutory financial statements

INDIVIDUAL CARE SERVICES

England & Wales - Charity number 1008195

Accounts

Michael Duffy Partnership Limited
Statutory Auditors
59-61 Charlotte Street
St Pauls Square
Birmingham
West Midlands
B3 1PX

INDIVIDUAL CARE SERVICES

for

Financial Statements for the Year Ended 31 March 2021

Report of the Trustees and

INDIVIDUAL CARE SERVICES

**Contents of the Financial Statements
for the Year Ended 31 March 2021**

Page	
1 to 9	Report of the Trustees
10 to 12	Report of the Independent Auditors
13	Statement of Financial Activities
14	Balance Sheet
15	Cash Flow Statement
16	Notes to the Cash Flow Statement
17 to 25	Notes to the Financial Statements
26	Detailed Statement of Financial Activities

REGISTERED COMPANY NUMBER: 02666602 (England and Wales)
REGISTERED CHARITY NUMBER: 1008195

Report of the Trustees and
Financial Statements for the Year Ended 31 March 2021
for
INDIVIDUAL CARE SERVICES

Michael Dufty Partnership Limited
Statutory Auditors
59-61 Charlotte Street
St Pauls Square
Birmingham
West Midlands
B3 1PX

INDIVIDUAL CARE SERVICES

Contents of the Financial Statements for the Year Ended 31 March 2021

	Page
Report of the Trustees	1 to 9
Report of the Independent Auditors	10 to 12
Statement of Financial Activities	13
Balance Sheet	14
Cash Flow Statement	15
Notes to the Cash Flow Statement	16
Notes to the Financial Statements	17 to 25
Detailed Statement of Financial Activities	26

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2021

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

This annual report contains a Director's Report as required by Company Law.

OBJECTIVES AND ACTIVITIES

The objects of the charity are to provide support in the community for people with special needs. The primary beneficiaries of this support are people with a learning disability and/or additional physical, sensory or behavioural disabilities.

The support is provided through two key services: long term care provision in small residential care homes; and a community-based registered domiciliary care service providing support to service users in their own homes as well as facilitating access community facilities and activities.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity undertakes.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2021

STRATEGIC REPORT

Achievement and performance

A key goal is to ensure the stability and on-going viability of existing services of the charity and identify key areas for future growth and development.

Following the retirement of Helen Hodgetts in June 2020 and as part of this process, the board of trustees, together with the new Managing Director, David Hartley, have undertaken a review of services and have developed a business plan that reflects the commercial needs of the organisation and the future development of the organisation. This business plan is a revision of the plan created covering years 2019 - 2022. Key Performance Indicators have been defined and both fiscal and holistic targets set. The implementation of this plan began in 2020/2021 and will continue for the next five years. A review will be completed at the end of each fiscal year with the board of trustees to ensure targets are being met and to adapt if market trends change.

As part of the incoming Managing Director's review it was felt that all policies and procedures needed to be reviewed and modernised to include updates to best practice and legal developments, this has been completed and will continue to be reviewed annually. Additional policies have been created as a result of the global pandemic, Covid-19, these policies are reviewed weekly due to the dynamic nature of the pandemic and to reflect the government's and CQC's guidance.

The CQC have inspected two residential care homes with the following outcomes:

11 Wembrook, Nuneaton

o This location had a focused inspection and was graded 'Inadequate'. This service has since received additional attention and as a result, the issues have been resolved. The management team is still working closely with the CQC and this property will likely receive a second inspection in 2021.

2 Laurel Drive, Hartshill

o This location also had a spotlight inspection, this property had improved from the last inspection in the area of 'Safe' moving from 'requires improvement' to 'good'.

All relevant professionals and the board have been informed of the inspections and outcomes as per the legal requirement.

Despite the challenges of Covid-19 on the care sector and ICS, the trustees and managing director feel that ICS has delivered a robust result. At the start of the fiscal year of 2020 - 2021 ICS had a number of client losses, these losses could have resulted in a shrinkage however this was detected early in Q2 and aggressive bidding activity was carried out to reduce the impact. As a result of that work, the organisation was able to sustain its gross revenue.

The trustees recognise the changing business environment in which the organisation operates and the challenges the ongoing changes continue to present. Several key factors impact on the future operations of ICS and these are being addressed in future strategy and business planning.

