COMMUNITY INTEGRATED CARE

England & Wales · Charity number 519996

Details

Other names	COMMUNITY INTEGRATED CARE LIMITED, C I C
Status	Registered
Legal form	Charitable company
Company number	02225727
Registered	1988-03-22
Register	View on the Charity Commission register

Contact

Address	Community Integrated Care 2 Old Market Court Miners Way Widnes WA8 7SP
Phone	01514203637
Email	information@c-i-c.co.uk
Website	www.c-i-c.co.uk

Activities

Objects: The principal Object of the Charity is to promote for the public benefit the relief of those in need because of youth, age, ill-health, or disability throughout the United Kingdom in such a way as the Charity shall from time to time think fit by, but not limited to:(a) providing specially designed or adapted housing, and items, care or other services or facilities intended to ease the needs of such persons and support individuals with care needs to live independently;(b) assisting in the treatment and care of persons suffering from mental or physical illness of any description or in need of rehabilitation as a result of such illness, by the physical provision of facilities for work and recreation;(c) advancing training (including vocational training) and life-long learning by the funding of research and adding to collective knowledge and understanding of specific areas of study and expertise which shall include (but not limited to) autism, dementia or other illness which the trustees of the charity may agree to include from time to time;(d) supporting research into the care and treatment of persons suffering from illness or disability by the provision of lectures, research, for and by the publication of newsletters devoted to the care and treatment in social healthcare; and(e) raising public awareness of the needs and welfare of such persons, their families and carers.

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Activities: COMMUNITY INTEGRATED CARE WORK ACROSS THE WHOLE OF THE CARE SPECTRUM DELIVERING DIVERSE SUPPORT AND CARE SERVICES ACROSS ENGLAND AND SCOTLAND. THE CHARITY PROVIDES SUPPORTED LIVING FOR PEOPLE WITH LEARNING OR PHYSICAL DIFFICULTIES AND/OR MENTAL HEALTH CONCERNS .

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:** Children/young People, Elderly/old People, People With Disabilities, Other Charities Or Voluntary Bodies

Geography

- **Area of benefit:** UNITED KINGDOM
- Scotland
- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£197,363,000	£195,589,000	£38,964,000	6443
2024-03-31	£169,787,000	£166,486,000	£37,416,000	5822
2023-03-31	£148,351,000	£149,494,000	£34,778,000	5253
2022-03-31	£143,416,000	£142,035,000	£35,923,000	5362
2021-03-31	£142,240,000	£147,367,000	£33,831,000	5500

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Trustees

Name	Role	Appointed
AMANDA DE RYK		2018-09-26
Dinesh Mangaru		2024-12-04
Imogen Shillito		2025-03-26
Janet Catherine Ryan		2023-03-23
Jonathan Firth Akenhurst		2024-06-20
Kathryn Anne Marsden		2025-10-08
Keith Donald Rhodes		2020-03-26
Mandy Jane Wearne		2021-06-22
Nigel Fraser Lemmon		2017-09-08
Ryan Alexander Roberts		2025-03-26
Shaun Daniel Gallagher		2018-09-26
Susan Claire Tunmore		2021-06-22
Teresa Esther Fenech		2017-09-08
William Wallace Dobbin		2021-06-22

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COMMUNITY INTEGRATED CARE

England & Wales - Charity number 519996

Accounts

Community Integrated Care

ANNUAL REPORT 2024/25



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

About Us

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

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

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

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



Message from our CEO



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

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

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

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

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

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

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

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



Jim Kane
Chief Executive Officer
Community Integrated Care

Message from our Chair



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

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

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

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

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

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

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

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

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



Mandy Wearne
Chair of the Board of Trustees
Community Integrated Care

Our Vision, Values and Purpose

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

Our five core values



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



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



ASPIRE
to be the best at what we do.



RESPECT
individual choice and promote inclusion, rights and independence.



ENABLE
others to fulfil their needs and achieve their aspirations.

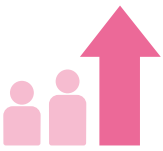
Best Lives Possible: Our strategy in action

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

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



OUR CUSTOMERS (PEOPLE WE SUPPORT)
Building independence, unlocking potential and enabling each person to live with dignity and purpose.



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

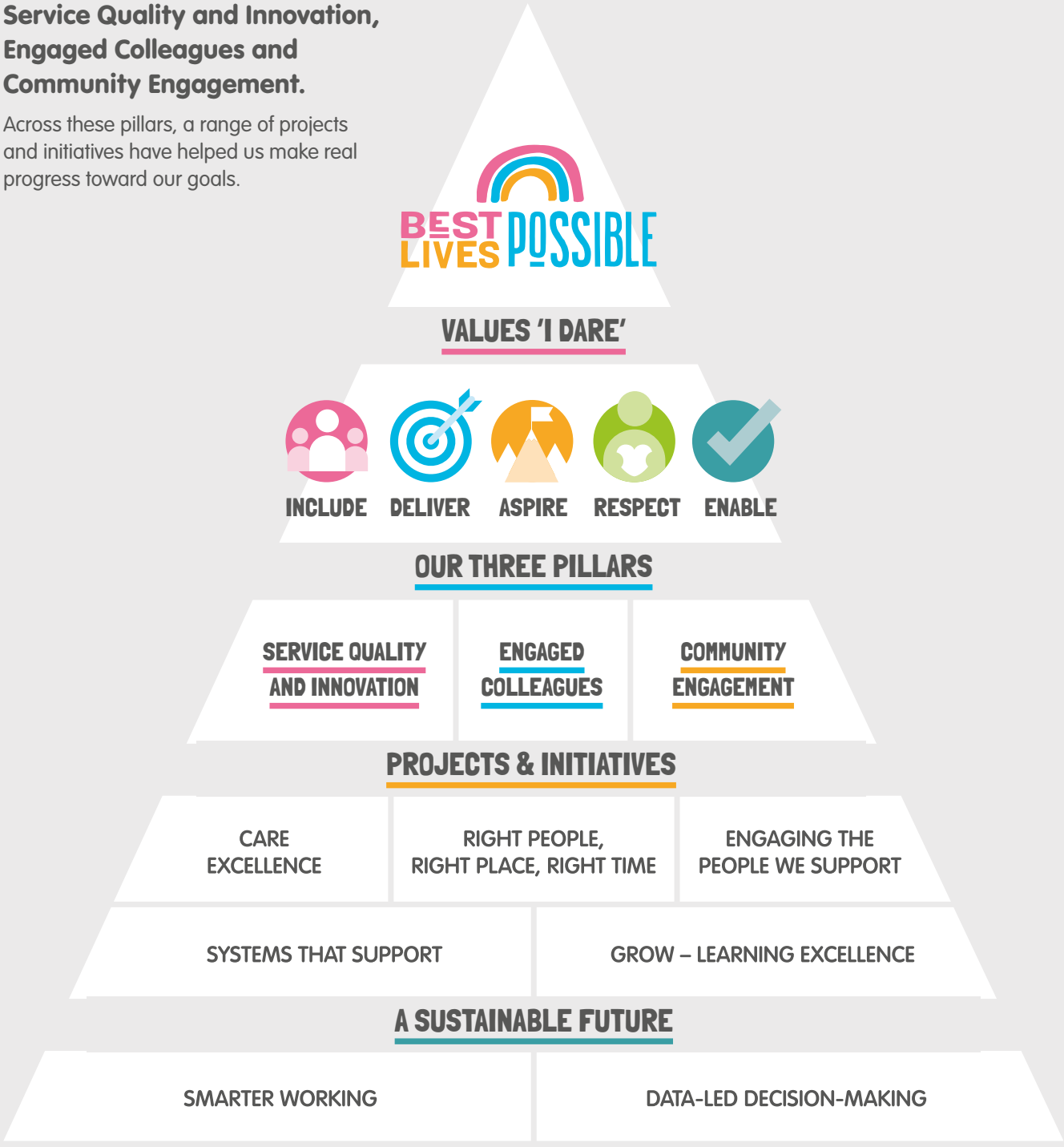


OUR COMMUNITIES
Shaping a more inclusive society that recognises and celebrates the contributions of people with support needs.

This vision has been delivered through our three strategic pillars:

Service Quality and Innovation, Engaged Colleagues and Community Engagement.

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



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

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

Our Impact in Numbers in 2024/25

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

SUPPORT DELIVERED:

OVER 9.5 MILLION HOURS

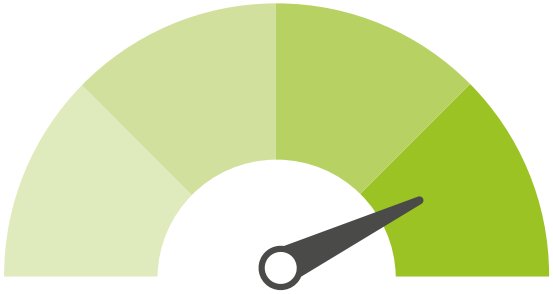


AWARD WINS

1,800 COLLEAGUES WELCOMED

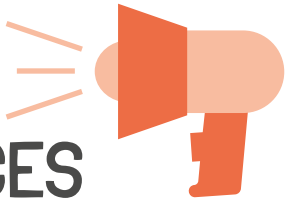


86%



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

37 NEW SERVICES



7,000

PEOPLE ENGAGED IN OUR PROGRAMMES AND PARTNERSHIPS



280

NEW PEOPLE SUPPORTED



TRUSTEES' REPORT





Financial Summary

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

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

Independent Living

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

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

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

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

We've yet to fully realise the benefits of our recruitment drive, as these gains have been offset by ongoing cost pressures with only partial funding recovery. Inflationary increases – particularly in wages, general operating costs, and in preparation for the April 2025 increase in employer National Insurance contributions – have not been adequately matched by funding uplifts from local authorities and Integrated Care Boards. In the absence of a national funding settlement for adult social care, this funding gap has continued into the new financial year.

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

Extra Care

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

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

Domiciliary Care

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



INCOME FOR THE YEAR WAS £190.9M, AN INCREASE OF 14% ON THE INCOME FOR THE YEAR TO 31 MARCH 2024.

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

Complex Care

Complex Care services provide support to people with significant and often combined medical, mental health and social needs. Community Integrated Care supports more than 130 individuals with profound and multiple learning disabilities, mental health conditions and autistic people. A key focus is supporting transitions from long-stay hospitals and secure settings into community-based living.

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

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

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

SERVICE QUALITY AND INNOVATION



Care Excellence

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

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

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



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



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



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

Care and Support Plans

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

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

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

Deregistration for greater independence

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

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

Strengthening clinical governance

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



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

Tanya Claridge, Director of Clinical Governance

CASE STUDY

Scottish care service rated 'Excellent'



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

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

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

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

Experts in Complex Care

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

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

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

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

Winners in care excellence

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



CASE STUDY

Beth's story

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

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

> **Living in my own home, finding joy, setting goals – it's more than I imagined possible.**
>
> **Beth**, a person we support



Systems That Support



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

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

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

Quality and assurance on our Radar

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

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

> **A real step forward... it's made a big difference to how we track and share our progress."**
>
> **Rebecca**, Service Leader

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

Making care smarter with Nourish

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

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

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



Technology Enabled Care

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



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

Introducing Ingle

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

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

Virtual care, real impact

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

The Virtual Care Centre also acts as an out-of-hours on-call service for colleagues, ensuring our frontline teams are supported 24/7. This improves care continuity and supports work-life balance for operational leaders, who know there's always expert help available.

