

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)
DIRECTORS' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

CONTENTS

	Page
Reference and administrative details of the company, its Directors and advisers	1
Message from the Chief Executive	2
Directors' report	3 - 15
Independent auditor's report on the financial statements	16 - 19
Statement of financial activities	20
Balance sheet	21
Statement of cash flows	22
Notes to the financial statements	23 - 38

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS DIRECTORS AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2025**

Directors	C E Wesley, Non Executive Director and Chair R V Bundock, Chief Executive S Kingsnorth, Non Executive Director O Oluwadare, Executive Director of Finance (resigned 2 May 2025) C L Pendle, Non Executive Director D Webster, Non Executive Director and Vice Chair C Wood, Non Executive Director R E Okeeffe, Executive Director of Finance (appointed 28 May 2025)
Company registered number	02054594
Charity registered number	518048
Registered office	Second Floor, Marlborough House, Westminster Place York Business Park York YO26 6RW
Company secretary	O Oluwadare (resigned 2 May 2025) R E Okeeffe (appointed 28 May 2025)
Chief Executive	R V Bundock
Independent auditor	BHP LLP Chartered Accountants Rievaulx House 1 St Mary's Court Blossom Street York YO24 1AH
Bankers	The Royal Bank of Scotland

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

**MESSAGE FROM THE CHIEF EXECUTIVE
FOR THE YEAR ENDED 31 MARCH 2025**

It has been another excellent year of achievement and progress for Compass as we work towards realising our long term ambitions. It included successfully delivering on the organisation's business and development plans, and setting a new two year strategic plan. The new plan was an opportunity to bring together all current workstreams into one cohesive plan with new objectives aligned to our long term ambition of ultimately becoming the provider of choice.

We continued to grow as planned and at pace, adding contracts where we believed we could add significant value and expertise, notably Derby City, Derbyshire, Birmingham, Wakefield and Tower Hamlets. This resulted in our workforce growing by a further twenty percent over the 12 months to approximately 500 colleagues. In addition, under the brand 'Compass Together', we rolled out our new volunteering programme focusing on key volunteering roles that we knew would add value to our local teams. By the end of the year, half our services were actively recruiting to local volunteers with the support of our central volunteer co-ordinator.

In preparation for continued growth and expansion, significant work was undertaken to future proof common ways of working central to delivering on Compass' mission and vision through the development of a set of behaviours that underpin a values led approach and our four core organisational values. These behaviours were based on Compass' evolution and direct staff in how they do things; recognising that whilst interventions are important it is the quality of the interaction that is paramount.

The further development of a 'one Compass' approach has created a positive, proactive and inclusive culture and will future proof the essence of the organisation as we continue to grow. Work was completed on aligning what we do – our services and interventions, with how we do it – our values and behaviours, alongside why we do it – our purpose and long term ambitions. Bringing together each of these aspects has been critical in helping colleagues understand their role and contribution to the wider organisation as well as locally. This was supported through the revision of our appraisal process so individual colleague objectives are now aligned to the organisation's business plan.

This year considerable progress has been made on advancing the central infrastructure to better support the delivery of our local services. This included significant progress on upgrading many of our corporate systems with the aim of achieving system integration and automation. We are starting to reap the benefits of services having more accessible, real time data to aid decision making, action and continuous improvement.

We completed the first year of our internal Innovations Fund; aimed at investing in and supporting ground-up initiatives. These included piloting new interventions and ways of working that respond to unmet needs and improving service delivery. The Workforce Development Programme and Innovations Fund will form part of our annual cycle of business planning across Compass in future years.

'Compass Community' was also launched – a social value arm to the company, aimed at enhancing our local services through the co-development of meaningful partnerships with organisations within the communities that we serve. Designed to be mutually beneficial; enabling local businesses to actively deliver on their corporate social value responsibilities as well as our team sharing our expertise and resources to improve workplace, family and community wellbeing.

Our mission, vision and purpose are clear. However we are on a journey towards realising our ambitions. Central to us realising our ambitions is our workforce. Their drive, determination and talent continues to be truly remarkable. With everyone working together to deliver child-led high impacting early intervention services through a values-led approach, so every child and young person gets the same opportunity to realise their talent. This is what unites us and makes Compass special.

Rachel Bundock
Chief Executive Officer



Signer ID: ES0JVIATS...

Date: 18/08/2025 GMT

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

DIRECTORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

The Directors present their annual report together with the audited financial statements of Compass – Services to improve health and wellbeing (the Company), for the year ended 31 March 2025.

The Annual report serves the purposes of both a Trustees' report and a Directors' report under company law. The Directors confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) published in October 2019.

Objectives and activities

a. Policies and objectives

The Company was established in 1986, for the public benefit, and had the following objectives during the year to March 2025:

To promote the health and well-being of children, young people, parents/carers and families with particular focus on helping to reduce health inequalities by proactively engaging with disadvantaged and minoritised groups by:

- Promotion of activities that support positive health and wellbeing.
- Identification of population health needs by the gathering of information, on lived experiences of children and young people at key developmental stages.
- Providing training and support to relevant professionals to understand a wide range of health and wellbeing.
- Supporting education settings to co-develop and deliver sustainable whole school approaches to mental health and wellbeing.
- Providing consultation, coaching and support to families, system partners (health, education, social, VCFSE), and wider community stakeholders.
- Delivering therapeutic support to children and young people with low to moderate mental health and emotional wellbeing needs.
- Delivering targeted and specialist support to children and young people with contraception, sexual health and risky behaviour needs.
- Provision of social value programmes in conjunction with local businesses and partner agencies to improve the overall health and wellbeing of communities.