These factors include:

1. The coronavirus Covid-19; giving rise to local and national lockdowns, restricted visiting and risk to life of clients and staff.
2. Changes to the CQC inspection regime which will focus more on how service users feel about the service they receive and how staff feel about working for the organisation.
3. Service commissioners shifting away from residential home placements towards supported living schemes.
4. The financial headwind caused by increasing operating costs combined with reduced spending by Local Authorities and the NHS.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2021

To ensure that ICS' services are in the best possible position to deal effectively with the future demands and challenges of the care sector, a restructuring of management and supervision roles was undertaken. The introduction of a Care & Accommodation manager to facilitate improvement in new client transitions and quality of information gain in transition. This information is key to placing clients in the right location and supporting clients into ICS' care as smoothly as possible.

Human Resource management has also been insourced, this change from outsourced HRM has resulted in circa 20% more availability of specialist consultation and a specialist with only one organisation needs in mind. This focus has resulted in all policies being reviewed and updated, recruitment and employment criteria being refined, reduction in risk from ex-employee action should an employee fail to be satisfactory. It has also supported in the compliance and governance on mandated training, supervisors, performance and retention.

The HRM position has added benefit to the staff in general as they now feel they have someone they can contact easily for specialist advice.

ICS continued to have a gap in senior leadership in the area of care and the quality of that care delivery, this was identified early in Q1 of 2020 and the trustees agreed the introduction of a Head of Service, specifically targeted with leadership leave influence in quality and delivery of care. This role started in November 2020 and since the appointment of Head of Service, a number of quality issues had been identified. These issues continued through to the end of the fiscal year, however as noted above, improvement was being made. The quality and care issues identified had been routed in specific areas of ICS and as a result of that, a further reshuffle was required.

The redundancy of operations managers and redefining the role, now called Regional Service Manager; this has provided a more connected organisation. The reduction on the Quality and Compliance officer role; this function was redundant as the management team and leadership team have incorporated this element. To provide an accountable leadership team and to reinforce the message that 'quality' is everyone's responsibility.

ICS has also invested in digital auditing and compliance software, Radar Healthcare, to help track and improve quality and compliance. The digitisation of material is another step forward in keeping documents accessible to staff whilst improving security. This project was launched in November 2020 and for compliance is working effectively, however due to the challenges discovered in care, at the end of Q4 2021 it was not being used fully for audits, this is a deliverable for the coming fiscal year.

To ensure the most cost-effective use of resources in relation to business support such as accountancy, payroll and pension management and administration, the trustees continue to outsource these functions. The trustees believe, given the current size of the charity's business, outsourcing provides the best efficiencies in terms of productivity and costs. The arrangement will be kept under review.

To help ensure continued growth in its services, ICS actively maintains relationships with commissioners and other influencers to ensure it receives a steady number of referrals of new packages. ICS has added two areas to its opportunities, Worcestershire, and Staffordshire as part of its strategic expansion planning.

Commissioners and regulatory authorities undertake regular audits of the services provided by ICS. One of the main elements of these audit processes are that staff are appropriately trained to deliver care safely for our service users.

Following a review of the training and development utilised within ICS, it was identified that a consistent and structured approach was needed to ensure that all training provided could be correctly recorded and evidenced for the purposes of staff development and inspection/audit processes undertaken by commissioning and regulatory authorities.

There is now a blended approach to the training structure within ICS providing its staff with their fundamental training and development. ICS staff are now able to access training via on-line remote learning, classroom-based learning and training manuals. Staff and managers also have access to webinars and local authority provided training.

It is essential that staff receive the appropriate training and development to enable them to undertake their duties safely and competently. The training processes that have been developed and implemented provide ICS staff with the necessary competencies, which ensure that services users are provided with safe and robust care. Staff also recognise that training and development is an investment in their career progression within ICS and as such, gain a sense of worth from this investment made by the company.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2021

In addition to a wider breadth of topics to be covered during induction training, the Care Certificate calls for Service Managers to have a much higher level of engagement with their teams in terms of observing performance, motivation and management.

A key aim of the strategic plan for ICS is to reduce the need for paperwork and to engage with digital innovations wherever possible. This year we have fully embedded Care Planner a "care planning" system which has negated the need for paper staff rota system previously used and allowed ICS to harmonise processes and give access to all managers. Care Planner is also being utilised for online client and personal key data.