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

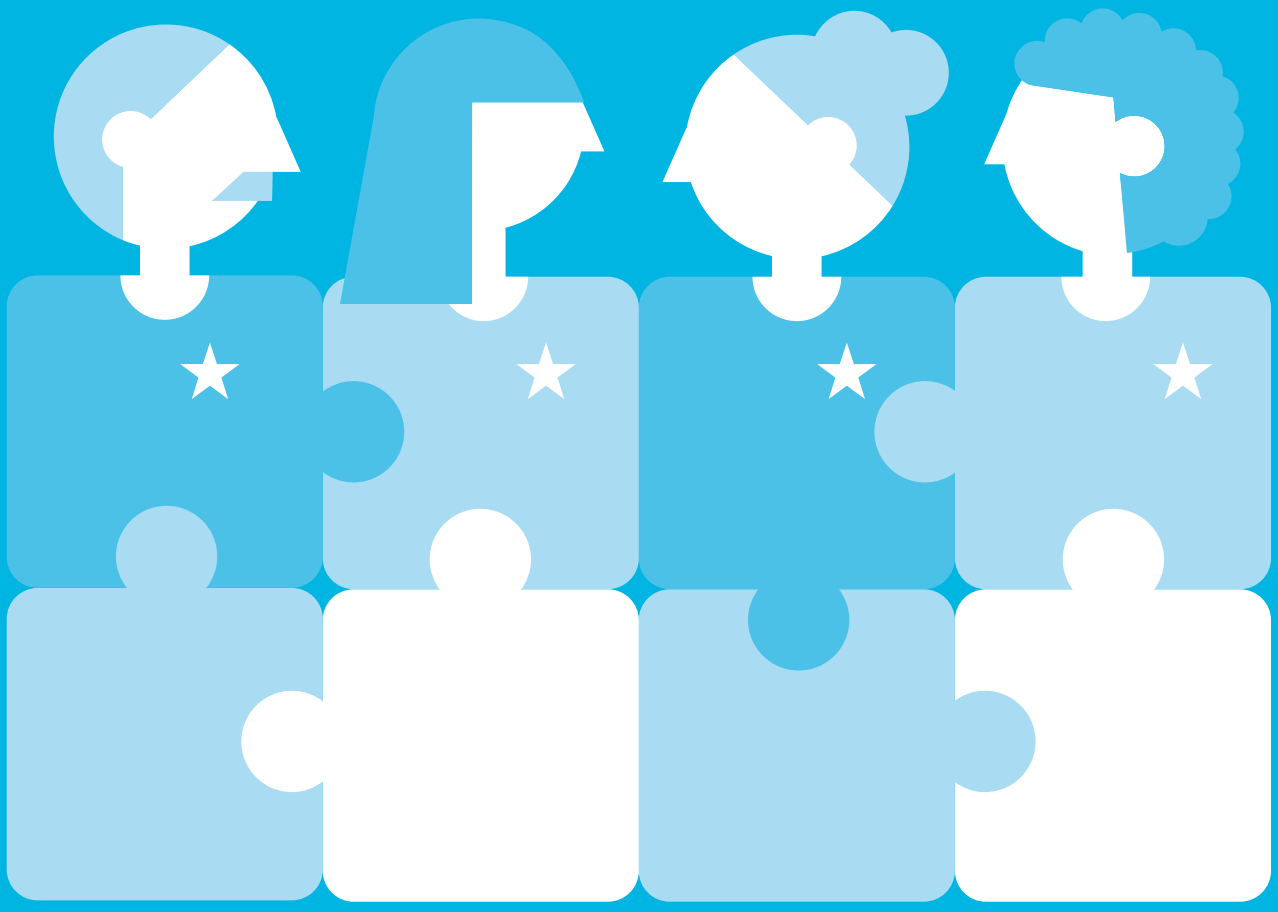
TSA accreditation

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

TEC Quality

Quality · Safety · Innovation

ENGAGED COLLEAGUES



Right People, Right Place, Right Time

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

Recruitment: building stronger foundations

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

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

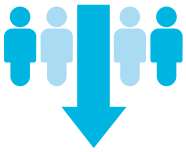


Recruitment in numbers



100%+

recruitment achieved ahead of forecast, outperforming the sector average.



20.2%

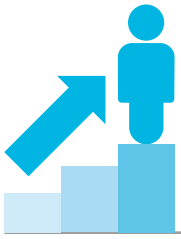
turnover rate – significantly lower than the sector average of 28.3%.



Candidate pipeline dropout

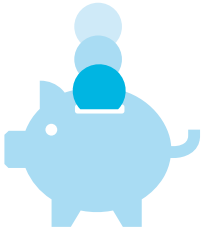
13.7%,

improved from 17.4%, thanks to better candidate experience.



52%

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



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

£635k

saving in permanent agency spend for salaried colleague recruitment.

Retention: listening to our workforce

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

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

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

Wellbeing: supporting our people in challenging times

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

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

Rewarding our workforce

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

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

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



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

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

Prioritising equity, diversity and inclusion

In 2024, we launched Who We Are Matters, a new annual campaign encouraging colleagues to voluntarily share their diversity data. This helps us to better understand our workforce and respond to the unique needs of specific groups of our people. It also creates a more inclusive and respectful culture for all.

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

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

Learning Excellence

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

Continuing to GROW

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

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

> **GROW has helped me to develop my skills and empowered me. I feel I can better enable the people we support to live their best lives possible.**
>
> **Julie,** Support Worker

CASE STUDY

Co-producing learning with impact



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

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

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

> **I loved being involved because I can share my experiences to help others.**
>
> **Joss,** a person we support

LEAD, Learn to LEAD and LEAD Next Level

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



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

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

Conversations that count

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

CASE STUDY

Faz's journey from Support Worker to standout leader

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

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

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



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

Faz, Service Leader

COMMUNITY ENGAGEMENT



Engaging The People We Support

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

Amplifying Voice Groups

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

Each Voice Group is co-led by a Quality Advisor. This is a person with lived experience employed by our charity, working alongside our Quality team. Within this period, we have hosted 37 sessions and engaged 195 people in our Voice Groups. People supported have given feedback that has helped shape activities, influence communications and improve independence in services. Our Voice Groups are more than just feedback mechanisms; they've become a source of community and empowerment.

Experts through experience

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



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

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

Democracy in action

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

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



Driving inclusion nationally

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

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





CASE STUDY

Matt and Elle's story

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

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

> **It was fantastic to be part of the video and show what's possible, I want people with learning disabilities and autism to know they can dream big too.**
>
> **Matt**, a person supported through our Inclusive Volunteering® Programme

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

Partnerships and Communities

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



© House of Commons



Pushing boundaries through sport

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

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

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

> **Taking part in these programmes has been incredible. I've had the chance to try lots of new things and to discover new skills.**
>
> **Tauseef**, Participant from Stockport

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



Creative inspiration from TV heroes

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

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

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

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

Sir David Attenborough

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



Ambassadors who champion inclusion

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

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



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

Safety in the community

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

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

Digital inclusion

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

okta

Campaigning and Policy

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

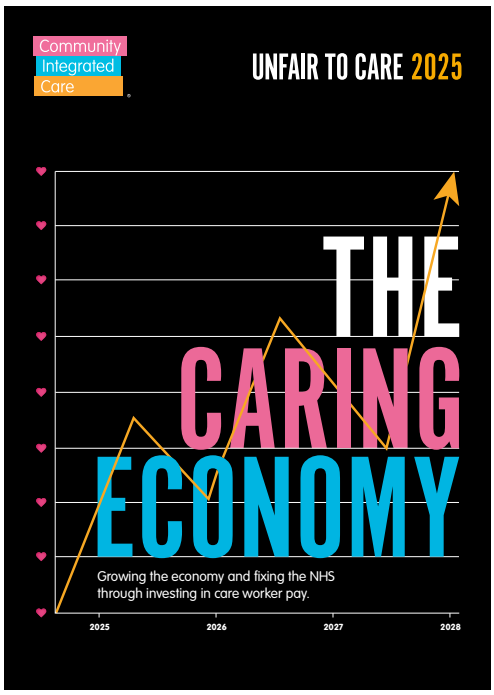


Unfair To Care

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

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

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





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

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

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

> **Within our charity we've seen the transformational impact of raising pay and investing in carers – achieving an 80% retention rate, which is above the sector average."**
>
> **Teresa Exelby,** Chief Corporate Services and People Officer



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

MARKEL 3RD SECTOR CARE AWARDS 3





Engaging MPs and civil servants

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

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

This year, we've also submitted evidence to the Health and Social Care Select Committee, contributed to the NHS 10 Year Health Plan consultation, and written directly to leaders, including the Secretary of State for Health and Social Care, Wes Streeting, and Baroness Louise Casey, to influence their policy work. As the Casey Commission Review takes shape, we've been clear in offering our insight, expertise and support.

Raising our voice in the media

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





sky news Rate of employers' NI to rise by 1.2 percentage points

Standing with the sector

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

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

> **We cannot continue to build the future of social care on the goodwill of underpaid, undervalued colleagues. It's time for fair pay, fair funding and fair treatment.**
>
> **Jim Kane**, Chief Executive Officer

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



A SUSTAINABLE FUTURE



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

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

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

Growing through partnership

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

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

Founded in 2010, Arc delivers four therapeutic services that currently support 12 young people. Over 18 months of close collaboration, we discovered a deep alignment in values and a shared belief in the potential of every young person. This partnership helps us to address one of the most pressing challenges in social care: the lack of effective support for young people as they transition into adulthood.

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

Using technology to build our future

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

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

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

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

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

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

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

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

A person-centred framework

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

A strategy for the future

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

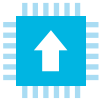
In Autumn 2025, we'll launch our new organisational strategy, **Best Lives, Bolder** – an exciting step that builds on our achievements and sets a clear direction for the future. This strategy will help us keep moving forward in the areas that matter most:



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



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



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



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

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

STRATEGIC REPORT





Financial Review

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



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

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

£'000

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

Reserves policy

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

As at 31 March 2025, Group reserves had increased by £1.4m to £39.9m (2024: £38.4m). Within this balance are restricted reserves of £3.6m (2024: £3.4m) represented by a mixture of freehold and leasehold land and buildings donated to the charity by several local authorities and public bodies. Disposal of these properties is subject to the approval of the donating authority.

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

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

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

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

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

Investment policy

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

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

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

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

Cash flow

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

Long–term borrowing

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

Pension liabilities

The charity is obliged under FRS102 to provide for its share of any reported pension deficit at the balance sheet date from those defined benefit schemes of which it is a member. The charity operates two defined benefit pension schemes, the CARE pension scheme (CARE) and the North-East Scotland Pension Fund (NESPF). The charity's share of the NESPF is in surplus and is not included in the financial statements whilst the CARE scheme is in deficit and is included in other creditors. Further details are included in the notes to the accounts.

Subsidiary undertakings

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

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

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

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

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

Related parties and interests

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

Funds held on behalf of residents

The charity has responsibility for residents' personal monies, totalling £7.6m as at 31 March 2024 (2024: £6.7m) but does not have beneficial ownership. Therefore, these funds, which are held as cash by banks other than the charity's principal banker, are excluded from the financial statements.

Trustee indemnity insurance

The Board has the benefit of trustee indemnity insurance cover of £10m, which is authorised in the Articles of Association. This insurance was in force during the year ending 31 March 2025 and remains in force in relation to certain losses and liabilities, which the trustees may incur to third parties while acting as a trustee (Director) of the charity or of any subsidiary undertaking.

Fundraising policy

The charity's fundraising activity is largely represented by in-house events, legacies, corporate fundraising with local companies and national partners and gifts from trusts and foundations. It does not currently use professional fundraisers or commercial partners to help deliver its work. The charity complies with current regulations and best practice set out by regulatory and professional membership bodies – the Fundraising Regulator, the Institute of Fundraising, the Scottish Charity Regulator (OSCR) and the Scottish Council for Voluntary Organisations (SCVO).

Due to the nature and logistics of delivering fundraising across multiple sites, there is a recognised risk of compliance breaches in relation to fundraising. These risks are managed and minimised through robust compliance policies, with a focus on training and inductions for new starters, alongside regular quality checks and audits. It engages proactively and works with the Fundraising Regulator and other professional bodies to ensure that any concerns raised are addressed as a priority.

The charity employs a code of conduct to protect vulnerable people, which all fundraisers must adhere to, and has published its Adults in Vulnerable Circumstances Policy to ensure all staff have full guidance in this area. The charity's registration with the Fundraising Regulator and commitment to following, reviewing and consulting on the Code of Fundraising Practice includes safeguarding its supporters' interests. The charity did not receive any complaints relating to its fundraising activities in either the current or previous financial years.

Risk Management

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

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

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

The Risk Management Framework states:

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

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

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

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

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

Board assurance that the RMF is operating effectively is provided through internal audits carried out by a third party. The overall control opinion for the third year running provided by the internal audit was that the charity had an adequate and effective framework for risk management, governance and internal control. Further enhancements were identified to ensure that it remains adequate and effective and these are being implemented.