The Directors review the performance, aims and objectives of the Company every year. In carrying out the review, the Directors refer to the Charity Commission's guidance on public benefit to ensure that all activities meet that guidance.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Objectives and activities (continued)

b. Activities for achieving objectives

Compass' activities span universal prevention, targeted and specialist provision of public health and wellbeing services to support children, young people, young adults, parents/carers, families, professionals, and local communities.

Our core areas of activity are mental health, emotional health, and wellbeing; public health nursing, weight management, risky behaviours, substance misuse, contraception, sexual health, and bereavement. They include delivering whole school approaches to mental / health and wellbeing in collaboration with education settings, education prevention, early help, structured treatment, engagement in meaningful activities and aftercare support.

Underpinning these services is a thematic, tiered training and consultation programme for different stakeholders to upskill and coach them to identify children and young people with additional health and wellbeing needs early and put in place strategies to support them, including making appropriate referrals to the right professional at the right time. As part of its social value offer, Compass has extended its public health expertise and knowledge to support employers and businesses within local communities and particular professional groups to embed mentally healthy cultures and practices within the workplace.

Compass has a broad geographical spread with services based in North and West Yorkshire, North East Lincolnshire, East and West Midlands Midlands, Central and West Lancashire, and London; and supports school aged children and their families from the age of four years up to 25 years for young people with special educational needs and disabilities (SEND).

Strategic report

Achievements and performance

a. Strategy

Compass recognises that, in an ever-changing environment where the pace of change is accelerating, a detailed long-term strategy is neither desirable nor effective. Instead, the Directors have agreed long term ambitions with detailed goals to support their achievement.

Ambitions

- **Employer of Choice** - *the organisation great people want to work for.*
- **Affordable Delivery** - *our services make efficient use of available resources.*
- **Evidenced Effectiveness** - *we make the biggest impact on people's lives.*
- **High Quality & Well Governed** - *we are safe, effective, inclusive and well led.*
- **Sustainable Future Growth** - *we win, implement and develop services well.*

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Strategic report (continued)

Achievements and performance (continued)

Goals

- **To grow its contract base at a steady and sustainable rate:**
 - o Advance our mental health support team (MHSTs), emotional health and public health nursing contract portfolio.
 - o Secure substance misuse and risky behaviour contracts in areas where Compass already has a geographical footprint.
 - o Secure organic growth within current local contracts by broadening and deepening the holistic offer based on evidence-need.
- **To achieve financial stability by targeting a range of financial measures:**
 - o Income of largest contract as a percentage of total income.
 - o Contribution of largest contract as percentage of total income.
 - o Central overheads as percentage of income.
 - o Achieve annual surpluses to support future initiatives.
 - o Total contribution as a percentage of total income.
- **Diversification of income streams that support the company's mission:**
 - o Development of partnerships with local businesses and organisations that support the delivery of local services.
 - o Delivery of workforce training and professional consultancy to system partners and businesses in the areas of mental health and wellbeing.

Over the past 12 months, Compass has made significant progress towards achieving its goals with more contract tender successes which have resulted in the achievement of the financial targets reducing dependence on a single contract.

Analysis of current contract shows a portfolio more balanced across different sized contracts:

Distribution of contracts at 31 March 2025		
<u>Annual Contract Value</u>	<u>Number of Contracts</u>	<u>% of Total Value</u>
> £3 million	2	40
£2.5-3.0 million	1	12
£2.0-2.5 million	-	-
£1.5-2.0 million	2	18
£1.0-1.5 million	1	7
£0.5-1.0 million	6	21
<£0.5 million	1	2

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Strategic report (continued)

Achievements and performance (continued)

b. Risks to strategy

Clear business objectives with milestones have been agreed and these are reviewed regularly by both the Senior Leadership Team and the Directors taking into account changes to national policy and legislation. Adjustments are made to priorities and resources to ensure objectives are delivered.

c. Review of activities

Compass has remained committed to the design, development and implementation of holistic high quality health and wellbeing services that are complementary to and integrated with local education, health and care partners and genuinely inclusive and accessible to the children, young people and families we serve.

Maintaining this focus as Compass has continued to grow has remained a priority. Embedding common culture, values and expectations which deliver on our shared ambitions has included a focus on experience and feedback, induction and colleague engagement and support for innovations and creative problem solving across the services.

New Innovations

During 2024/25 Compass implemented plans for investment in new and innovative ways of working designed to create/test new models to meet emerging needs, this has included:

A 2 year pilot of holistic **early intervention eating difficulties model** in Compass GO... working in schools and communities delivering universal support to improve esteem and body image, tackle unhelpful attitudes, raising awareness amongst the school community and providing targeted intervention for those with emerging eating difficulties.

Development of a **neuro-inclusion project** to improve on the engagement and participation experiences of neurodivergent children, young people and their families; creating SEND adapted tools and techniques and alignment to the Compass Equality Diversity and Inclusion (EDI) ambition to develop knowledge and support for neurodivergent staff and volunteers across Compass.

Creation of a **digital whole school and college approach audit tool** which will be used by Compass school based services to support education settings to better understand and respond to the emotional and mental health needs of their pupils.

We have employed a dedicated digital delivery wellbeing worker across all emotional health services to maximise the use of digital delivery and support practitioners to adopt new ways of working with digital tools to meet the needs of children, young people and families.

The design and publication of a KS1/KS2 story book to **accompany 'This Is Me & My Emotions' Class Workshop** and audio recording meeting the needs for children with a range of learning styles.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Strategic report (continued)

Achievements and performance (continued)

Expansion & Improvements

During the period Compass again experienced significant contract growth changing the structure of our operational services which has developed into 3 directorates each led by an experienced and expert Assistant Director of Operations; a summary of each directorates activities in 2024 / 2025 is detailed below:

Midlands/South of England

Warwickshire Connect for Health school health and wellbeing service has continued to deliver extensive health needs assessment across key developmental stages whilst continuing to build on accessibility. Year 6 Health Needs Assessment again had a fantastic uptake this year achieving 90 per cent against a target of 80%. The team introduced focussed outreach work to engage children, young people and families from harder to reach communities including Gypsy, Roma and Traveller communities and young people who are home educated and may otherwise not access public health services.