Section 172(1) statement

The Trustees of ICS continue to have regard to the interests of the Company's employees and other stakeholders, including the impact of its activities on the community, the environment and the Company's reputation, when making decisions. Acting in good faith and fairly between members, the Directors consider what is most likely to promote the success of the Company for its members in the long term. The Directors are fully aware of their responsibilities to promote the success of the Company in accordance with section 172 of the Companies Act 2006. The Board regularly reviews our principal stakeholders and how we engage with them.

ICS also considers, in good faith, what would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to-

- a) the likely consequences of any decision in the long term,
- b) the interests of the company's employees,
- c) the need to foster the company's business relationships with suppliers, customers and others,
- d) the impact of the company's operations on the community and the environment,
- e) the desirability of the company maintaining a reputation for high standards of business conduct, and
- f) the need to act fairly as between members of the company.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2021

STRATEGIC REPORT

Financial review

Individual Care Services (ICS) does not actively seek donations, either monetary or in kind. All revenue is generated through contracts with Local Authorities and Health Authorities or directly from service users in the form of 'Direct Payments'. However, Restricted funds of £81,244.31 have been given to ICS as a result of the Covid-19 infection prevention funding from national government. These funds have been used for providing outside meeting areas, supporting with agency costs to prevent staff moving from site to site and to help mitigate some administrative costs. ICS will be asked to demonstrate how the funds have been spent and so this could result in 'clawbacks' in the next fiscal year. For this reason, ICS has maintained a record of spends from this fund.

All surplus funds are currently being used to modernise the properties and expand the property portfolio of ICS, this is driven by two factors, the first is the monies in savings are gaining negligible interest when compared to the gains possible in property investment, the second factor is that with the renovation and expansion of the portfolio, ICS is able to offer more services to more clients. As a result of this strategic change, the trustees consider the most appropriate level of free reserves should be not less than £400,000.

The charity has again met its financial objectives in accordance with its corporate planning initiatives and goals. Total income £3,176,088 compared to £3,194,280 in the previous year. The net income this year was however -£49,737 compared to £73,434 in the previous year. Taking into account the Covid-19 pandemic and the challenges surrounding recruitment and subsequent need for agency, alongside the extensive restructuring, this negative surplus was expected and considered a success. The changes and improvements from 2020 - 2021 will have paved the way for ICS to continue to be a financially viable organisation for the years to come.

Property revaluations during the year resulted in gains on revaluation of fixed assets of £345,573. Despite planned expenditure, the balance sheet and financial resources has continued to increase in line with the Charity's corporate plan and objectives. At 31st March 2021, the charity's net assets amounted to £5,485,014 (including revaluation reserve of £1,406,669) compared to £5,189,178 (including revaluation reserve of £1,072,700 at the end of March 2020)

Under the Charity's Memorandum and Articles of Association the Board of Trustees has the power to invest as it thinks fit any monies not immediately required. The Trustees in previous years have adopted a low to medium risk investment strategy, placing funds in short term savings of varying amounts with maturities periodically through the fiscal year. Following review of assets, growth and return on investment, the trustees decided to redirect the funds held in these investment and purchase property.

The Board of Trustees investment policy is to ensure it has cash reserves to cover 3 months expense whilst facilitating forced sales of owned property if needed. It is noted however that in the event that the organisation had a significant reduction in revenue, its staffing costs would also reduce at a comparable ratio. The Trustees continue to review and update this policy, on a regular basis. Due to the current financial situation and investment uncertainty Individual Care Services has £300,000 in cash held in a range of high interest investment accounts with Lloyds Bank Plc. Additional funds of between £250,000 are held in a current account with Lloyds Bank Plc. to meet payroll commitments and other projected short term funding commitments.