The principal risks the charity actively monitors and manages

PRINCIPAL RISK CATEGORY	RISK APPETITE	HOW IS THIS RISK MANAGED?
Quality of care is the risk of not delivering the standard of care necessary to meet the needs of the people we support.	The charity is committed to providing good care and support to enable the people it supports to live the best lives possible. It has a low-risk appetite for quality-of-care risk.	The effective management of this risk is at the core of the charity's business purpose. To that end, it has a comprehensive framework in place across first and second lines to ensure the risk operates within appetite, including embedded regional quality teams led by Senior Quality Business Partners. Oversight is provided by the Board Quality and Standards Committee with matters escalated to the Board as required. Management of the risk involves a defined set of qualitative and quantitative objectives and supporting risk appetite measures, including contractual relationships with commissioners and regulatory oversight and inspection. Supporting management of this risk is: • The appointment of a Clinical Governance Director. • The development of a Continuous Quality Improvement and Assessment Framework. • A Quality Assurance Framework. • High-quality care plans are required to be in place for each person supported. • Adequate levels of resourcing to ensure contractual commitments can be delivered safely. • A comprehensive policy framework and supporting procedures. • Role-specific training. • A comprehensive issue escalation process. • The development of our Technology Enabled Care (TEC) systems.
Financial resilience is the risk of surplus and cash generation not meeting the operational and strategic needs of the charity and placing in jeopardy the ongoing viability of the charity.	The charity business model is primarily an outsourced provider of social care to vulnerable people for local authorities. It is dependent upon public sector funding and subject to significant commissioner cost pressures. The ability to manage costs in response to fluctuations in demand in the short term is limited and therefore conservative liquidity and capital positions are essential to ensure continued viability through the economic cycle. Portfolio diversification is essential to avoid over reliance on any particular commissioner. Active asset management alongside the generation of surpluses is necessary to finance investment in the business. The charity has a limited appetite for financial risk.	The Board approves the annual financial budget and supporting risk appetite measures intended to ensure sufficient liquidity to meet liabilities as they fall due and ongoing financial viability. Ongoing oversight is provided by the Board committees, in particular the Finance, Information Management & Technology Committee. Operational management of the risk is supported by: • Budget process. • Monthly financial reporting, including detailed and appropriate Management Information. • Forecasting (to ensure an appropriate forward-looking view). • Effective risk/reward assessment for all new commitments. • Continuous review of the ongoing financial viability of individual services. • Clearly articulated reserve, liquidity and borrowing policies approved by the Board and overseen by the Finance, Information Management & Technology Committee. • Management of the portfolio of contracts to ensure diversification of risk and avoidance of over-reliance on any contract or commissioner.

PRINCIPAL RISK CATEGORY	RISK APPETITE	HOW IS THIS RISK MANAGED?
Compliance with regulatory and statutory requirements is the risk of failing to identify, monitor and comply with relevant laws, regulations and expectations in the charity's operations, failure to engage effectively with regulators or inform them in a timely way of any failure to meet expectations, providing inaccurate, misleading or false information to regulators or statutory bodies or failing to respond to requests for information in a timely way.	The charity operates in a highly regulated sector. Failure to meet these expectations would result in risk of harm to the people supported and the colleagues employed by the charity. It would result in unacceptable levels of reputational risk and could result in the closure of services and/or the charity. It therefore has no appetite for operating outside regulatory and statutory requirements or expectations.	The charity aims to always operate within the letter and spirit of regulatory requirements. There are clear operating guidelines within the charity setting out how engagement with regulators and other statutory agencies is to take place, whenever a new service is made available or a new initiative is undertaken. Supporting this compliance is: • An open and proactive relationship with regulators and other statutory bodies at all times. • Active and ongoing management of the charity's market oversight rating from the CQC. • Policies and procedures which reinforce a culture of regulatory compliance. • A Continuous Quality Improvement and Assessment Framework which reinforces compliance with regulatory and statutory requirements. • Mandatory role-specific training. • Appropriate levels of resource to ensure that all statutory and regulatory expectations are met and that the charity operates in a safe and secure environment for the people it supports, its staff and other stakeholders. • Safeguarding policy and training. • A clear governance model which ensures appropriate oversight of all regulatory requirements.
People risk is the risk of not having sufficiently skilled and motivated colleagues who have the capabilities to deliver the services which the charity has contracted to deliver, who are clear on their responsibilities and accountabilities and who behave in a way that is aligned to the values and business purpose of the charity.	The ability to manage this risk is constrained by the available financial resources and external environment to recruit and retain the necessary capacity and capability to deliver services to the people we support. The charity uses agency staff, only when necessary as a consequence of the challenging employment market from which it sources staff, recognising that this will mean that it will not always be able to deliver the quality of care to which it aspires. The charity has a moderate risk appetite for this.	The charity aims to improve the capability of its colleagues and reduce risks around sufficient capacity by improving the quality of recruitment, enhancing learning and development and employing active strategies to reduce staff turnover. Board oversight of this risk is provided by the Workforce Committee. Supporting management of this risk at an operational level is: • Charity-wide engagement strategies including Gamechangers, reward and recognition and long service schemes. • Regular assessment of employee engagement through colleague surveys and roadshows. • Maintenance of a wellbeing fund to assist employees in financial difficulty. • Investment in Learning and Development. • Implementation of an improved employee value proposition – "the Deal". • Investment in recruitment, onboarding and induction to improve retention. • Additional local resource to support recruitment both in terms of recruiters and money used for local initiatives. • In-take days to provide greater support to new starters, including shadowing and support for mandatory training. • Significant investment in leadership development through the LEAD programmes.

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

PRINCIPAL RISK CATEGORY	RISK APPETITE	HOW IS THIS RISK MANAGED?
Strategic business risk is the risk of significant loss and or damage (including to reputation) arising from the charity's decisions that impact on the long-term interests of its stakeholders, from the failure to execute strategic plans or from an inability to adapt to a changing external development.	The charity operates in a high-risk sector, with a high reliance on public sector funding and in a rapidly evolving external environment with the potential for major structural change. All these features were exacerbated by Covid-19. It is engaged in the delivery of a strategic plan aimed at responding to these challenges by refocusing the charity and creating a platform for future sustainable growth. There is an acceptance by the Board of a higher level of strategic business risk than has been the case in the recent past. The charity has a moderate to high level of appetite for strategic business risk.	Ownership of the strategy rests with the Board. The Board provides approval and ongoing oversight of the strategy through its regular meetings and supporting committees. • Individual Executive Team members have specific responsibilities for the delivery of the different strategic initiatives. • The charity has a business development function responsible for retaining existing profitable contracts and winning new profitable contracts. • Reputation risk arising from the execution of the strategy, for example around the decision to cease to provide a service, is managed in the first instance by the CEO with escalation to the Board as required. • Strategic Business Risk is overseen at Board level as a specific item on the Strategic Risk Register. • The charity actively seeks to influence the development of public policy, led by engagement by the CEO and Chair with public sector bodies and key influencers.
Operational risk (including reliance on information and information security) is the risk of loss resulting from inadequate or failed internal processes, projects and or systems or from external events including, for example, a cyber-attack. It includes legal risk, and operational risks associated with the strategy. The primary responsibility for managing these risks rests in the first line in the delivery of services in accordance with the policies and procedures of the charity, with oversight provided by the second line functions.	The charity is prepared to tolerate a level of operational risk exposure within agreed thresholds and limits. A level of resilience risk from internal and external events is tolerated. However, immediate steps are taken to minimise the impact on the people supported through recovery within defined timescales. Operational risks are likely to impact on the charity's reputation and financial viability and tolerances need to be set accordingly.	• The charity has a comprehensive set of policies which seek to identify operational risks and set out how they are to be managed and mitigated. This is supported by an enterprise-wide communication and training programme. Every member of staff is aware of their responsibility in relation to the management of operational risk. This is embedded in all role profiles and forms part of regular performance assessment. • The appointment of a Head of Information and Regulatory Governance. • The commencement of development of an Information Governance Framework. • The provision of appropriate Management Information to all governance committees up to and including the Board. • Investment in systems and processes to ensure a satisfactory level of operational efficiency. • Breaches of risk tolerance, including near misses, are escalated to the Board and its committees as appropriate. • An information management and digital investment strategy is in place, including agreed protocols for the management of data, testing of new applications and responding to cyber-attacks. This is supported by enterprise-wide Cyber Essentials accreditation and annual third-party penetration testing. • The charity has enterprise wide and service level Business Continuity Plans and Disaster Recovery Plans in place which are tested regularly. • The multiple change projects in the charity are managed through a robust project programme control board reporting to the Executive Team and overseen by the Board of Trustees. • Enterprise-wide structures in place for management of major incidents.

Going Concern and Statutory Statements

Going concern

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

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

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

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

Public benefit

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



OTHER INFORMATION





Structure, Governance and Management

Board of Trustees ("the Board")

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

A trustee skills matrix is maintained by the Company Secretary and development opportunities are reviewed on a regular basis to ensure the Board continues to meet the changing needs and demands of the charity.

An external governance review was commissioned in September 2024 in accordance with the recommendations of the Charity Governance Code. It concluded that the Board was working effectively, and all recommendations were implemented in full. The Board has undertaken a performance evaluation of its effectiveness and of its Chair, comprising a written survey for completion by trustees, 1:1 conversations between the Chair and trustees, and 1:1 conversations between the Senior Independent Trustee and trustees and the Chief Officers Group. Its goals were to reaffirm that the governance arrangements were fit for purpose against the changing social care and charity landscape and that they remained consistent with the charity's aims and objectives.

Trustees are appointed through external advertisement and may serve up to three, three-year terms, with a maximum tenure of nine years before retirement or re-election. New trustees undertake an induction programme that includes service visits, a presentation from the senior management team, and access to an electronic reading room and trustee handbook. These resources provide an overview of the charity and key information on its constitution, governance and trustee roles and responsibilities. Trustees are not remunerated but are reimbursed for reasonable out-of-pocket expenses incurred while attending Board meetings, in line with the trustee expenses policy.

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

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

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



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

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

Sub-Committees

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

Audit and Risk Committee	Quality and Standards Committee	Finance, Information Management & Technology Committee	Remuneration and Nominations Committee	Workforce Committee

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

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

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

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

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

The Workforce Committee scrutinises organisational development and workforce strategies and recommends approval to the Board. It is responsible for taking assurance that core human resource policies are regularly reviewed and are compliant with appropriate legislation/regulatory requirements, including the CQC's Well-Led Framework, the Care Inspectorate's National Care Standards and the Scottish Social Services Council Fit to Practice Framework. Workforce strategies include those for reward, pay and recognition and the committee take assurance that arrangements are in place to manage the workforce against agreed KPIs and that there is appropriate training, engagement and feedback from staff.

Advisory groups

The Board has the power to establish ad-hoc working groups and advisory boards as and when required, utilising both internal and external professionals as necessary. During the pandemic, one such group was convened (the Ethics Committee), to advise on decisions relating to the regulations and restrictions brought about by the pandemic and to formulate the charity's policy response. In addition, the charity continued to hold quarterly informal Board meetings in between the scheduled, formal Board meetings.

Executive management structure

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

Workforce

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The key channels featured within this are:

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

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

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

Reference and Administration

Board of Trustees

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

Company Secretary

Patricia Doran

Chief Executive Officer

James Kane

Charity and Company registrations

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

Registered Office Address

Community Integrated Care
2 Old Market Court
Miners Way
Widnes
Cheshire
WA8 7SP

Auditors

MHA
2 London Wall Place
London
EC2Y 5AU

Internal Auditors

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

Principal Bankers

Lloyds Bank Plc
53 King Street
Manchester
M2 4LQ

Solicitors

Weightmans LLP
100 Old Hall Street
Liverpool
L3 9QJ

Investment Managers

Cazenove Capital Management
2 London Wall Place
London
EC2Y 5AU

Streamlined Energy and Carbon Reporting (SECR)

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

Under Statutory Instrument (SI 2018/1155) and the Environmental Reporting Guidelines, the charity is required to report on greenhouse gas emissions and energy consumption. In discharging duties under this and the Government's Energy Saving Opportunity Scheme, the charity engaged external expertise to review the portfolio of operating sites, calculate energy usage and provide actionable feedback on how to reduce the associated carbon footprint.