Staying in Warwickshire, after fifteen years, our consistently high-performing **Warwickshire Drug and Alcohol service** contract came to an end following a competitive procurement exercise; Compass worked cooperatively with commissioners and the new provider to prepare for a seamless transfer of care for the young people in service. Compass have retained the Police and Crime Commissioner contract and continue to provide a criminal justice related drug and alcohol service for young people. The main referring partners to the service are the Warwickshire Youth Justice Service (WYJS), for under 18's and Warwickshire Probation Service Integrated Offender Management for 18-25yrs.

Harrow 'Elevation' risky behaviour service secured a contract extension and additional short-term funding to improve engagement and access working with commissioners to identify and respond to local need. In addition to the delivery of interventions for young people who are concerned about their own substance use the service has built a model for 'hidden harm', working with children who are impacted by the use of substances by others such as parents focussing on colleges and specialist provision workshops. This year the team provided three cycle to recovery skills workshops bringing young people together to develop skills, build relationships and engage in project activity.

Safe East sexual health and substance use services in Tower Hamlets contract was successfully defended and enhanced with the procurement of an integrated school health and wellbeing service to commence 1 April 2025 including school nursing and the delivery of the Healthy Child Programme. This innovative delivery model has been developed collaboratively to create a single system of holistic care for school aged children with access to the full range of Compass services through a single point of entry.

Compass Shine Coventry Emotional Health and Wellbeing Service has continued to develop across the year. With a full staffing establishment, we have successfully implemented waiting list initiatives significantly reducing the length of time children, young people and their families wait for emotional wellbeing support with assessment waiting times reducing to below 30 days at the end of year compared to 200+ days at April 2024. The service has introduced a training and consultation model in schools enabling education settings to better identify and meet the emotional health needs of the school community.

North of England

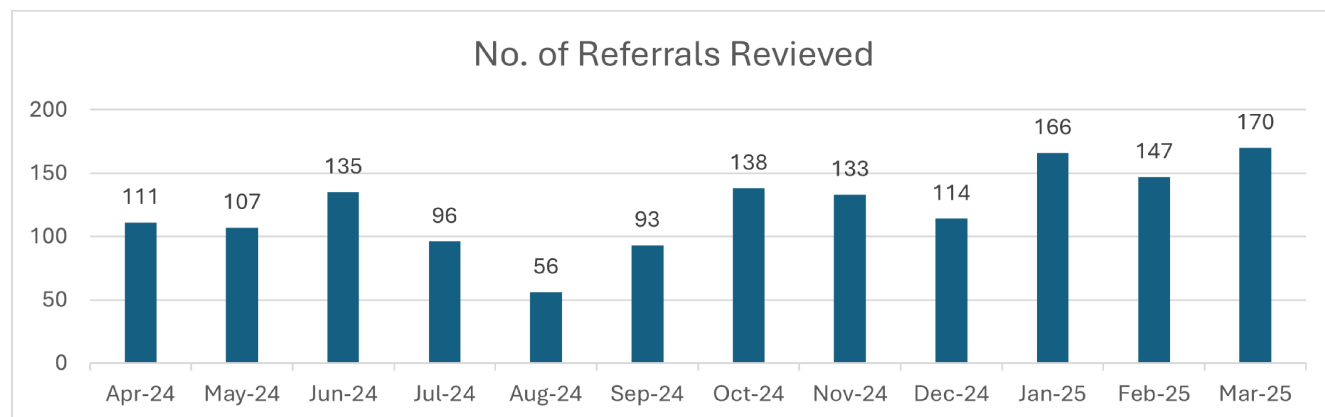
Compass Phoenix our North Yorkshire emotional health early intervention and prevention service has maintained the previous positive action to minimise waiting times with CYP typically receiving assessment within one month of referral despite growing numbers of referrals.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING (A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Strategic report (continued)

Achievements and performance (continued)



Compass Bloom Central and West Lancashire MHST has continued to grow and develop; training additional mental health professionals with the addition of Wave 11 resources; this has created the opportunity to increase the range and reach in service with **28,246** children and **young people** accessing support in the year. The deployment of dedicated resources to support young people to participate in the design and development of services and the introduction of regular webinars to allow parents/carers to access live and pre-recorded support and information sessions have created new opportunities to promote engagement with the services.

BACK BY POPULAR DEMAND

LIVE PARENT/CARER SLEEP WEBINAR

Sleep is a **SUPER** Power

We all need sleep, and some of us would like even more of it!

This webinar aims to provide an overview for parents/carers on the purpose of sleep, the impact of poor sleep, and advice and strategies to improve sleep and overcome some common sleep difficulties. The strategies may be applied to both adults and children and young people.

When:

JAN

Tuesday 28th January; 11.00am - 12.15pm
Thursday 30th January; 1.00pm - 2.15pm

Join Our Webinars!

Our webinars are open to all young people and parents/carers of students who attend our allocated schools and colleges.

Register now using the link below or simply scan the QR Code to secure your spot!

<https://bit.ly/JanuarySleepWebinar>

To attend please sign up before 5.00pm Monday 27th

SCAN ME

COMPASSBLOOM@COMPASS-UK.ORG

01772 280123

UNIT 8 BALFOUR COURT, OFF HOUGH LANE, LEYLAND, LANCASHIRE, PR25 2TF

LIVE

PARENT/CARER WEBINAR

'KNOW YOURSELF, GROW YOURSELF'

Children's Mental Health Week is in February and this years theme is 'Know Yourself, Grow Yourself.'