Due to the previous mentioned low return on investment, the trustees consider that reducing the amount held on account and investment in property, provides a more sound investment outcome.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2021

STRATEGIC REPORT

Principal risks and uncertainties

ICS has conducted a review of the major risks to which the charity is exposed. A risk register has been established and is updated regularly. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. External risks to funding have led to the development of a strategic plan which will allow for the diversification of funding and activities. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, clients and visitors to ICS. There is a consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

Covid-19

Throughout the Covid pandemic ICS have worked closely with commissioners, trustees, local councils, employees, customers, and relatives, and have followed all advice from the Department of Health and government guidelines. During the pandemic, the senior management team met daily (via Microsoft Teams if not possible face to face) to discuss and plan the actions to be taken during the pandemic. Remote working and the investment in meeting facility and laptops have facilitated a dynamic approach and resulted in seamless delivery of service. The technology put in place to support through what is considered the worst part of the pandemic, will serve ICS well in the future.

Early lockdown measures were introduced in our residential and supporting living settings to restrict visitors to reduce contact with others. Communication with all employees, customers and family/carers have been ongoing to keep all parties informed of guidelines and rationale for actions taken. Whilst ICS has managed two outbreaks, none of these have resulted in fatalities and numbers of cases remain low in ICS, this is attributed to the diligence of the staff and reinforcement of the management team.

Infection control measures have been raised in all areas and all employees have undertaken infection control training including the use of PPE. Stocks of PPE have been closely monitored and replenished where necessary, PPE has been supplied by national government and stocks are high.

Weekly mutual aid meetings with local commissioners have been a vital support for the organisation during the pandemic. Funding streams have been accessed to help with costs of PPE and emergency staff cover; further funding may be available in the coming months to help reduce the financial impact of the pandemic. At the time of reporting all services remain stable.

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

The charity is a company limited by guarantee. The company is registered under the Charities Act, number 1008195. The members of the board of trustees are directors of the charitable company and its trustees for the purposes of company law. They are elected in accordance with the provision of the Articles of Association and meet at least quarterly. A senior management team is appointed by the board of trustees to advise on policy and to manage the day to day operations of the charity. Individual Care Services (ICS) is governed by the Memorandum and Articles of Association, dated 1 November 1991, as amended on 29 March 2000. These articles are reviewed on a regular basis.

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

Mr A H Crompton
Mr A A Crompton
Mrs V Crompton
Mr M Hartley (Appointed 19 August 2020)
Mrs L Hartley
Mr G A Smith
Mrs F B Smith (appointed 1 February 2021)
Mr P Ashmore (resigned July 2020)
Mrs Helle Charles
Miss R Thorpe (Appointed 19 August 2020)

Helen Hodgetts retired as Managing Director of the company in June 2020. David Hartley joined ICS as Managing Director in June 2020 and since starting has introduced new technology, modernised filing systems, expanded the client base, entered into new regional markets and completed a full restructure of the organisation to improve quality and accountability. David has the full support of the board of trustees and continues to work towards the growth of the charity.

Trustees are elected at the AGM of the Charity and all members of the Charity are entitled to vote. Any co-opted trustee is required to resign and stand for election at the next AGM. All trustees undergo an individual induction process and are presented with a personal comprehensive induction pack, which includes Charity Commission videos and publications. The Trustees are able to confirm that they have assessed the major risks to which the charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
02666602 (England and Wales)

Registered Charity number
1008195

Registered office
25 Alcester Road
Studley
Warwickshire
B80 7LL

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2021

Trustees

Mr A H Crompton
Mr A A Crompton
Mrs V Crompton
Mr M Hartley (appointed 19 August 2020)
Mrs L Hartley
Mr G A Smith
Mrs F B Smith (appointed 1 February 2021)
Mr P Ashmore (resigned July 2020)
Mrs Helle Charles
Miss R Thorpe (appointed 19 August 2020)

Managing Director

Mr David Hartley

Auditors

Michael Dufty Partnership Limited
Statutory Auditors
59-61 Charlotte Street
St Pauls Square
Birmingham
West Midlands
B3 1PX

Solicitors

Band Hatton Button
Earlsdon Park
53-55 Butts Road
Coventry
West Midlands
CV1 3BH

Accountants

J E Johnson Limited
61 Charlotte Street
St Pauls Square
Birmingham
B3 1PX

Bankers

Lloyds
19 Church Green East
Redditch
B98 8BZ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Individual Care Services for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

INDIVIDUAL CARE SERVICES

Report of the Trustees for the Year Ended 31 March 2021

STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- 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 proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

AUDITORS

The auditors, Michael Dufty Partnership Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on ~~8th September 2021~~ and signed on the board's behalf by:



.....
Mr A A Crompton - Trustee

Report of the Independent Auditors to the Trustees of Individual Care Services

Opinion

We have audited the financial statements of Individual Care Services (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the 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 other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Report of the Independent Auditors to the Trustees of Individual Care Services

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error, to obtain sufficient appropriate audit evidence regarding the assessed risk of material misstatement due to fraud or error, and to respond appropriately to those risks. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected even though the audit is properly planned and performed in accordance with ISAs (UK).

In identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and noncompliance with laws and regulations, our procedures included the following:

- we obtained an understanding of the legal and regulatory frameworks applicable to the Charity and the sector in which it operates. We determined that the following laws and regulations were most significant: The Charities Act 2011 and the Charities SORP (FRS 102) (effective 1 January 2019) and compliance with Care Quality Commission standards.
- we obtained an understanding of how the Charity is complying with those legal and regulatory frameworks by making inquiries of the Charity's management, and considering available audit information.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the engagement team included:

- identifying and assessing the design and effectiveness of controls management has in place to prevent and detect fraud.
- understanding how management considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process.
- challenging assumptions and judgments made by management in its significant accounting estimates
- identifying and testing journals entries as deemed necessary during the audit and, in particular reviewing material journal entries posted with unusual accounting combinations.
- assessing the extent of compliance with the relevant laws and regulations.

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/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

**Report of the Independent Auditors to the Trustees of
Individual Care Services**

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditors' 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 trustees as a body, for our audit work, for this report, or for the opinions we have formed.

for and on behalf of Michael Dufty Partnership Limited
Statutory Auditors
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
59-61 Charlotte Street
St Pauls Square
Birmingham
West Midlands
B3 1PX

Date:

INDIVIDUAL CARE SERVICES

Statement of Financial Activities for the Year Ended 31 March 2021

	Notes	2021 Unrestricted funds £	2020 Total funds £
INCOME AND ENDOWMENTS FROM			
Charitable activities	3		
Residential care		1,001,811	1,212,988
Domiciliary care		2,167,665	1,974,835
Investment income	2	6,612	6,457
Total		3,176,088	3,194,280
EXPENDITURE ON			
Charitable activity care cost	4	3,225,825	3,120,846
NET INCOME/(EXPENDITURE)		(49,737)	73,434
Other recognised gains/(losses)			
Gains on revaluation of fixed assets		345,573	-
Net movement in funds		295,836	73,434
RECONCILIATION OF FUNDS			
Total funds brought forward		5,189,178	5,115,744
TOTAL FUNDS CARRIED FORWARD		5,485,014	5,189,178

The notes form part of these financial statements

INDIVIDUAL CARE SERVICES

Balance Sheet 31 March 2021

	Notes	2021 Unrestricted funds £	2020 Total funds £
FIXED ASSETS			
Tangible assets	9	4,318,541	3,335,111
CURRENT ASSETS			
Debtors	10	268,124	188,017
Prepayments and accrued income		-	131,538
Cash at bank		1,203,128	1,715,247
		1,471,252	2,034,802
CREDITORS			
Amounts falling due within one year	11	(304,779)	(180,735)
		1,166,473	1,854,067
NET CURRENT ASSETS			
		5,485,014	5,189,178
TOTAL ASSETS LESS CURRENT LIABILITIES			
		5,485,014	5,189,178
NET ASSETS			
		5,485,014	5,189,178
FUNDS			
Unrestricted funds	12	5,485,014	5,189,178
		5,485,014	5,189,178
TOTAL FUNDS			

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2021.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on 8th September 2021 and were signed on its behalf by:



.....
Mr A A Crompton - Trustee

The notes form part of these financial statements

INDIVIDUAL CARE SERVICES

**Cash Flow Statement
for the Year Ended 31 March 2021**

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	1	171,070	191,001
		<hr/>	<hr/>
Net cash provided by operating activities		171,070	191,001
		<hr/>	<hr/>
Cash flows from investing activities			
Purchase of tangible fixed assets		(686,838)	(78,620)
Sale of tangible fixed assets		3,649	-
		<hr/>	<hr/>
Net cash used in investing activities		(683,189)	(78,620)
		<hr/>	<hr/>
Change in cash and cash equivalents in the reporting period		(512,119)	112,381
Cash and cash equivalents at the beginning of the reporting period		1,715,247	1,602,866
		<hr/>	<hr/>
Cash and cash equivalents at the end of the reporting period		1,203,128	1,715,247
		<hr/> <hr/>	<hr/> <hr/>