The charity's energy and fuel usage were calculated as follows:

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

CARBON EMISSION (tCO2e)

	Current Year 2024/25	Previous Year 2023/24	SECR Baseline 2018/19	Variance %
Scope 1 Emissions	692	710	2,896	(76)
Scope 2 Location Based	326	343	1,461	(78)
Scope 2 Market Based	625	507	1,078	(42)
Scope 3 Emissions	297	271	0	
Total Carbon LB (tCO2)	1,315	1,325	4,357	(70)
Total Carbon – MB (tCO2)	1,613	1,488	3,974	(59)

INTENSITY RATIO

	Current Year 2024/25	Previous Year 2023/24*	SECR Baseline 2018/19	Variance %
tCO2e/Turnover £m	6.8	7.5	33.8	(80)

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

- Had new, more efficient Sedbuk Rated A boilers installed at five properties.
- Continued to install smart meters and other energy monitoring tools.
- Submitted an action plan as part of ESOS phase 3 compliance. This included the recent replacement of two boilers at Head Office to more efficient ones.
- Planned future works in line with ESOS phase 3 action plan to include three additional boiler replacements, replacing CFL bulbs with LED equivalents and upgrades to more efficient lighting.
- Continued the Taking Charge Campaign, which offered free e-learning and accessible toolkits to people who work in and access social care, to enable them to reduce energy usage and save on their energy bills.

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

Trustees' Statement

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

The trustees consider, both individually and together, that they have acted in the way they consider, in good faith, would be most likely to promote the success of the charity for the benefit of its members as a whole (having due regard to the stakeholders and matters set out in s172(1) (a-f) of the Act) in the decisions taken during the year ended 31 March 2025. By reference to the strategic plan and the work being undertaken to refresh this with the Best Lives Possible work referred to in this report:

- The plan is designed to have a long-term beneficial impact on the charity and to contribute to its success in delivering better quality, more person-centred services for the people we support. The seven indicators of success are further supported by the statement on the Power of Three – a strategic commitment that everything done is for the benefit of colleagues, the people we support and our communities.
- Colleagues are fundamental to everything the charity does and to providing the best quality care to the people it supports. We aim to be a responsible employer in our approach to the pay and benefits our colleagues receive. The health, safety and wellbeing of our colleagues is one of our primary considerations in the way we do business. This year, the charity has continually asked what more could be done for colleagues to help with challenges they have faced and has invested in both the tangible and the intangible (investment in wellbeing support and activities).
- As a charity regulated by the Care Quality Commission in England and the Care Inspectorate in Scotland, there is a duty to provide care services that are safe, effective, caring, responsive and well-led. The trustees, in their decision-making, always consider not only regulatory commitments but also what more can be done to improve the quality of services and lives of the people we support.
- The charity aims to act responsibly and fairly in dealing with suppliers by creating strategic relationships and operating fair payment principles, as well as open and transparent co-operation with regulators, all of whom are integral to the successful delivery of the strategic plan. We value all our suppliers and have annual contracts and quarterly service review meetings with our key suppliers.
- As trustees are custodians of the charity, the strategic plan is intended to secure a robust and sustainable organisation that will continue to be able to fulfil its purpose for many years to come. The impact upon decision-making of this aim is clearly delivered through the Board and Sub-Committee structure, which has appropriate oversight of the both the investment and reserves policies. It is the intention to behave responsibly and ensure that management operate the business in a responsible manner and with the highest standards of business conduct and good governance by adopting a robust risk management process, setting and reviewing Board risk appetite and implementing specific measures to ensure compliance.
- When acquiring Inspire, the charity engaged with all stakeholders to ensure the service transfer was seamless. Stakeholders included the people supported and their families, employees and commissioners. The charity will benefit from the additional surplus that the new services will generate.

Statement of Trustees' Responsibilities

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

Company law requires the trustees to prepare financial statements for each financial year, giving a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure account, of the Group over that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Give due consideration to Charity Commission published Guidance and the Office of the Scottish Charity Regulator on the operation of the Public Benefit requirement; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



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

Statement of Disclosure of Information to Auditors

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

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

Auditors

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

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



Mandy Wearne
Chair of the Board of Trustees

Date: 8 October 2025

Independent Auditor's Report

Opinion

We have audited the financial statements of Community Integrated Care (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Statement of Financial Activities, the Consolidated and Charity Statement of Financial Position, the Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the Trustees' Report (incorporating the Directors' Report and the Strategic Report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Strategic Report and Trustees' Report (incorporating the Directors' Report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of Directors' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

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

In preparing the financial statements, the trustees are responsible for assessing the Group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

Use of this report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



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

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

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

FINANCIAL STATEMENTS 2024/25




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MAX VERSTAPPEN
ORACLE
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RACING

Consolidated Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

For the year ended 31 March 2025

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

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

Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

For the year ended 31 March 2025

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

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

Statement of Financial Position

(Consolidated and Charity)

As at 31 March 2025

Company No. 2225727

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

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

M. Wearne (Chair)

K. Rhodes (Chair of Audit and Risk Committee)

Consolidated Statement of Cash Flows

For the year ended 31 March 2025

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

Notes to the Financial Statements

For the year ended 31 March 2025

1. Accounting policies

Community Integrated Care is a charitable company limited by guarantee, incorporated in England and Wales under the Companies Act. The charity is a Public Benefit Entity. The address of the registered office is given on page 56 and the nature of the Group's operations and its principal activities are set out in the strategic report.

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and the preceding year.

(a) Basis of preparation

The financial statements have been prepared in accordance with FRS102 the Financial Reporting Standard applicable in the United Kingdom, the Companies Act 2006 and the Statement of Recommended Practice "Accounting by Charities" (the "SORP") issued in October 2019 under the historical cost convention.

The charity has availed itself of Paragraph 4 (1) of Schedule 1 of Statutory Instrument 2008 No. 410 and adapted the Companies Act formats to reflect the special nature of the Charity's activities. The charity has taken advantage of the reduced disclosure exemption in paragraph 1.12(b) of FRS 102, meaning it does not need to produce an individual cash flow statement.

(b) Preparation of accounts on a going concern basis

After making enquiries and having reviewed the charity's forecasts and projections to September 2026, taking into account possible changes to trading performance, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees have adopted the going concern basis of accounting in preparation of the financial statements. The trustees do not consider there to be any material uncertainties over the charity's ability to continue as a going concern. Further details can be seen in the Trustees report on page 49.

(c) Group consolidated financial statements

The Group financial statements consolidate the funds of the charity and its subsidiary companies. The subsidiary companies consolidated within the Group financial statements include Person Centred Housing Limited, Age Exchange and Inspire (Partnership Through Life), whose results and net assets have been included on a line by line basis as the charity controls the subsidiaries.

(d) Company status

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

(e) Fund accounting

Unrestricted funds are available for use at the discretion of the trustees, in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds are transferred from general unrestricted funds for specific purposes, based on available cost information. These amounts are monitored annually.

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors, or which have been raised by the Charity for particular purposes. This fundraising has created the expectation that resources generated would be used for specific purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

(f) Incoming Resources

All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income, when the amount can be quantified with reasonable accuracy and when the amount is likely to be received.

Income from charitable activities includes all income that directly supports the charity's primary purpose. This is largely made up of, but is not limited to, grants receivable from local government bodies and the National Health Service as well as privately funded care. The analysis of income from charitable activities (note 2) is reported on by care type provided.

All grants, donations, rental income and contractual payments are included on a receivable basis. Income received in advance of the delivery of the service as contracted is deferred.

Other grants are recognised as and when conditions for their release are fulfilled.

For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received.

Notes to the Financial Statements

For the year ended 31 March 2025

(g) Resources expended

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

Support costs are those costs incurred directly in support of expenditure on the objects of the charity, and are allocated to each category based upon the relevant proportion of turnover.

Governance costs are those incurred in connection with the administration of the charity and compliance with constitutional and statutory requirements.

A liability is recognised when the charity is legally committed at the balance sheet date as a result of a past event.

(h) Intangible assets

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

(i) Tangible fixed assets and depreciation

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

Freehold buildings - 50 years
Leasehold land and buildings - over the lease term
Fixtures and fittings - 5 years or 10 years
Motor vehicles - 4 years
Computer equipment- 3 -10 years

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

(j) Donated assets

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

(k) Operating leases

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

(l) Leased assets - Lessor

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

(m) Cash at bank and in hand

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

(n) Pension contributions

The charity's participating employees are either members of the Group's defined contribution scheme or members of one of the defined benefit schemes.

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

Notes to the Financial Statements

For the year ended 31 March 2025

(o) Pension contributions (continued)

Defined benefit schemes are funded, with the assets of the scheme held separately from those of the Group, in separate trustee-administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. Pension scheme assets are included in the balance sheet, but surpluses in any scheme (i.e. the amount by which assets exceed liabilities) are only included to the extent that the surplus may be recovered by reduced future contributions or to the extent that the trustees have agreed a refund from the scheme at the balance sheet date. Pension scheme liabilities are recognised to the extent that the Group has a legal or constructive obligation to settle the liability.

For defined contribution schemes the amount charged to the Consolidated Statement of Financial Activities in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

The charity contributes to two Group personal pension plans operated by Aviva and The People's Pension. The relevant plan is open to all employees over the age of 18. Due to a change in law, from May 2013 the charity launched the Government-led auto-enrolment programme resulting in all eligible employees being automatically enrolled in the relevant pension scheme. The assets of the schemes are held separately from those of the charity. The annual contribution payments are charged to the SOFA.

(p) Accounting for investments

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

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

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

Classification of leases - Whether leases entered into as lessee, is operating leases or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease-by-lease basis.

Depreciation of tangible fixed assets and impairment – Tangible fixed assets are depreciated over their useful lives taking into account residual lives, where appropriate. The actual lives of the assets and residual lives are assessed annually and may vary depending upon a number of factors. In assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. In considering whether indications of impairment exist, factors taken into consideration include the economic viability and expected future performance of the asset.

(r) Financial Instruments

Financial instruments of the Group are measured at amortised cost. Financial assets comprise cash, trade debtors and other debtors. Financial liabilities comprise bank loans, trade creditors, other creditors and accruals. Financial assets and financial liabilities are recognised when Community Integrated Care becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). Community Integrated Care only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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

Creditors and provisions are recognised where Community Integrated Care has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(s) Stocks

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

(t) Redundancy and termination benefits

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

Notes to the Financial Statements

For the year ended 31 March 2025

2 Analysis of income from charitable activities

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

3 Other trading activities

	GROUP		CHARITY	
	2025	2024	**2025**	2024
	£'000	£'000	**£'000**	£'000
Other trading activities	452	706	197	200
	452	706	197	200

4 Other income

	GROUP		CHARITY	
	2025	2024	**2025**	2024
	£'000	£'000	**£'000**	£'000
Net gain on disposal of fixed assets	-	6	-	6
	-	6	-	6

Notes to the Financial Statements

For the year ended 31 March 2025

5 a) Analysis of expenditure

GROUP

Costs of charitable activities	Operational staff costs £'000	Direct costs £'000	Support costs £'000	2025 Total £'000
Independent Living	153,122	8,520	29,257	190,900
Extra Care	2,705	112	489	3,307
Domiciliary Care	908	72	159	1,139
Complex Care	634	11	124	768
	157,369	8,715	30,029	196,114
Other trading activities	112	75	114	301
	112	75	114	301

Costs of charitable activities - prior year	Operational staff costs £'000	Direct costs £'000	Support costs £'000	2024 Total £'000
Independent Living	133,781	7,629	26,815	168,225
Extra Care	2,141	115	443	2,699
Domiciliary Care	843	23	172	1,038
Complex Care	706	24	156	886
	137,471	7,791	27,586	172,848

CHARITY

Costs of charitable activities	Operational staff costs £'000	Direct costs £'000	Support costs £'000	2025 Total £'000
Independent Living	152,933	8,413	29,028	190,375
Extra Care	2,705	112	489	3,307
Domiciliary Care	908	42	159	1,109
Complex Care	634	11	124	768
	157,180	8,578	29,800	195,559
Other trading activities	-	-	30	30
	-	-	30	30

Cost of charitable activities - prior year	Operational staff costs £'000	Direct costs £'000	Support costs £'000	2024 Total £'000
Independent Living	127,772	7,508	26,566	161,846
Extra Care	2,141	115	443	2,699
Domiciliary Care	843	40	172	1,055
Complex Care	706	24	156	886
	131,462	7,687	27,337	166,486

Notes to the Financial Statements

For the year ended 31 March 2025

6 Analysis of support costs

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

GROUP

	Finance & Legal £'000	Human Resources & Training £'000	Information Technology £'000	Facilities Management £'000	Administration £'000	Total 2025 £'000
Complex Care	10	35	22	5	52	124
Domiciliary Care	13	44	28	6	66	159
Extra Care	40	138	87	18	205	489
Independent Living	2,393	8,181	5,185	1,182	12,316	29,257
Other trading activities	4	8	5	35	62	114
	2,461	8,407	5,328	1,246	12,702	30,142