Join our webinar designed to empower parents and carers! Discover tools to help children and young people build self-awareness, strengthen emotional resilience, and foster meaningful conversations about mental health and wellbeing.

When:

FEB

Thursday 13th February, 6pm - 7pm

Join Our Webinar!

Our webinar is open to all young people and parents/carers of students who attend our allocated schools and colleges.

Register now using the link below or simply scan the QR Code to secure your spot!

<https://forms.office.com/e/NzqAgbP3bk>

To attend please sign up before 5.00pm Wednesday 12th February.

SCAN ME

COMPASSBLOOM@COMPASS-UK.ORG

01772 280123

UNIT 8 BALFOUR COURT, OFF HOUGH LANE, LEYLAND, LANCASHIRE, PR25 2TF

Compass Be Mental Health Support Team in Barnsley has maintained full coverage working in all state maintained schools and colleges in the borough. Augmenting the model has resulted in an integrated single point of contact with NHS CAMHS and Compass range of MHST, bereavement and specialist services meaning that a single point of contact for mental health support is accessible to all. January 2025 introduced an additional team to Compass Be developed with partners and

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Strategic report (continued)

Achievements and performance (continued)

commissioners to meet the needs of children and young people who have experienced adverse childhood events / trauma adapting the MHST model to address the specific needs of these young people. A significant achievement in promotion has resulted in increases in direct access for families and partners who are now supported to access the right help, first time and meeting one of Compass core aims of preventing children and young people from being 'bounced' between services.

Compass GO as our long established Mental Health Support Team, successfully secured an extension to contract in recognition of the extraordinary achievements they have made over the first 5 years of activity. The team have built on the three core functions of an MHST to provide services which are accessible and acceptable to the children and young people of North East Lincolnshire. The service has led on the design and delivery of adapted interventions for children and young people in special educational provision delivering therapeutic interventions with meaning and providing additional specialist training to practitioners and to school staff. Over the year Compass GO achieved 100% engagement with all state maintained schools and routinely deliver link sessions, groups and 1:1 interventions supporting schools to improve school wellbeing policies, responses and approaches.

Compass Rise, our Wakefield Emotional Wellbeing Service moved into its second year of operation in 2024 and has continued to develop a responsive and community focussed, locally delivered emotional wellbeing service operating in schools, but also in family centres and community venues. The service worked directly with children in Wakefield to design a brand for the service and together created a service brand which is easily recognisable and offers an optimistic and positive image of the service, and so Compass Rise was created.



Midlands MHST's

Compass Changing Lives Mental Health Support Teams in Derby and Derbyshire have continued to increase the range and reach of services and this has been notably enhanced by the successful award of a contract to provide emotional health and wellbeing services to schools not yet receiving the MHST offer. In June 2024 mobilisation of the new contract resulted in the successful TUPE transfer of colleagues to provide an enhanced emotional wellbeing offer; this has included the development of a single point of contact for all Compass emotional health services and the implementation of an easy access App providing information, advice, guidance and direct referral via smartphone/device. The service was further enhanced with a further two MHST's from January 2025 to extend coverage for schools in the City and Erewash reaching thousands more children and young people.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Strategic report (continued)

Achievements and performance (continued)



Compass Birmingham MHST successfully concluded the first year of training in waves 9 and 10 with the qualification of 30+ mental health practitioners. The team are now delivering on the full range of MHST activities, including whole school approach, individual low intensity CBT and group interventions in schools and also creating new opportunities to support families to feel confident in supporting their children to cope with the emotional and mental health challenges they face, including workshops to support parents/carers to effectively manage behavioural concerns as well as digital information, advice and support parent drop-ins

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Strategic report (continued)

Achievements and performance (continued)



We were delighted to secure a further 'Wave 12' contract in Birmingham providing an additional six MHST's serving communities in the North and East of the City; the additional teams have commissioned local offices to support outreach in school settings but work collaboratively with Wave 9 and 10 teams to deliver on a single point of access and specialist support to reduce barriers to access and maintain efficiencies and economies of scale. The service is now supporting 36 trainees to become qualified mental health practitioners ahead of deployment into local schools.

Flex Team

In response to the growth in operational services and the diversity of communities we serve across a broad geography, the 'Flex Team' has been developed to build on a collaborative approach to implementing new services, responding to emerging needs and developing creative solutions to common problems. The team, led by a dedicated Senior Operational Manager coordinate with new and existing services to deliver on common standards, these includes:

- Deployment of additional clinical time to address local demand pressures.
- Provision of digital delivery expertise to support local teams to implement digital interventions.
- Mobilising of new contracts harmonising Compass standards and models across new services.
- Supporting the design and development of effective electronic records.
- Producing social media content which enhances the service profile, and builds a known and trusted brand.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Strategic report (continued)

Achievements and performance (continued)

d. Investment policy

The Directors have the power to invest in such assets as they consider appropriate. The Company has a policy of keeping any surplus liquid funds in short term deposits which can be readily accessed. Investments in property are permitted if the purchase of a property is for the use of furthering the organisation's activities.

Financial review

a. Going concern

The Directors are of the opinion that Compass is a going concern on the basis of the level of its reserves and the level of income which will be delivered in the next two years via contracts currently secured.

b. Financial review

Income during the year rose to £21.27 Million from the previous year's figure of £16.36 Million. This increase resulted from the full year effect of the contracts gained in 2023/24 and part year effects of new contracts gained in Derbyshire and Birmingham and further organic growth within services already commissioned.