The notes form part of these financial statements

INDIVIDUAL CARE SERVICES

Notes to the Cash Flow Statement for the Year Ended 31 March 2021

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021	2020
	£	£
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(49,737)	73,434
Adjustments for:		
Depreciation charges	45,331	46,772
Decrease in debtors	51,431	79,265
Increase/(decrease) in creditors	124,045	(8,470)
Net cash provided by operations	<u>171,070</u>	<u>191,001</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.20	Cash flow	At 31.3.21
	£	£	£
Net cash			
Cash at bank	1,715,247	(512,119)	1,203,128
	<u>1,715,247</u>	<u>(512,119)</u>	<u>1,203,128</u>
Total	<u>1,715,247</u>	<u>(512,119)</u>	<u>1,203,128</u>

The notes form part of these financial statements

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements for the Year Ended 31 March 2021

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain assets.

Accounting policy judgements and key sources of estimation uncertainty

Certain of the amounts included in the financial statements involve the use of judgement and/or estimation. These judgements and estimates are based on management's best knowledge of the relevant facts and circumstances, having regard to prior experience. Information about such judgements and estimation is contained in the accounting policies and/or notes to the financial statements and the key areas are summarised below:

Judgements in applying accounting policies

The Trustees/Directors must judge whether all the conditions required for income and costs to be recognised in the Statement of Financial Activities have been met.

Sources of estimation

Depreciation rates are based on estimates of the useful lives and residual values of the assets involved

The carrying value of debtors is assessed and the recoverability of debtors concluded on.

Accrued income and accrued wages are calculated based on the date the charge periods end. The charge periods ended on 15 March 2020 and therefore 16 days of income and wages costs were included in prepayments and accruals respectively.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income primarily consists of long term care provision in small residential care homes; and a community based registered domiciliary care service providing support to service users in their own homes as well as facilitating access community facilities and activities.

Income is charged either in 4 week periods, 13 times per annum, or on a monthly basis, depending on the policy of individual Local authorities and Health authorities.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- 1% straight line on revaluation
Fixtures and fittings	- 25% on reducing balance

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2021

1. ACCOUNTING POLICIES - continued

Tangible fixed assets

Motor vehicles - 25% on reducing balance

The properties of the charity are regularly maintained and the maintenance costs are charged as an expense to the Statement of Financial Activities. The property valuations are reviewed annually.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Investments

Current asset investments included in cash at bank balances are stated at market value.

Pensions

The charitable company operates a defined contribution pension scheme and auto enrolment pensions. Contributions payable to the charitable company's pension scheme and under auto enrolment are charged to the Statement of Financial Activities in the period to which they relate.

2. INVESTMENT INCOME

	2021	2020
	£	£
Interest receivable	<u>6,612</u>	<u>6,457</u>

3. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2021	2020
		£	£
Fees received for residential care	Residential care	1,001,811	1,212,988
Fees for domiciliary care	Domiciliary care	<u>2,167,665</u>	<u>1,974,835</u>
		<u>3,169,476</u>	<u>3,187,823</u>

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2021

4. CHARITABLE ACTIVITY CARE COST

Domiciliary care costs

	2021	2020
	£	£
Staff costs	1,949,615	1,769,930
Other costs	192,931	179,110
Depreciation	6,593	5,662
	<u>2,149,139</u>	<u>1,954,702</u>

Residential care costs

	2021	2020
	£	£
Staff costs	869,582	896,930
Other costs	168,366	228,104
Depreciation	38,738	41,110
	<u>1,076,686</u>	<u>1,166,144</u>

Aggregate amounts

	<u>3,225,825</u>	<u>3,120,846</u>
--	------------------	------------------

5. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2021	2020
	£	£
Depreciation - owned assets	48,196	46,773
Profits on disposal	(2,864)	-
	<u>45,332</u>	<u>46,773</u>

6. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2021 nor for the year ended 31 March 2020.