	Finance & Legal £'000	Human Resources & Training £'000	Information Technology £'000	Facilities Management £'000	Administration £'000	Total 2024 £'000
Complex Care	13	47	26	6	64	156
Domiciliary Care	14	52	29	7	70	172
Extra Care	37	133	75	18	180	443
Independent Living	2,209	7,995	4,493	1,170	10,948	26,815
	2,273	8,227	4,623	1,201	11,262	27,586

CHARITY

	Finance & Legal £'000	Human Resources & Training £'000	Information Technology £'000	Facilities Management £'000	Administration £'000	Total 2025 £'000
Complex Care	10	35	22	5	52	124
Domiciliary Care	13	44	28	6	66	159
Extra Care	40	138	87	18	205	489
Independent Living	2,388	8,181	5,185	1,092	12,183	29,028
Other trading activities	2	8	5	1	13	30
	2,454	8,407	5,328	1,122	12,520	29,829

	Finance & Legal £'000	Human Resources & Training £'000	Information Technology £'000	Facilities Management £'000	Administration £'000	Total 2024 £'000
Complex Care	13	47	26	6	64	156
Domiciliary Care	14	52	29	7	70	172
Extra Care	37	133	75	18	180	443
Independent Living	2,204	7,995	4,493	1,079	10,795	26,566
	2,268	8,227	4,623	1,110	11,109	27,337

Analysis of governance costs	GROUP **2025 £'000**	GROUP 2024 £'000	CHARITY **2025 £'000**	CHARITY 2024 £'000
Audit and accountancy fees	101	103	86	89
Legal costs	19	8	19	8
	120	111	105	97

Audit and non audit services	**2025 £'000**	2024 £'000
Statutory audit of parent and consolidated accounts	86	86
Independent examination of subsidiaries	6	3
Tax services	1	1
Other	-	-
	93	90

7 Net expenditure/(income)

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

Notes to the Financial Statements

For the year ended 31 March 2025

8 Staff costs

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

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

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

Agency costs incurred by Community Integrated Care amounting to £7,812,718 (2024: £12,988,072) are not included in the analysis above. These costs are incurred to provide cover for staff on annual leave or additional hours required on contracts, and thus included in Notes 5 & 6 on pages 74 and 75.

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

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

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

Total earnings of key management personnel in the year amounted to £1,002k (2024: £756k).
Key management personnel comprises the Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, Chief Corporate Services and People Officer, Chief Quality and Risk Officer and Trustees. Trustees received no remuneration.

The trustees did not receive any remuneration from the charity. Trustees are reimbursed for expenditure incurred in attending trustee meetings or visiting the Group's homes and facilities in their roles as trustees. These costs where incurred by 6 trustees (2024: 8) and amounted to £3,357 in the year (2024: £2,757).

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

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

9 Indemnity insurance

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

Notes to the Financial Statements

For the year ended 31 March 2025

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

Included in freehold land and buildings for the Group are 28 (2024: 28) buildings which were donated by local authorities. They have a net book value of £2,765K (2024: £2,895K). Disposal of these buildings is subject to the approval of the donating authority.

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

Motor vehicles include 130 (2024: 135) vehicles with a net book value of £752K (2024: £1,063K) which are leased to people we support.

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

10 Tangible fixed assets (continued)

Included in freehold land and buildings is land at a cost of £175k (2024: £175k) that is not depreciated.

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

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

11 Intangible Assets

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

In June 2021, the charity acquired the business and assets of Life Opportunities Trust resulting in the addition of £424k of negative goodwill. In September 2021, the charity purchased 100% of the share capital of Access Community Services Ltd and Access Community Trading Ltd resulting in a goodwill addition of £2,670k on the hive up of net assets. Both additions are being amortised over 5 years. This is inline with projected benefit that asset shall provide.

12 Fixed asset investments

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

Notes to the Financial Statements

For the year ended 31 March 2025

12 Fixed asset investments (continued)

Shareholdings

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

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

Age Exchange is a company limited by guarantee and registered charity (Charity Reg 326899). The registered address is: 11 Blackheath Village, Blackheath, London, SE3 9LA.

Inspirit Care is dormant and ceased to trade from the start of the 2014/15 Financial Year. As such it is exempt from preparing financial statements by virtue of S394 of Companies Act 2006. The registered address is: Old Market Court, Miners Way, Widnes, WA8 7SP.

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

Inspire (Partnership Through Life) Ltd is a private company limited by guarantee and registered charity (Charity Reg SC000038). The registered address is Unit 2000, Academy Park, Gower Street, Glasgow, G51 1PR. Community Integrated Care acquired the undertakings on 3t July 2023, and the assets were immediately hived up on 1 August 2023. The plan is to wind down this entity.

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

Notes to the Financial Statements

For the year ended 31 March 2025

 # 13 Assets Held For Sale

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

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

14 Current asset investments

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

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

15 Debtors

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

Notes to the Financial Statements

For the year ended 31 March 2025

16 Creditors: amounts falling due within one year

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

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

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

17 Creditors: amounts falling due in more than one year

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

Bank loan repayments fall due as follows:

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

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

18 Provisions for liabilities

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

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

Notes to the Financial Statements

For the year ended 31 March 2025

19 Other financial commitments

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

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

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

	GROUP Rental Income		CHARITY Rental Income	
	2025	2024	**2025**	2024
	£'000	£'000	**£'000**	£'000
Expiry date:				
Within one year	297	270	223	221
	297	270	223	221

20 Statement of funds

Year ended 31 March 2025

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

Year ended 31 March 2024

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

The capital grants fund of £2,833k relates to the market value of the buildings donated to the charity by local authorities at the date of their transfer. The fund is written off over the estimated useful life of the buildings which is 50 years as there are ongoing restrictions around the use of each building.

The transfers made between Restricted Funds and Unrestricted Funds is made up of the depreciation on the Group's fixed assets, to the extent that the assets were acquired using capital grants, which are part of Restricted Funds. Depreciation is initially calculated as part of the Group depreciation, and is then transferred to Restricted Funds.

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

Notes to the Financial Statements

For the year ended 31 March 2025

20 Statement of funds (continued)

Year ended 31 March 2025

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

Year ended 31 March 2024

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

21 Analysis of Group net assets between funds

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

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

Notes to the Financial Statements

For the year ended 31 March 2025

22 Retirement benefit schemes

Pension scheme obligations- Defined contribution schemes

The Group operates two defined contribution occupational pension schemes for employees. The support services and management staff pension fund is held with Aviva (3% standard employer contributions). The operational staff pension fund is held with The People's Pension (3% employer contributions). All assets of the schemes are held in independent funds with the aforementioned pension providers.

Pension costs charged in the SOFA represent the contributions payable by the charity in the year.

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

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

CARE pension scheme

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

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

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

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

CARE Pension scheme key assumptions

	2025	**2024**
	%	%
Discount rate	4.88	4.95

North East Scotland Pension Fund

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

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

Notes to the Financial Statements

For the year ended 31 March 2025

22a assumptions

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

Mortality assumptions

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

22b Amounts included in the Group Statement of Financial Activities

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

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

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

22d Pension scheme assets and liabilities

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

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

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

22e Fair value of scheme assets - movements in year

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

22f Analysis of fair value of scheme assets

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

Notes to the Financial Statements

For the year ended 31 March 2025

22g Defined benefit obligation - movements in year

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

23 Related party transactions

Person Centred Housing Limited

Community Integrated Care rent a property from Person Centred Housing at a normal commercial value. Related party transactions include rent payments to PCH totalling £18k (2024: £19k) and admin expenses paid by Community Integrated Care of £3,700 (2024: £2,400).

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

Age Exchange Limited

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

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

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

Inspire (Partnership Through Life) Limited

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

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

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

24 Analysis of changes in net debt

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

Notes to the Financial Statements

For the year ended 31 March 2025

25 Amounts held as agent

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

The charity is the Agent of residents' personal monies.
These personal monies are held by banks other than the charity's principal banker and although the charity has corporate governance over the balances it has no beneficial ownership. As a result the funds are excluded from the financial statements.

26 Post balance sheet events

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

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


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

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

COMMUNITY INTEGRATED CARE

England & Wales - Charity number 519996

Accounts

COMMUNITY INTEGRATED CARE

(A Company Limited by Guarantee)

ANNUAL REPORT

YEAR ENDED 31 MARCH 2024

Charity Registration Number:	519996
OSCR Number:	SC039671
Company Registration Number:	02225727

WEDNESDAY
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A7 13/11/2024 #85
COMPANIES HOUSE

Community Integrated Care – Year ended 31 March 2024

2023/2024 Report and Financial Statements

1. Introduction

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1. Introduction

1.1 Former Chair's Statement

In March 2024, Libby Raper stepped down as Chair of Community Integrated Care's Board of Trustees. Trustee, Mandy Wearne, has taken on the role on an interim basis, whilst a permanent Chair is recruited. Libby had the following statement:

2023/24 has been a significant year for our charity – from opening state-of-the-art services to appointing a new CEO, significant steps have been taken to bolster our organisation for the years to come.

Throughout 2023/24, I have been especially proud to have seen so many of the people we support representing our charity on a national stage, sharing their experiences with policy and decision-makers. Amplifying the voices of our people is a key priority throughout the next phase of our Best Lives Possible journey, so I am excited to see even more of this take place throughout 2024.

Another special milestone has been our merger with Inspire, Partnership Through Life (Inspire), highlighting the power of collaboration in social care, with two providers with a shared vison and goals coming together to achieve incredible things. Not only has this supported us to scale up and expand our work and mission across Scotland, but through a united voice, we hope that we can have greater influence within our sector.

When I stepped into this role just over five years ago, little did I know what successes and challenges would lie ahead. We've enjoyed many fantastic achievements, and faced some of our biggest hurdles – none more so than the Covid-19 pandemic, where our sector showed itself as the unsung hero of our society.

Throughout all of this, Community Integrated Care has never lost sight of its values, and our people remain at the heart of everything we do. In the face of turbulence, at every turn, we've strived to lead change, for both the people we support and our colleagues – and for that I'm really proud.

I leave the organisation in the capable hands of a strong leadership team, at both executive and board level, with a clear roadmap in place for the years ahead. I'm confident that, with their significant skills and experience, our charity's best years are still yet to come.

I'd like to take this opportunity to thank my fellow Trustees, both past and present, for their knowledge, guidance, and advice over the years. By giving their time and bringing their energy, our charity has been enabled to thrive, and I am hugely grateful for their impact.

After 35 years of pushing boundaries, Community Integrated Care is still thriving, and it has been my honour to play a part in the charity's history, working alongside so many committed and hard-working people. It's a difficult decision to step back from something that has been such a privilege, but it's also impossible to reflect on the last five years with anything but pride.

Whilst I will be stepping down as Chair, I will always be connected to this fantastic organisation, and look forward to watching more of its success unfold in the years ahead.

On her new interim position, Mandy Wearne says:- "Whilst we find the perfect candidate to take on this important role, it's my honour to take the reins as custodian of our great charity and the guardian of our purpose. My focus for the immediate future will be on leading the Board of Trustees to appropriately guide and support the charity's Executive Directors, ensuring that we are creating

an empowered workforce, who can adapt to change, provide great value and continuously improve, so we deliver high-quality services that enable people to live the Best Lives Possible."

1.2 Chief Executive Officer's Statement

In January 2023, I had the privilege of being formally appointed as Chief Executive of this remarkable charity, after spending three years as Chief Financial Officer. Over this time, I've truly loved having the opportunity to spend time with our colleagues, teams and the people we support in our services, witnessing everything that makes our organisation so special.

After a change of leadership, the launch of a new five-year plan and the reverberations of the pandemic, for Community Integrated Care, 2023/24 was a year of resetting, restoring, and remaining determined to deliver our promises.

We've put significant effort into strengthening and stabilising our charity's core – making great progress against our Best Lives Possible strategy by investing in the quality of our services, continuing to champion our colleagues, and creating empowering communities.

2023 was an extra special year, as it also marked Community Integrated Care's 35th birthday. In 1988, our charity was founded by Dr David Robertson, and led the way for societal change with the vision of creating more inclusive communities. I'm proud that in the many decades since, we're staying true to our founding mission: continuing to push boundaries and delivering transformative support that enables people to lead lives full of choice and opportunity.

Of course, whilst we celebrate our successes, we mustn't ignore the considerable challenges that we continue to face as a sector. More broken promises and diluted plans from Government has meant that social care is still grappling with the issue of low pay, meaning providers are unable to pay their colleagues fairly for the work they do.