Expenditure has risen to £20.61 Million compared to £15.08 Million partially in line with increases in turnover but in addition £578K of planned expenditure from designated reserves, noted in the post balance sheet events in the March 2024 accounts, to deliver on a workforce development strategy together with value added and innovation projects; whilst further strengthening the underlying infrastructure to manage the increased size, breadth and complexity of the contract portfolio.

Net income was £0.65 Million compared to net income in the previous year of £1.28 Million. This reduction reflects the spending of £578K from the designated reserve created last year and the expenditure on underlying infrastructure.

c. Reserves policy

The Directors recognise the need to have reserves in place to ensure the sustainability of the charitable company in the event of the loss of a major contract. The Directors are also aware of the need to balance the levels of free reserves with the need to maximise the service delivered to current beneficiaries.

The Directors calculate the minimum free reserves required based on the fact that the nature of the contract portfolio is the provision of core NHS services. Therefore in the event of Compass losing contracts, staff would be transferred to a new provider and as a result reserves are required only to cover central infrastructure and any lease commitments. Using this methodology, a minimum requirement for free reserves of £2.45 Million has been calculated.

The free reserves at 31 March 2025 are £2.98 Million. This figure excludes the fixed assets reserve fund and the designated reserve. The excess of free reserves over the reserves required will be used to support future business growth and development and any financial impact of high rates of both general and wage inflation that may not be covered by increases in funding.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

d. Principal funding

The principal funding source for the company is contractual income from Integrated Care Boards, Local Authorities and Police and Crime Commissioners.

Structure, governance and management

a. Constitution

The charity is constituted as a company limited by guarantee and governed by its Articles of Association which set out a Unitary Board arrangement whereby Executive Directors share with Non Executive Directors full responsibility for managing the affairs of the company.

All business is conducted through board meetings without the use of sub-committees. Clinical Governance, issues are scrutinised by an advisory group made up of Non Executive Directors, members of the senior management team and external clinical experts.

b. Recruitment and appointment of Directors

The Directors of the company are also Charity Trustees for the purposes of charity law and under the company's Articles are known collectively as the Board of Directors. Directors are elected to the Board either to fill a vacancy or to add to the number of Board members, up to a maximum of sixteen. The Articles provide that of the total number of Directors, no less than two thirds should be Non Executive Directors. The Non Executive Directors will hold office for a term of three years and will be able to put themselves forward to be elected for a further three year term. Further terms beyond the initial two must be approved by the Board on an individual basis.

The Chief Executive and Director of Finance are Executive Directors by virtue of office and any other Executive Directors, subject to a maximum of one third of total Board membership, may be elected by the Board. The Chair of the Board is elected by the Non Executive Directors; Claire Wesley was elected to the role in March 2016.

Non Executive Directors have been recruited through advertising in local and national media, through a consultant led headhunting campaign, and through the use of professional and personal networks.

c. Non Executive Directors' induction and training

All new Non Executive Directors are given a starter information pack and meet with the Chief Executive and Chair and are briefed on the history of the organisation, its current strategy and future developments in the context of related national strategy and the wider issues of social policy.

Directors and the Senior Management Team meet at least annually separate from standard Board meetings to focus on a review of the Company's core vision, its values and its performance. The Non Executive Directors' training schedule covers core components such as the Role of a Director and Trustee, Health and Safety, Safeguarding Children and Equal Opportunities and Diversity, as well as specific individual development needs.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Structure, governance and management (continued)

d. Organisational structure

The Directors meet regularly and are responsible for the strategic direction and policy of the company. Currently there are seven Directors, two of whom are Executive Directors. The five Non Executive Directors are drawn from a variety of professional backgrounds relevant to the work of the Company.

A scheme of delegation is in place and day to day responsibility for the administration of the Company and the delivery of the services rests with the Chief Executive and the Senior Management Team.

e. Risk management

The Board manages risk through its scrutiny of the two principal risk registers, the strategic risk register and the clinical risk register whilst at the same time seeking assurance from the Senior Management Team that identification and management of risk is core to the operational management of the business. The risk review process is underpinned by the Board's evaluation of the forward strategy and annual business plan which together ensure that risks are identified and evaluated for likelihood of crystallisation, and to support effective decision making.

The principal registers are reviewed at each Board meeting ensuring that new risks and changes in the risk environment are properly identified and that controls are in place to maintain all risks within the Board's agreed risk tolerance, along with the testing of procedures and mitigation of controls.

The principal risks to which Compass is exposed are regulatory/compliance and financial risks. Key risks with their corresponding risk scores are highlighted for the Board as a risk map. Risks are also monitored alongside key performance indicators per contract. Compass works closely with commissioners to minimise the risk of not attaining contractual targets. Risks in relation to data protection are managed through Compass' Information Governance policies and procedures which ensure compliance with the General Data Protection Regulations; and the requirements of the NHS Digital data security and protection toolkit.

The financial risks are managed so that there are sufficient resources to meet ongoing contractual obligations. Such risks are further controlled against the Directors' approved annual budget and variances are scrutinised through the year. Procedures are maintained for all operations and are subject to planned reviews and updating for business and statutory changes. Compass has in place a fraud and whistleblowing policy and has no exposure to financial risk instruments other than to ensure Compass maximises the return on credit bank balances.

The Board has given due consideration to its key strategic risks and is satisfied that Compass systems, procedures and policies are in place to manage these risks.

f. Key management pay and remuneration

The pay of Executive Directors is set by the Non-Executive Directors. Remuneration is based on a pay range relevant to a particular role – ranges are regularly reviewed in a pay benchmarking exercise.