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2021

7. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	2,819,197	2,666,860
	2,819,197	2,666,860

The average monthly number of employees during the year was as follows:

	2021	2020
Charitable activities	109	110
Management and administration	6	6
	115	116

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2021	2020
£60,001 - £70,000	1	-
£70,001 - £80,000	1	-
£80,001 - £90,000	-	1
	2	1

Wages and salaries above includes agency workers £158,668 (2020 - £120,618)

Employers national insurance contributions included in wages and salaries above totalled £190,095 (2020 - £177,411).

The company operates a money purchase pension scheme and it contributes in respect of those staff entitled to join. Pensions auto enrollment is available for the remaining staff.

Total pension costs in the year were £81,593 (2020 - £87,076). Pension costs are included in staff costs. Pension commitments included in accrued expenses are £nil (2020 - £nil).

Contributions totalling £23,369 (2020 - £26,083) including salary sacrifice were made to defined contribution pension schemes on behalf of 2 employees whose emoluments exceed £60,000.

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2021

8. SUPPORT COSTS

Support costs

Cost type	Total £
Payroll costs	170,338
Other costs	72,259
Depreciation	<u>9,066</u>
	<u>251,663</u>

Allocation of support costs

	Payroll costs £	Other costs £	Depreciation £	Total £
Domiciliary care	115,830	49,136	6,165	171,131
Residential care	<u>54,508</u>	<u>23,123</u>	<u>2,901</u>	<u>80,532</u>
	<u>170,338</u>	<u>72,259</u>	<u>9,066</u>	<u>251,663</u>

Support costs have been allocated 68% to Domiciliary Care and 32% to Residential care.

Governance costs includes payments to the auditors of £5,000 (2020 £5,000) for audit fees.

9. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Totals £
COST OR VALUATION				
At 1 April 2020	3,643,606	65,444	144,830	3,853,880
Additions	669,267	17,571	-	686,838
Disposals	-	-	(65,491)	(65,491)
Revaluations	(31,873)	-	-	(31,873)
At 31 March 2021	<u>4,281,000</u>	<u>83,015</u>	<u>79,339</u>	<u>4,443,354</u>
DEPRECIATION				
At 1 April 2020	341,766	53,003	124,000	518,769
Charge for year	35,680	7,504	5,012	48,196
Eliminated on disposal	-	-	(64,706)	(64,706)
Revaluation adjustments	(377,446)	-	-	(377,446)
At 31 March 2021	<u>-</u>	<u>60,507</u>	<u>64,306</u>	<u>124,813</u>
NET BOOK VALUE				
At 31 March 2021	<u>4,281,000</u>	<u>22,508</u>	<u>15,033</u>	<u>4,318,541</u>
At 31 March 2020	<u>3,301,840</u>	<u>12,441</u>	<u>20,830</u>	<u>3,335,111</u>

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2021

9. TANGIBLE FIXED ASSETS - continued

Comparable historical cost for the land and buildings included at valuation:

	2021	2020
	£	£
Cost	3,152,433	2,483,166
Accumulated depreciation	278,102	254,026
As at 31 March 2021	2,874,331	2,229,140

This represents properties included above at the following valuation.

	2021	2020
	£	£
Revaluation	4,281,000	3,643,606
Accumulated depreciation	0	341,766
As at 31 March 2021	4,281,000	3,301,840

All other tangible fixed assets are stated at historical cost.

The freehold properties owned by the company were valued by G A Smith who is a Chartered Surveyor, a trustee of the charity, on an open market basis. The valuation was undertaken at 31 March 2021 and in the opinion of the Trustees this valuation is considered to be reasonable.

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade debtors	253,801	170,589
Other debtors	14,323	17,428
	268,124	188,017

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2021

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade creditors	129,549	3,798
Social security and other taxes	46,538	47,073
Accrued expenses	128,692	129,864
	<u>304,779</u>	<u>180,735</u>

12. MOVEMENT IN FUNDS

	At 1.4.20	Net movement in funds	Transfers between funds	At 31.3.21
	£	£	£	£
Unrestricted funds				
General fund	4,116,478	(49,737)	11,604	4,078,345
Revaluation reserve	1,072,700	345,573	(11,604)	1,406,669
	<u>5,189,178</u>	<u>295,836</u>	<u>-</u>	<u>5,485,014</u>
TOTAL FUNDS	<u>5,189,178</u>	<u>295,836</u>	<u>-</u>	<u>5,485,014</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Gains and losses	Movement in funds
	£	£	£	£
Unrestricted funds				
General fund	3,176,088	(3,225,825)	-	(49,737)
Revaluation reserve	-	-	345,573	345,573
	<u>3,176,088</u>	<u>(3,225,825)</u>	<u>345,573</u>	<u>295,836</u>
TOTAL FUNDS	<u>3,176,088</u>	<u>(3,225,825)</u>	<u>345,573</u>	<u>295,836</u>