Throughout 2024/25, Community Integrated Care will continue to campaign for a fairer social care sector, for those drawing upon care and support, their loved ones and families, and for the 1.6 million talented and passionate people who make up our workforce.

Our message is clear: in order for us to continue to deliver a lifeline to the millions of people who rely on our support, our sector needs greater investment, fairer funding and a clear workforce strategy. These asks are long overdue, and it is essential that they shift into action.

I'd like to take this opportunity to pay tribute to our former Chair of our Board of Trustees, Libby Raper, who stepped down from this role in March 2024, after an excellent five years with our charity. Within her tenure, Libby has made an enormous impact, leading Community Integrated Care through many of its achievements. From playing a key role as architect of our Best Lives Possible plan to advocating for our colleagues and the people we support to be at the heart of everything we do, Libby's progressive vision and ambition has been a real driving force. She departs with our sincerest gratitude for her magnificent contribution to Community Integrated Care and best wishes for the future.

2. Trustees Report

2.1 Objectives and Activities

Best Lives Possible Strategy

Our purpose is to enable our customers to live the Best Life Possible and we will achieve this through our three key stakeholders, namely:

- **Customers** (the people we support): Partnering with people who choose Community Integrated Care to help increase independence, maximise their potential and fulfil their aspirations with dignity and respect.
- **Colleagues**: Offering our colleagues a career they love, that values and rewards them appropriately, and provides opportunities for learning and personal growth.
- **Communities**: Helping to shape an inclusive society that recognises people who have support needs as valued citizens and enables their potential, supports the people who deliver and benefit from social care, and champions the importance of our sector.

Engaging with suppliers and customers successfully is recognised as paramount in achieving the aims of the Charity. Underpinning this is a commitment to, and focus on, effective communication, understanding the client needs, and building trust through reliability and transparency.

As we embarked on the next phase of our Best Lives Possible journey, in 2023, we refreshed our charity's strategic portfolio to anchor this activity. Our current eight strategic programs are an evolution, rather than a revolution, of our Best Lives Possible vision, underpinning everything we do as a charity. These are:

1. **Care Excellence** is the foundation of everything we do – making sure that the people we support receive the best care possible, centered around them and their needs, their goals and their potential. This area focuses on excellent support plans led by the people we support, giving people we support more flexibility in their lives through de-registration of services and continuing to develop our corporate capability in high intensity services.
2. **Engaging the people we support** recognises that the true expertise in our organisation comes from within – the people supported by our charity. It aims to nurture a person-centered environment of listening and collaboration, promoting influence, independence and responsibility for the people we support.
3. **Data led decision making** will harness a comprehensive yet user-friendly suite of data and supporting analytics that will improve insights to influence both local and organisational decision-making.
4. **Systems That Support** will deliver efficient, effective and user-friendly systems that transform the way we support people. Current priority projects include the introduction of a new rostering system (Sona) as well as the introduction of a new quality, risk and compliance system (Radar).
5. **GROW** is our sector-leading frontline learning experience. It encompasses the core skills and capabilities required to deliver the Best Lives Possible, with a wealth of bite-sized, engaging and relevant learning across a host of channels and delivery methods.
6. **Right People, Right Place, Right Time** aims to deliver well-structured workforce planning to ensure we have the most passionate and dedicated team of colleagues possible to deliver all of the support we're commissioned to provide. Current projects include Agency Reduction;

Digital ID; and Bank Project, which will contribute to reducing agency usage, reducing Eligibility to Work and DBS/PVG admin activity for Front Line Managers and improve the organisation's service offering for Bank colleagues.

7. **Welcoming Inspire** aims to successfully merge two organisations (Community Integrated Care and Inspire). It is a specific strategic project due to its size and scale and involves significant collaboration across Operational and Support teams. This will facilitate the Inspire teams receiving a positive and seamless welcome to Community Integrated Care's processes, ways of working and culture.
8. **Smarter Working** focusses on reviewing specific processes, systems and ways of working in order to work more efficiently and deliver improvements.

Over the second half of 2024 we will take a step back and check our corporate strategy to ensure it is relevant and focused on the right things, which we expect will result in some change to the composition of our strategic portfolio.

2.2 Achievements and Performance

We provide support to over 2,700 people across sixty-four local authority areas throughout England and Scotland, delivering on average over 150,000 commissioned hours a week.

The key initiatives undertaken during the year, and which continue to be part of our longer-term plans are:

Unfair to care

In March this year we launched the third edition of Unfair To Care 2024 - 'Who Cares Wins', Community Integrated Care's campaign that outlines the impact of the social care pay gap and calls upon the Government to unlock the potential of this sector through a better deal for our workforce.

For the third year running, our research - conducted in partnership with job evaluation experts Korn Ferry – tells us that there is a significant pay gap between frontline social care workers and their equivalents in the NHS, something we consider unfair and unacceptable.

In this year's Unfair To Care report, we explored the wider impact of low pay in social care on people, businesses, communities and our country as a whole, and present better funding as an investment and opportunity, rather than a cost to the UK – providing the ***'Social Care Triple Win'*** of:

1. Better lives for people who deliver and draw on social care
2. Cost-effective and sustainable care and health services
3. Economic growth and productivity

When the report was produced, it was known that a general election would take place in 2024, so we used this report to highlight that social care funding, can influence the decision-making of the 'social care vote' - over 2.6 million people - when it comes to who gets their vote. Research from YouGov tells us that the public are on our side on the issue of funding for social care, so it should be something that's equally important to our politicians.

Investing in our people

As we explain in our Unfair To Care campaign, we strongly believe that people working in the care sector should be paid much more for the skilled, knowledgeable and complex roles they do every day. And whilst we continue to lobby decision-makers for the wide-scale investment that we urgently need to achieve this, we know we have to do everything possible to support our people.

Demonstrating a commitment to properly supporting and rewarding our colleagues, we were delighted to announce a £5 million investment in colleague pay in 2023. In April, we unveiled a pay uplift totalling £4 million for our frontline teams, with our Support Workers moving to £10.92 per hour in England and £11.40 per hour in Scotland. We then announced a further £1.5 million investment in reward for our salaried colleagues, later in the year.

Growing our charity

It's been a year of significant growth for Community Integrated Care, as we've focused on expanding our reach across England and Scotland. From building new, bespoke services to merging with another impressive care provider, we've been continuing to make our mark on the sector.

This year we have opened 51 new services and welcomed 894 people supported to our charity. 40 of those services came on board as a result of the merger with Aberdeenshire based charity, Inspire. Sharing a common goal – to support people to lead lives full of choice, independence and opportunity – we were proud to join forces and impact the lives of even more people across Aberdeenshire.

Technology that cares

Technology has the power to transform social care, both for the people working in the sector and the people we support. From collaborating with leading care and technology organisations, to exploring new and improved digital solutions, we're continually looking for innovations that empower the people we support and our colleagues.

This year, our Technology Enabled Care (TEC) team were proud to gain TEC Services Association accreditation – the UK's industry advisory body for TEC. This accreditation recognises our transformative methods of using technology to deliver blended models of care that enable people to have more independence and control over their own support. Not only that, but it's also a true marker of demonstrating how the services we provide are of the very highest standard – highlighting to our professional partners and families that the people we support are in safe hands with us.

Learning with impact

At Community Integrated Care, we're passionate about nurturing the many talents our colleagues possess and proudly provide an array of learning and development opportunities that support career progression and social care excellence.

Our trailblazing new learning journey for our social care professionals. GROW provides a multi-layered, holistic approach to learning which recognises the breadth of skill required to support people to live rich, fulfilling lives. Over the last year over 5,000 colleagues have engaged with GROW and completed almost 150,000 learning modules.

GROW has received glowing feedback from both inside and outside of our charity. 90% of colleagues have completed their learning in full, with 92% of courses rated 4 or 5 out of 5. It has received external acclaim from Skills for Care, who shared: *"What impressed us most about GROW was the focus on people; both the people using Community Integrated Care's support, and the colleagues*

they employ.", praise further evidenced when GROW collected the Best Learning & Development Initiative Award for the Public and Third Sector category at the CIPD People Management Awards.

Engaging the people we support

We want to empower the people we support to be the true leaders of our charity and to influence important decisions on their own care and support. Understanding peoples' needs and ambitions, and amplifying their voices, has been key focuses this year.

It's been an exciting year for our Voice Groups, which were rolled out to all of our regions following a successful pilot in the South. This platform provides a safe space for people supported to get together – developing meaningful relationships and confidence in the process. Most importantly, it offers people the opportunity to share their experiences and recommendations to improve our service delivery. Most notably this year, our Voice Groups played a key role in creating and sharing guidance around the General Election, promoting rights and citizenship with the people we support. Later this year, they'll be part of an organisational campaign to tackle hate crime in society.

Life changing partnerships

Our charity has joined forces with some of the biggest events in the UK as our Inclusive Volunteering® programme took to the road. From trying out sitting volleyball to helping thousands of visitors explore Hartlepool's waterfront, our partnerships have allowed hundreds of volunteers to show off their skills, discover new friendships, access a range of vocational opportunities and make lifelong memories.

In 2023, we launched our charity's very first podcast - A World of Inclusion. The podcast is hosted by Rugby League expert, Ross Fiddes, and shines a light on some of the life-changing stories made possible thanks to our Inclusive Volunteering® programme with the Rugby League World Cup.

This year we teamed up with the National Trust, WWF, and the RSPB to create a range of free resources to help people who access social care discover the great outdoors. Inspired by Sir David Attenborough's Wild Isles, we've been helping our services find ways to include outdoor pursuits into care and support plans. This has included sensory gardening guides, walks within nature and even an inclusive What To Do session with Cbeebies presenter, Rory Crawford.

Financial Performance

Financial key performance indicators are detailed within the Strategic Report below, being the capital adequacy test and liquidity ratio.

2.3 Strategic Report

Financial Review

The financial results for the year are set out on pages 31 onwards.

The Charity Group ("the Group") recorded total income for the year of £176.1m, representing an increase of 18.7% on the total income for the year to 31 March 2023 (£148.3m). Total expenditure for the Group increased by 15.6% to £172.8m (2023: £149.5m).

As a result of extraordinary income relating to the acquisition of Inspire and income received from investing activities, the Group has recorded net income of £3.6m.

On 31 July 2024, Community Integrated Care acquired Inspire which continues to operate as a subsidiary of the Group. Inspires net assets were consolidated at Group level, resulting in a one off £2.4m donation to Community Integrated Care.

As part of the Group's investment strategy, surplus funds have been invested using an investment partner Cazenove. Using a blend of short notice period money market investments and a longer-term investment in a Sustainable Multi- Asset Fund, investments have earned a return of £1.4m in capital and income.

The Group segments its charitable activities by operating division and a summary of the £3.6m net income for the year ended 31 March 2024 is presented below. Excluding the non-charitable activities noted above, the Group has made a deficit of £1.5m on operational activities. This loss was in line with plan as the charity continues with the strategy to invest in our people.

	£'000				
	Income	Operational staff costs	Direct costs	Support costs	Net Income/ (Expenditure)
Independent Living	166,645	133,781	7,629	26,815	(1,580)
Extra Care	2,689	2,141	115	443	(10)
Domiciliary Care	1,038	843	23	172	0
Complex Care	948	706	24	156	62
Grants, donations and fundraising	550				550
Other Income	712				712
Investment Income	1,113			(313)	1,426
Donation on merger	2,430				2,430
	176,125	137,471	7,791	27,273	3,590

Independent Living services give people a way to live independently in their own homes through personalised support that enables them to reach their goals. Supported Living services are designed to help people with many different support needs who want to live in their own home. That means they can keep control of their own tenancy and bills and feel fully in charge, as well as supported.

With income for the year of £167m, this represented an increase of 17% on the income for the year to 31 March 2023. Independent Living is the principal service provided by the charity, accounting for 94% of total Income from charitable activities and supporting over 2200 people

Net expenditure for Independent Living services total £1.6m (2023: £2.8m). The charity has performed more favourably than last year but the net expenditure position has meant that it has used its reserves and return on capital invested to cover its overall short-term operating performance.

Labour shortages in adult social care in the backdrop of the pandemic, Brexit, and both vacancies and wage inflation in the wider economy has increased costs of agency services. However, pay investments in front-line staff and a considerable recruitment drive has reduced agency reliance throughout the financial year 23/24 compared to the previous year.