Compass operates a performance related pay system linked to appraisal; salaries also rose by 4% in April 2024 to reflect inflationary pressure in the labour market.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Engagement with employees and employment of the disabled

Employees have been consulted on issues of concern to them by means of regular consultative committee and staff meetings and have been kept informed on specific matters directly by management. The company carries out exit interviews for all staff leaving the organisation and has adopted a procedure of upward feedback for senior management and the Directors.

The company has implemented a number of detailed policies in relation to all aspects of personnel matters including:

- Equal opportunities policy
- Volunteers' policy
- Health & safety policy

In accordance with the company's equal opportunities policy, the company has long-established fair employment practices in the recruitment, selection, retention and training of disabled staff.

Full details of these policies are available from the company's offices.

Information on fundraising practices

The charity does not actively engage in fundraising practices nor contract with a third party to fundraise on the charity's behalf. There have been no complaints relating to fundraising.

Disclosure of information to auditor

Each of the persons who are Directors at the time when this Directors' report is approved has confirmed that:

- so far as that Director is aware, there is no relevant audit information of which the charity's auditor is unaware, and
- that Director has taken all the steps that ought to have been taken as a Director in order to be aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Auditor

The auditor, BHP LLP, has indicated their willingness to continue in office. The Directors will propose a motion reappointing the auditor at the AGM.

Approved by order of the members of the board of Directors and signed on their behalf by:



Signer ID: UN829IEBKS...

C E Wesley

Chair

Date: 18/08/2025 GMT

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMPASS - SERVICES TO IMPROVE
HEALTH AND WELLBEING**

We have audited the financial statements of Compass - Services to Improve Health and Wellbeing (the 'charitable company') for the year ended 31 March 2025, which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor 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 other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMPASS - SERVICES TO IMPROVE
HEALTH AND WELLBEING (CONTINUED)**

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of directors

As explained more fully in the trustees' responsibilities statement, 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.

Auditor responsibilities for the audit of the financial statements

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

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMPASS - SERVICES TO IMPROVE
HEALTH AND WELLBEING (CONTINUED)**

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with management and directors, and from our knowledge and experience of this charity;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006, Charities Act 2011, CQC inspections, safeguarding, health and safety and employment law;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and directors; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

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

- making enquiries of management and directors 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 risks of fraud through management override controls, we:

- performed analytical procedures to identify any unusual or unexpected variances;
- tested journal entries to identify unusual transactions; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk or 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;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

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

A further description of our responsibilities is available on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMPASS - SERVICES TO IMPROVE
HEALTH AND WELLBEING (CONTINUED)**

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Laura Masheder

Signer ID: CRZCVPKXXZ...

Laura Masheder (Senior statutory auditor)

for and on behalf of

BHP LLP

Chartered Accountants
Statutory Auditor's
Rievaulx House
1 St Mary's Court
Blossom Street
York
YO24 1AH

Date: 20/08/2025 GMT

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2025**

	Note	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:				
Donations and legacies	4	4,827	4,827	-
Charitable activities	5	21,195,835	21,195,835	16,310,611
Investments	6	67,930	67,930	44,899
Total income		21,268,592	21,268,592	16,355,510
Expenditure on:				
Charitable activities	7	20,614,932	20,614,932	15,079,929
Total expenditure		20,614,932	20,614,932	15,079,929
Net movement in funds		653,660	653,660	1,275,581
Reconciliation of funds:				
Total funds brought forward		4,388,596	4,388,596	3,113,015
Net movement in funds		653,660	653,660	1,275,581
Total funds carried forward	16	5,042,256	5,042,256	4,388,596

The Statement of financial activities complies with the requirements for an income and expenditure account under the Companies Act 2006 and includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)
REGISTERED NUMBER: 02054594

BALANCE SHEET
AS AT 31 MARCH 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	13	279,879	340,351
		<u>279,879</u>	<u>340,351</u>
Current assets			
Debtors	14	1,723,846	1,607,343
Cash at bank and in hand	19	4,863,793	4,132,063
		<u>6,587,639</u>	<u>5,739,406</u>
Current liabilities			
Creditors: amounts falling due within one year	15	(1,825,262)	(1,691,161)
		<u>4,762,377</u>	<u>4,048,245</u>
Net current assets			
		<u>5,042,256</u>	<u>4,388,596</u>
Total net assets			
		<u>5,042,256</u>	<u>4,388,596</u>
Charity funds			
Unrestricted funds			
Designated funds	16	2,065,492	540,351
General funds	16	2,976,764	3,848,245
		<u>5,042,256</u>	<u>4,388,596</u>
Total funds			
		<u>5,042,256</u>	<u>4,388,596</u>

The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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



Signature ID: JN829IEBKS...

C E Wesley

Chair

Date: 18/08/2025 GMT



Signature ID: JN829IEBKS...

Rachel Brundock

Chief Executive and Director

The notes on pages 23 to 38 form part of these financial statements.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash provided by operating activities	18	764,269	1,193,693
Cash flows from investing activities			
Bank interest	6	67,930	44,899
Purchase of tangible fixed assets	13	(100,469)	(204,565)
Net cash used in investing activities		(32,539)	(159,666)
Change in cash and cash equivalents in the year		731,730	1,034,027
Cash and cash equivalents at the beginning of the year		4,132,063	3,098,036
Cash and cash equivalents at the end of the year	19	4,863,793	4,132,063

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1. General information

Compass - Services to improve health and wellbeing is a company limited by guarantee. The members of the company are the Directors named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member. The registered office of the charity is given in the charity information on page 1.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

Compass - Services to improve health and wellbeing meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

2.2 Going concern

At the time of approving the financial statements, the Directors have a reasonable expectation that the charity has adequate resources to continue in existence for the foreseeable future. The Directors continue to adopt the going concern basis of accounting in preparing the financial statements.