Comparatives for movement in funds

	At 1.4.19	Net movement in funds	Transfers between funds	At 31.3.20
	£	£	£	£
Unrestricted funds				
General fund	4,031,440	73,434	11,604	4,116,478
Revaluation reserve	1,084,304	-	(11,604)	1,072,700
	<u>5,115,744</u>	<u>73,434</u>	<u>-</u>	<u>5,189,178</u>
TOTAL FUNDS	<u>5,115,744</u>	<u>73,434</u>	<u>-</u>	<u>5,189,178</u>

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2021

12. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	3,194,280	(3,120,846)	73,434
TOTAL FUNDS	<u>3,194,280</u>	<u>(3,120,846)</u>	<u>73,434</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.19 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General fund	4,031,440	23,697	23,208	4,078,345
Revaluation reserve	1,084,304	345,573	(23,208)	1,406,669
	<u>5,115,744</u>	<u>369,270</u>	<u>-</u>	<u>5,485,014</u>
TOTAL FUNDS	<u>5,115,744</u>	<u>369,270</u>	<u>-</u>	<u>5,485,014</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	6,370,368	(6,346,671)	-	23,697
Revaluation reserve	-	-	345,573	345,573
	<u>6,370,368</u>	<u>(6,346,671)</u>	<u>345,573</u>	<u>369,270</u>
TOTAL FUNDS	<u>6,370,368</u>	<u>(6,346,671)</u>	<u>345,573</u>	<u>369,270</u>

INDIVIDUAL CARE SERVICES

Notes to the Financial Statements - continued for the Year Ended 31 March 2021

13. CAPITAL COMMITMENTS

Capital commitments existed at the year end to purchase two properties for a combined total of £425,000.

14. RELATED PARTY DISCLOSURES

During the year the company purchased services from a business in which directors/trustees had an interest. The value of these services and the directors/trustees concerned are as follows:

Two trustees, Mr A H Crompton and Mr A A Crompton are directors of A A Frances & Sons Limited. This company carried out most of the maintenance and refurbishment work at the residential homes. The following transactions were undertaken on a normal commercial basis.

Resources expended of £41,219 (2020 -£81,156). In addition there are capitalised costs of £190,068 (2020 - £75,607)

Within trade creditors and accruals is a balance of £95,298 (2020 - £34,469) in respect of this company.

During his period of his employment, the charity made loans available to Mr J Edwards (a Chief Executive Officer of the charity who resigned during a previous period). The loan debtor at the period end was £13,228 (2020 - £17,428). This is being repaid at £350 per month.

15. ULTIMATE CONTROLLING PARTY

There was no controlling party during the year.

16. GOING CONCERN

The Charity's financial statements are prepared on a going concern basis. There are no material uncertainties about the Charity's ability to continue.

INDIVIDUAL CARE SERVICES

**Detailed Statement of Financial Activities
for the Year Ended 31 March 2021**

	2021 £	2020 £
INCOME AND ENDOWMENTS		
Investment income		
Interest receivable	6,612	6,457
Charitable activities		
Fees received for residential care	1,001,811	1,212,988
Fees for domiciliary care	2,167,665	1,974,835
	3,169,476	3,187,823
Total incoming resources	3,176,088	3,194,280
EXPENDITURE		
Domiciliary care costs		
Staff costs	1,949,615	1,769,930
Other costs	192,931	179,110
Depreciation of tangible fixed assets	6,593	5,662
	2,149,139	1,954,702
Residential care costs		
Staff costs	869,582	896,930
Other costs	168,366	228,104
Depreciation of tangible fixed assets	38,738	41,110
	1,076,686	1,166,144
Total resources expended	3,225,825	3,120,846
Net (expenditure)/income	(49,737)	73,434

This page does not form part of the statutory financial statements