The additional pay invested by the charity hasn't been universally covered by Local Authority and Integrated Care Board Commissioners, leaving a funding shortfall. In addition to this, the increase in inflation over the last two years left the charity exposed to a timing difference in the funding allocated for non-front-line costs and the actual expense. With the reduction in actual inflation and fee rates set at a point in time, with historically higher inflation, this gap is now being bridged.

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

Domiciliary Care services offer a flexible way of helping people who might otherwise struggle to cope with living independently in their own home. Many people can lead a full and independent life with the security of just a few hours of support a day or a week, depending on what works best for them.

With total income for the year for Domiciliary Care and Extra Care services totalling £3.7m, this represented an increase of 9% on the income for the year to 31 March 2023. Net expenditure for these services total £9k (2023: £51k). These services support over 330 people.

Extra Care and Domiciliary Care as a business model is systemically difficult to cover its costs. Expenditure associated with travel and administration are required to be blended into the hours of direct support, making it challenging for the charity to generate a positive margin from this work.

Complex Care is a person-centred approach to meeting the needs of people with conditions that have a major impact on their lives. These sometimes include a combination of medical, mental health and social challenges.

Community Integrated Care supports over 140 individuals with a range of needs including profound and multiple learning disabilities, mental health conditions and complex autism. Our Complex Care offer focuses particularly on supporting people to transition from long-stay hospital and secure settings, to living more independently in their local communities.

Identifying this as an area of strategic growth, we developed a new governance group, bringing together experts in complex care. The group works to ensure our services are designed and delivered in a way that's safe, inclusive, and supportive

With income for the year of £948k (2023: £1.2m) and net income totalling £63k (2023: £108k) this is a relative new service offering by the Charity's.

Complex Care generally delivers a better financial performance than standard Independent Living; with more opportunity to set rates based on a bespoke cost base rather than a framework rate that is often set across all adult social care providers.

With a positive performance in 2023, the charity remains financially sustainable which enables continued focused investment in its Best Life Possible strategy.

Reserves policy

The Group holds reserves to ensure it continues to be sustainable, can meet its obligations to its customers and colleagues, including the factoring in of potential lost contracts or income streams, and to support its investments in future plans. As at 31 March 2024, Group reserves had increased by £3.5m to £38.3m (2023: £34.8m). Within this balance are restricted reserves of £3.4m (2023: £3.4m) represented by a mixture of freehold and leasehold land and buildings donated to the Charity by several local authorities and public bodies. Disposal of these properties is subject to the approval of the donating authority.

The Group's free reserves as at 31 March 2024 stood at £22.0m (2023: £21.1m). This is calculated as the unrestricted reserves of £35.0m (2023: £31.4m) less the carrying value of tangible fixed assets not covered by capital grants of £13.0m (2023: £10.3m).

The Board of Trustees ("the Board") requires the Charity to meet both a capital adequacy test and liquidity ratio. The capital adequacy ratio compares the net tangible assets to the total tangible assets and at a ratio of 0.97 (net tangible assets £46.6m to total tangible assets of £48.3m) exceeds the Board's target level of 0.6 and provides assurance on the longer-term solvency of the Charity.

The current ratio is used to measure liquidity and equating to 1.56 (current assets of £37.2m to current liabilities of £23.8m) is also above the 1.4 target set by the Board and provides assurance that shorter-term liquidity is sufficient to meet the Charity's immediate financial requirements.

The Board is satisfied with the size of the reserves and the structure of the balance sheet. It remains committed to the reserves policy and will look to maintain the Charity's reserves in line with the growth of the business. Following the merger with Inspire and our review and amendment of our investments policy, the committee will review the financial ratio's and criteria in the current financial year and update the reserves policy.

Investment policy

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

As at 31 March 2024 the Charity had £7m invested in an ethical investment fund, and £14m in money market funds and short term deposit accounts using Cazenove as its investment manager. The Board's objective for the Investment portfolio is a combination of capital growth and investment income: the target return on investment is 4% as there is an expectation that interest rates will fall in 24/25.

This year the board reviewed its investment strategy to ensure an appropriate balance is maintained between the Charity's short-term working capital requirements and achieving longer-term return on investments. Following a change in the Charity Commissions CC14 guidance (Investing Charity money: guidance for trustees) we sought advice from Cazenove to suggest any amendments to our investments policy. Overall, the review demonstrated our policy was in line with the latest guidance. Charity trustees have discretion to choose what investment approach is in the best interests of the charity, provided it furthers the charity's purposes.

The Group holds investments through an endowment fund within its subsidiary, Age Exchange, which is reviewed throughout the year by its trustees. As at 31 March 2024, the investment in Age Exchange was valued at £113k (2022: £107k).

Cash flow

Net cash outflows from operating activities improved to £1.4m (2023: £3.5m outflow), with a net outflow from investing activities of £1.6m (2023: £21.4m outflow). Cash balances as at 31 March 2024 decreased to £4.4m (2023: £9.6m). However, there are significant funds held in investments which

are accessible, being placed in short term cash investments (£14.3m) and long-term investments in stocks and shares (£7.1m)

Long term borrowing

Secured loans have reduced to £0.3m (2023: £2.4m). This balance relates to a bank loan held by the subsidiary Charity Age Exchange.

Pension liabilities

The Charity is obliged under FRS102 to provide for its share of any reported pension deficit at the balance sheet date from those defined benefit schemes of which it is a member. The Charity operates two defined benefit pension schemes, the CARE pension scheme (CARE) and the North East Scotland Pension Fund (NESPF). These were transferred from Inspire when the assets and liabilities were transferred to Community Integrated Care on 31 July 2023.

Subsidiary undertakings

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

PCH holds freehold property.

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

Inspire is a registered Charity which supports people with learning disabilities and additional support needs, including autism, across the North East of Scotland. Community Integrated Care acquired the undertakings on 31st July 2023, and the assets were immediately hived up on 1st August 2023.

The Charity also has two dormant subsidiary undertakings, namely Inspirit Care and Access Community Services. Details on all subsidiary undertakings can be found in note 11.

Related parties and interests

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

Funds held on behalf of residents

The Charity has responsibility over residents' personal monies, totalling £6.7m as at 31 March 2024 (2023: £6.5m) but does not have beneficial ownership. Therefore, these funds, which are held as cash by banks other than the Charity's principal banker, are excluded from the financial statements.

Trustee indemnity insurance

The Board has the benefit of Trustee indemnity insurance cover of £10m, which is authorised in the Articles of Association. Such insurance was in force during the year ended 31 March 2024 and remains in force in relation to certain losses and liabilities, which the Trustees may incur to third parties while acting as a Trustee (Director) of the Charity or of any subsidiary undertaking.

Fundraising policy

The Charity's fundraising activity is largely represented by in-house events, legacies, corporate fundraising with local companies and national partners and gifts from trusts and foundations. It does not currently use professional fundraisers or commercial partners to help it deliver its work. The Charity complies with current regulations and best practice set out by regulatory and professional membership bodies - The Fundraising Regulator, the Institute of Fundraising, the Scottish Charity Regulator (OSCR) and the Scottish Council for Voluntary Organisations (SCVO).

Due to the nature and logistics of delivering fundraising across multiple sites, it is aware that the potential for breaches of fundraising compliance exist and manages and minimises these risks through implementing compliance policies with a focus on training and inductions for new starters, quality checking and audits. It engages proactively and works with the Fundraising Regulator and other professional bodies to ensure that any concerns raised are addressed as a priority.

The Charity employs a code of conduct to protect vulnerable people, which all fundraisers must adhere to, and has published its Adults in Vulnerable Circumstances Policy to ensure all staff have full guidance in this area. The Charity's registration with the Fundraising Regulator and commitment to following, reviewing, and consulting on the Code of Fundraising Practice includes safeguarding its supporters' interests. During the financial year the Charity did not receive any complaints relating to its fundraising activities.

Risk management

The Charity's approach to risk management is based on the principle that risk management capability must be embedded across all areas of the Charity to be effective. The Charity operates a "Three Lines of Defence" model, through which the roles and responsibilities for managing risk are made clear. This is supported by a system of internal controls and regular assessments, which are undertaken by second and third lines to confirm the effectiveness of the risk and control frameworks in relation to both the current and emerging risk profile. The Board's Audit and Risk Committee is responsible for oversight of the corporate risks and for the escalation of issues to the Board.

The Board and senior management team are responsible for setting and clearly communicating a strong risk culture through their actions and words and addressing any identified areas of weakness or concern proactively.

The risk management strategy consists of:

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

Board assurance that the risk management framework is operating as expected is provided by internal audit, which is conducted by a third party. The overall control opinion provided by internal audit

remained that the Charity had "*an adequate and effective framework for risk management, governance, and internal control. Further enhancements were identified to ensure that it remains effective, and these are being implemented*".

The principal risks the Charity actively monitors and manages are as follows:

Principal risk category	Risk Appetite	How is this risk managed
Quality of care is the risk of not delivering the standard of care necessary to meet the needs of the people we support.	The Charity is committed to providing good care and support in order to enable the people it supports to live the best life possible. It has a low-risk appetite for quality of care risk.	The effective management of this risk is at the core of the Charity's business purpose. To this end, it has a comprehensive framework in place across first and second lines to ensure the risk operates within appetite including embedded regional quality teams, led by Senior Quality Business Partners. Oversight is provided by the Board Quality and Standards Committee with matters escalated to the Board as required. Management of the risk involves a defined set of qualitative and quantitative objectives and supporting risk appetite measures, including contractual relationships with commissioners and regulatory oversight and inspection. Some Key controls include: • Robust policies/procedures and frameworks which include the Quality Assurance Framework & Enhanced Support Framework • Electronic system support which provides electronic care and support planning (Nourish) • Governance structure with oversight provided in the Quality and Standards Committee with escalation to the board of Trustees • Oversight of where services are performing, developed service of focus with a weighted criteria to identify and sort the order of concern • Utilisation of local intelligence from the Quality Business Partners working with the regional operations • Levels of harm reported for all incidents • 3 lines of defence model to provide assurance • External assurance is undertaken by the CQC/CI and regulatory intervention undertaken as necessary
Financial resilience is the risk of insufficient financial resources to enable the Charity to deliver its strategic plan, to be able to respond effectively to unexpected 'shock events' and, in extremis, to continue as a going concern.	The Charity business model is primarily an outsourced provider of social care to vulnerable people for local authorities. It is dependent upon public sector funding and subject to significant commissioner cost pressures. Portfolio	The Board approves the annual financial budget and supporting risk appetite measures intended to ensure sufficient liquidity to meet liabilities as they fall due and ongoing financial viability. Ongoing oversight is provided by the Board committees, in particular the Finance and Investment Committee. Some Key controls include: • Budget process and senior approval • Monthly financial reporting including detailed and appropriate MI

Principal risk category	Risk Appetite	How is this risk managed
	diversification is essential to avoid over reliance on any particular commissioner. Active asset management alongside the generation of surpluses is necessary to finance investment in the business.	• Regular forecasting including full Charity quarterly reforecast • Effective risk/reward assessment for all new commitments / investments • Continuous review of the ongoing financial viability of individual services. • Clearly articulated reserve, liquidity and borrowing policies approved by the Board and overseen by the Finance and Investment Committee • Management of the portfolio of contracts to ensure diversification of risk and avoidance of over-reliance on any contract or commissioner
Compliance with regulatory and statutory requirements is the risk of failing to identify, monitor and comply with relevant laws, regulations and expectations in the Charity's operations, failure to engage effectively with regulators or inform them in a timely way of any failure to meet expectations, providing inaccurate, misleading, or false information to regulators or statutory bodies or failing to respond to requests for information in a timely way.	The Charity operates in a highly regulated sector. Failure to meet regulatory expectations would result in risk of harm to the people we support, and the colleagues employed by the Charity. It would result in unacceptable levels of reputation risk and could result in the forced closure or transfer of services and ultimately the continued viability of the Charity. CIC has no appetite for operating outside regulatory and statutory requirements or expectations	The Charity aims to operate within the letter and spirit of regulatory requirements at all times. The Company Secretary is responsible for maintaining a register of all regulatory and statutory bodies with which the Charity engages and the names and details of all contacts. There are clear operating guidelines within the Charity setting out how engagement with regulators and other statutory agencies is to take place. Regulatory compliance is considered whenever a new service is commissioned and whenever a new initiative is undertaken. Some key controls include; • A register of all regulatory and statutory bodies with which the charity engages including contact details is maintained in the form of a register by the company secretary • Appropriate levels of resource to ensure that all statutory and regulatory expectations are met and that the Charity operates in a safe and secure environment for the people it supports, its colleagues and other stakeholders. • Policies and procedures in place to support colleagues when engaging with regulators and statutory bodies and reinforces a culture of regulatory compliance including the Quality Assurance Framework • Regulatory compliance is considered at every stage including when a new service is commissioned and any new initiatives that are undertaken • Governance structure which ensures that all regulatory and statutory oversight is captured at all levels • Mandatory role specific training • Active and ongoing management of the Charity's market oversight rating from the CQC
People risk is the risk of not having sufficiently	The ability to manage this risk is constrained by	The Charity's aims to improve the capability of its staff and reduce risks around sufficient capacity by improving the quality