2.3 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income from charitable activities includes income recognised as earned (as the related service is provided) under contract. Where income is received in advance of a specified service, it is deferred until the charity is entitled to that income.

Investment income is included when receivable by the charity.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Grants and contract income due for the year have been included in full and have been allocated as restricted income where appropriate.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. All expenses including support costs and governance are allocated to the applicable expenditure headings.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

2.6 Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.7 Operating leases

Rentals under operating leases are charged to the SOFA on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period until the date the rent is expected to be adjusted to the prevailing market rate.

2.8 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

2. Accounting policies (continued)

2.8 Tangible fixed assets and depreciation (continued)

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Short-term leasehold property improvements	- 10% straight line
Computer equipment, fixtures and fittings	- 33.33% straight line

2.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.10 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.12 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments.

2.13 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year in accordance with section 28 of FRS 102.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.14 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock of fixed assets.

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

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

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Directors in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Directors for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

3. Critical accounting estimates and areas of judgment

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The directors consider there to be no key accounting estimates and judgements in the application of the charitable company's accounting policies.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

4. Income from donations and legacies

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Donations	4,827	4,827	-

5. Income from charitable activities

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from charitable activities - services	21,195,835	21,195,835	16,310,611
Total 2024	16,310,611	16,310,611	

6. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Bank interest	67,930	67,930	44,899
Total 2024	44,899	44,899	

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

7. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2025 £	Total 2025 £	Total 2024 £
Governance costs	46,721	46,721	48,228
Expenditure on charitable activities - services	20,568,211	20,568,211	15,031,701
	<u>20,614,932</u>	<u>20,614,932</u>	<u>15,079,929</u>
Total 2024	<u>15,079,929</u>	<u>15,079,929</u>	

8. Support costs

	2025 £
Staff costs	991,113
Rent and storage	56,618
Repairs, maintenance and cleaning	2,877
Rates, heat, light and power	5,541
Office costs	199,217
Training and recruitment	273,816
Depreciation	4,515
	<u>1,533,697</u>

Support costs, included within expenditure on charitable activities (Note 7), comprise Governance and HR, Finance and Administration functions. These have been allocated based on direct costs, following the application of recharges and a management charge has been allocated to operational activities. Total support costs in the comparative year were £1,559,209.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

9. Analysis of expenditure by type

	Staff costs	Depreciation	Other costs	Total	Total
	2025	2025	2025	2025	2024
	£	£	£	£	£
Charitable activities	16,687,111	160,941	3,720,159	20,568,211	15,031,701
Expenditure on governance	21,721	-	25,000	46,721	48,228
Total	16,708,832	160,941	3,745,159	20,614,932	15,079,929
Total 2024	11,843,459	123,721	3,112,749	15,079,929	

10. Net income/(expenditure)

This is stated after charging:

	2025	2024
	£	£
Depreciation of tangible fixed assets:		
- owned by the charity	160,941	123,721
Auditor's remuneration - preparation of financial statements	3,960	3,675
Auditor's remuneration - audit	19,845	15,225

11. Staff costs

	2025	2024
	£	£
Wages and salaries	14,323,035	10,100,113
Social security costs	1,394,520	944,578
Contribution to defined contribution pension schemes	991,277	798,768
	16,708,832	11,843,459

Included within the wages and salaries figures above are agency staff costs of £149,477 (2024: £276,068). Total staff costs excluding agency staff was £16,559,355 (2024: £11,567,391).

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

11. Staff costs (continued)

The average number of persons employed by the company during the year was as follows:

	2025	2024
	No.	No.
Project staff	386	306
Administrative staff	39	29
	<hr/> 425 <hr/>	<hr/> 335 <hr/>

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

	2025	2024
	No.	No.
In the band £60,001 - £70,000	6	1
In the band £70,001 - £80,000	1	-
In the band £80,001 - £90,000	2	-
In the band £90,001 - £100,000	1	1

The key management are deemed to be the Executive Directors. Details of their remuneration are included within note 12.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

12. Directors' remuneration

Under the Articles of Association, Executive Directors are permitted to be remunerated for their services provided as an employee to the charitable company.

Details of Executive Directors' remuneration and expenses are given below.

During the year retirement benefits were accruing to 2 directors (2024: 2) in respect of defined contribution pension schemes.

The Executives Directors' individual remuneration including pension contributions was:

M Roberts - £nil (2024: £76,807) including pension contributions of £nil (2024: £6,950)

R Bundock - £108,207 (2024: £103,719), including pension contributions of £9,746 (2024: £9,371)

O Oluwadare - £86,551 (2024: £49,331) including pension contributions of £4,121 (2024: £2,260).

The highest paid director received remuneration of £108,207 (2024: £103,719), including pension contributions of £9,746 (2024: £9,371).

In addition, employers national insurance contributions in respect of the above directors amounted to £22,452 (2024: £25,624).

2 Executive Directors received expenses amounting to £3,214 in the current year (2024: £2,854 paid to 3 Directors).

No remuneration was paid to Non-Executive Directors during the year.

3 Non-Executive Directors received expenses amounting to £420 in the current year (2024: £501 paid to 2 Non-Executive Directors).

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

13. Tangible fixed assets

	Short-term leasehold property improvements £	Computer equipment, fixtures and fittings £	Total £
Cost			
At 1 April 2024	60,306	724,687	784,993
Additions	-	100,469	100,469
At 31 March 2025	60,306	825,156	885,462
Depreciation			
At 1 April 2024	7,029	437,613	444,642
Charge for the year	6,031	154,910	160,941
At 31 March 2025	13,060	592,523	605,583
Net book value			
At 31 March 2025	47,246	232,633	279,879
At 31 March 2024	53,277	287,074	340,351

14. Debtors

	2025 £	2024 £
Trade debtors	493,816	838,845
Prepayments and accrued income	1,230,030	768,498
	1,723,846	1,607,343

Accrued income of £56,452 (2024: £59,184) will be taken to income in more than 1 year.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

15. Creditors: Amounts falling due within one year

	2025 £	2024 £
Trade creditors	870,868	573,254
Other taxation and social security	356,245	246,231
Other creditors	162,838	120,105
Accruals and deferred income	435,311	751,571
	<u>1,825,262</u>	<u>1,691,161</u>
	2025 £	2024 £
Deferred income at 1 April	500,384	847,468
Income deferred during the year	84,845	500,409
Amounts released from previous periods	(466,975)	(847,493)
<i>Deferred income at 31 March</i>	<u>118,254</u>	<u>500,384</u>

Deferred income relates to amounts received in advance of the contract or work still to be completed on contracts commencing.

Total pension commitments, which are included within other creditors, amount to £162,838 (2024: £120,105).

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

16. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2025 £
<i>Unrestricted funds</i>					
<i>Designated funds</i>					
Fixed asset reserve fund	340,351	-	(160,941)	100,469	279,879
Covid 19 recovery fund	200,000	-	(200,000)	-	-
People development fund	-	-	(326,134)	2,013,647	1,687,513
Added value and innovation fund	-	-	(51,900)	150,000	98,100
	<u>540,351</u>	<u>-</u>	<u>(738,975)</u>	<u>2,264,116</u>	<u>2,065,492</u>
<i>General funds</i>					
General funds	<u>3,848,245</u>	<u>21,268,592</u>	<u>(19,875,957)</u>	<u>(2,264,116)</u>	<u>2,976,764</u>
<i>Total Unrestricted funds</i>	<u><u>4,388,596</u></u>	<u><u>21,268,592</u></u>	<u><u>(20,614,932)</u></u>	<u><u>-</u></u>	<u><u>5,042,256</u></u>

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

16. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2024 £
<i>Unrestricted funds</i>					
<i>Designated funds</i>					
Fixed asset reserve fund	259,507	-	(123,721)	204,565	340,351
Covid 19 recovery fund	200,000	-	-	-	200,000
	<u>459,507</u>	<u>-</u>	<u>(123,721)</u>	<u>204,565</u>	<u>540,351</u>
<i>General funds</i>					
General funds	<u>2,653,508</u>	<u>16,355,510</u>	<u>(14,956,208)</u>	<u>(204,565)</u>	<u>3,848,245</u>
<i>Total Unrestricted funds</i>	<u><u>3,113,015</u></u>	<u><u>16,355,510</u></u>	<u><u>(15,079,929)</u></u>	<u><u>-</u></u>	<u><u>4,388,596</u></u>

Fixed asset reserve funds have been designated by the Directors to represent the value of tangible fixed assets. Expenditure from the fund represents depreciation charged during the year and transfers of £100,469 represents capital additions during the year.

Covid 19 recovery fund has been designated by the Directors to improve breadth, quality and impact of services offered by the charity.

People development: in recognising the difficulties in recruiting suitably qualified professionals, the Board will be investing £2.01 million over the next 3 years in recruiting and training staff within local services to achieve a range of post graduate qualifications in partnership with designated Universities.

Added Value and Innovation Projects: The Board also assigned £150,000 over 3 years to support innovation and service improvement programmes that will enhance existing provision for our beneficiaries and allow operational teams to test and pilot new models of delivery.

In the previous year, Trustees has planned to designate a total of £2.7m for specific projects. A subsequent review of reserves was undertaken during the 2024/25 year and to ensure free reserves are maintained above the minimum threshold, the overall transfer was reduced.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

17. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	279,879	279,879
Current assets	6,587,639	6,587,639
Creditors due within one year	(1,825,262)	(1,825,262)
Total	5,042,256	5,042,256

Analysis of net assets between funds - prior year

	Unrestricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	340,351	340,351
Current assets	5,739,406	5,739,406
Creditors due within one year	(1,691,161)	(1,691,161)
Total	4,388,596	4,388,596

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

18. Reconciliation of net movement in funds to net cash flow from operating activities

	2025 £	2024 £
Net income for the year (as per Statement of Financial Activities)	653,660	1,275,581
Adjustments for:		
Depreciation charges	160,941	123,721
Bank interest	(67,930)	(44,899)
(Increase)/decrease in debtors	(116,503)	166,531
Increase/(decrease) in creditors	134,101	(327,241)
Net cash provided by operating activities	764,269	1,193,693

19. Analysis of cash and cash equivalents

	2025 £	2024 £
Cash in hand	4,863,793	4,132,063
Total cash and cash equivalents	4,863,793	4,132,063

20. Analysis of changes in net debt

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash in hand	4,132,063	731,730	4,863,793
	4,132,063	731,730	4,863,793

There is no debt in either the current or previous year.

COMPASS - SERVICES TO IMPROVE HEALTH AND WELLBEING
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

21. Operating lease commitments

At 31 March 2025 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025	2024
	£	£
Not later than 1 year	257,042	275,363
Later than 1 year and not later than 5 years	190,523	212,913
	<hr/> 447,565 <hr/>	<hr/> 488,276 <hr/>

22. Other financial commitments

The charitable company has granted a fixed and floating charge over all of its assets in favour of Royal Bank of Scotland as security for any present or future liabilities that may arise in connection with the charitable company's banking arrangements. As at the balance sheet date, the outstanding balance of the facilities covered by this charge was £nil (2024: £nil).

23. Related party transactions

There were no related party transactions during either period other than the remuneration paid to Directors of the charity, disclosed in Note 12 of the financial statements.