Principal risk category	Risk Appetite	How is this risk managed
skilled and motivated colleagues who have the capabilities to deliver the services which the Charity has contracted to deliver, who are clear on their responsibilities and accountabilities and who behave in a way that is aligned to the values and business purpose of the Charity.	the available financial resources to recruit and retain the necessary capacity and capability to deliver services to the people we support. The Charity is prepared to accept a higher than average level of turnover and the employment of agency staff as a consequence of the challenging employment market from which it sources staff, recognising that this will mean that it will not always be able to deliver the quality of care to which it aspires.	of recruitment, enhancing learning and development and employing active strategies to reduce staff turnover. Board oversight of this risk is provided by the Workforce Committee. Some Key Controls include: • Charity wide engagement strategies including Gamechangers, recognition and long service schemes • Regular assessment of employee engagement through surveys and roadshows • Maintenance of a well-being fund to assist employees in difficulty • Implementation of an improved employee value proposition "the Deal" • Investment in Learning and Development • Investment in recruitment and onboarding and induction to improve retention
Strategic business risk is the risk of significant loss and or damage (including to reputation) arising from the Charity's decisions that impact on the long-term interests of its stakeholders, from the failure to execute strategic plans or from an inability to adapt to a changing external development.	The Charity operates in a high-risk sector, with a high reliance on public sector funding and in a rapidly evolving external environment with the potential for major structural change. All these features have been exacerbated by Covid 19. It is engaged in the delivery of a strategic plan aimed at responding to these challenges by refocusing the Charity and creating a platform for future sustainable growth. This necessarily involves acceptance by the Board of a higher level of strategic business risk than has been the case in the recent past. The Charity has also taken a position as a public advocate for	The Board provides approval and ongoing oversight of the strategy through its regular meetings and supporting committees. A defined set of KPIs have been agreed by the Board to ensure that projects are delivered on time to budget and that benefit realization is captured. The Board has agreed the key policy reforms that the Charity is pursuing together with the controls necessary to ensure that messaging is consistent and does not breach the limitations on political activity overseen by the Charity regulators Some Key Controls include; • Rigorous programme management disciplines are in place, including an adequately resourced programme office, to support design and delivery of strategic initiatives with oversight provided by the Executive team and Board. • Individual Executive Team members have specific responsibilities for the delivery of the different strategic initiatives • The Charity has a business development function responsible for retaining existing profitable contracts and winning new profitable contracts. • Reputation risk arising from the execution of the strategy, for example around the decision to cease to provide a service, is managed in the first instance by the CEO with escalation to the Board as required.

Principal risk category	Risk Appetite	How is this risk managed
	reform of the social care sector which exposes the business to political challenge and reputation risk.	• The Charity actively seeks to influence the development of public policy, led by engagement by the CEO and Chair with public sector bodies and key influencers. • Clear delegations around who and under what circumstances can speak on behalf of the charity. All external publications are reviewed by the Company Secretary for factual accuracy and to ensure compliance with charity law
Operational risk (including reliance on information and information security) is the risk of loss resulting from inadequate or failed internal processes, projects and or systems or from external events including, for example, a cyber-attack. It includes legal risk, and operational risks associated with the strategy. The primary responsibility for managing these risks rests in the first line in the delivery of services in accordance with the policies and procedures of the Charity with oversight provided by the second line functions.	The Charity is prepared to tolerate a moderate level of operational risk exposure within agreed thresholds and limits. A level of resilience risk from internal and external events is tolerated, however immediate steps are taken to minimise the impact on the people we support through recovery within defined timescales. Operational risks are likely to impact on the Charity's reputation and financial viability and tolerances are set accordingly.	The Charity has a comprehensive set of policies which seek to identify operational risks and set out how they are to be managed and mitigated. This is supported by an enterprise wide communication and training programme. Every member of staff is aware of their responsibility in relation to the management of operational risk. This is embedded in all role profiles and forms part of regular performance assessment. The risks around legal claims are managed by the Company Secretary and supported by clear data protocols Breaches of risk tolerance, including near misses, are escalated to the Board and its Committees as appropriate Some key controls include; • The provision of appropriate MI to all governance committees up to and including the Board • Investment in systems and processes to ensure a satisfactory level of operational efficiency • Breaches of risk tolerance, including near misses, are escalated to the Board and its Committees as appropriate • An information management and digital investment strategy is in place including agreed protocols for the management of data, testing of new applications and responding to cyber attacks. This is supported by enterprise wide Cyber Essentials accreditation and annual Third Party penetration testing. • The Charity has enterprise wide and service level Business Continuity Plans and Disaster Recovery Plans in place which are tested regularly. • Enterprise wide structures in place for management of major incidents

Going concern and statutory statements

Going Concern

Accounting standards require the Board to consider the appropriateness of the going concern basis when preparing financial statements. The sector continues to be underfunded and in spite of this

Group maintained its investment in its front-line workforce improving pay, rewards, and wellbeing and was in a net income position for the year.

The Charity is navigating well through the sector-wide recruitment shortages, fine-tuning recruitments processes and improving its time to hire by an average of 26 days. However, there is still a high reliance on more expensive agency staff and although we have seen lower energy prices towards the end of the year the general cost of living increases still impact the trading position.

Notwithstanding these challenges the group has a strong liquidity position and has been able to invest surplus cash in the investment market gaining favourable returns.

To consider the appropriateness of the going concern basis, forecasts have been prepared to 30 September 2025. Forecast reserves are expected to fall to £36.6m with free reserves forecast to be £15m.

With a forecast net cash position of £26m as at 31 March 2025 and a forecast that the Group will continue to hold a strong liquidity position, the Group is confident that it has adequate resources to continue operational activities for at least 12 months from the date of this report. The Trustees consider there to be no material uncertainties over the Charity's ability to continue as a going concern.

Public Benefit

The Board has given due consideration to the Charity Commission's published guidance on the operation of the public benefit requirement by looking at the Charity's activities undertaken during the year and can demonstrate that the services provided continue to have an identifiable benefit, are directly related to the aims of the Charity, and that benefit is to the public or a section of the public. The Board of Trustees is satisfied that the Charity meets the tests with regard to public benefit and that the Charity provides tangible benefit to a large section of the public by providing care services for vulnerable adults, adults with learning difficulties, mental health concerns, autism, or physical disabilities.

Plans for the future

As we move into 2024/25 and beyond, our focus remains on delivering our strategic portfolio of work that we believe will enable us to enable the people we support to live their best lives possible. This will include:

- Embedding our successful investments in colleagues through our GROW (career learning and development) programme, ongoing leadership development, focus on recruitment and retention (reducing our agency costs) and maintaining our pay differentials.

- Improve our core end-to-end processes so that we can spend more time delivering excellent services to our customers. This will include implementing new rota technology, a refreshed quality platform and embedding continuous improvement into the Charity.

- Develop our corporate capabilities in delivering highly specialist complex care, technology led products / services and person-centered care.

- Continue to use our voice as a leading adult social care provider to campaign for better pay and increased Government funding for this vital sector.

Later on in 2024/25 we will review our current strategy and determine the investments we should make to continue to improve our services for the people we support.

2.4 Structure, Governance and Management

Board of Trustees ("the Board")

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

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

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

The Board meets at least four times a year to monitor performance against strategy, utilising a fully comprehensive suite of documents through which the Charity meets its obligations to the Charities Commission and OSCR, satisfies the requirements of the Charities Act and company law, and delivers its underlying objectives and responsibilities stated within its Memorandum and Articles of Association. Whilst the Board retains individual and collective responsibility for ensuring compliance and Board effectiveness, it delegates elements of risk management and gains additional assurance and recommendations through a scheme of delegation and the use of Sub-Committees, all of which have written terms of reference and which are reviewed and approved on an annual basis.

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

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

		its beneficiaries and stakeholders and takes seriously its responsibility for building public trust and confidence in its work.

Sub-Committees

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

Audit and Risk Committee
Quality and Standards Committee
Finance and Investment Committee
Remuneration and Nominations Committee
Workforce Committee

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

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

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

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

The Remuneration and Nominations Committee is primarily responsible for ensuring good practices are in place in relation to all relevant legislative and regulatory requirements of the Board by establishing, amending, and monitoring the corporate governance processes and practices of the organisation. The Committee has responsibility for the appointment, evaluation of performance and development of the Board, Trustees and the Executive Team and has delegated authority to determine

the remuneration of the Chief Executive and the Executive Team and the approval and monitoring of systems for appraising the Executive Team.

The Workforce Committee scrutinises organisational development and workforce strategies and recommending approval to the Board. It is responsible for taking assurance that core human resource policies are regularly reviewed and are compliant with appropriate legislation/regulatory requirements including the CQC's Well Led Framework, the Care Inspectorate's National Care Standards and the Scottish Social Services Council Fit to Practice Framework. Workforce strategies include those for reward, pay and recognition and the Committee takes assurance that arrangements are in place to manage the workforce against agreed KPIs and that there is appropriate training, engagement, and feedback from staff.

Advisory groups

The Board has the power to establish ad-hoc working groups and advisory Boards as and when required, utilising both internal and external professionals as necessary. During the pandemic one such group was convened (the Ethics Committee), with the purpose of advising on decisions relating to the regulations and restrictions brought about by the pandemic and to formulate the Charity's policy response. The Committee met on one occasion during the year. In addition, the Charity and continued to hold quarterly informal Board meetings in between the scheduled, formal Board meetings.

Executive Management structure

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

Workforce

As at 31 March 2024, the Charity had a workforce headcount of 6,180.

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

This year we were delighted to work with our partners at the Employers Network For Equality and Inclusion, leading organisations across many sectors, and our Colleague Inclusion Networks, to launch our brand-new diversity data monitoring form. We created a progressive approach that's an exemplar of best practice in diversity monitoring and will hopefully give both prospective and current colleagues a sense of feeling seen and respected.

Our inclusion networks have made a huge impact this year, achievements include providing immediate responses to high profile incidents, raising awareness and understanding of men's mental health and Co-creating our Charity's first-ever Gender Identities policy.

Having hard-working, committed and passionate colleagues is vital to providing the very best care – and for the people we support, having a consistent team that they know and trust is an essential ingredient for living the best life possible.

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

In an everchanging sector, we're committed to supporting our leaders to gain new insights, share best practice and harness valuable skills from across our workforce. During 2023, our LEAD training programme has continued to provide specialist learning opportunities for operational managers – touching on key topics like recruitment, care and support planning and quality. n October, we developed a comprehensive new LEAD workshop, hosted by members of our Executive Team across eight regional sessions. These interactive events aimed to upskill leaders on areas such as quality frameworks, business development, evidence and feedback.

Community Integrated Care has a defined Internal Communication & Engagement strategy, which includes a clear communications cycle framework, aimed at keeping our 6000-strong workforce informed, engaged and inspired.

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

The key channels featured within this are: -

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

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

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

*GameChangers is the charity's employee forum, made up of around 60 colleagues from around the organisation who represent the views of their colleagues on the issues that matter to them most. They play a key role in supporting and advising the Executive Team and Senior Leadership Team on a variety of topics and projects.

2.4 Reference and Administration Details

Life President:
Dr David Robertson

Board of Trustees:
Elizabeth Raper – Chair (resigned 31 March 2024)
Mandy Wearne – Interim Chair (appointed 1 April 2024)
Teresa Fenech
Shaun Gallagher
Simon Learoyd (resigned 20 June 2024)
Nigel Lemmon
Amanda de Ryk
Keith Rhodes
Jay Muthu (resigned 9 June 2023)
Wallace Dobbin
Sue Tunmore
Janet Ryan
Jonathan Firth Akehurst (appointed 20 June 2024)

Company Secretary:
David Hedley (resigned 31 March 2024)
Patricia Doran (appointed 18 April 2024

Chief Executive Officer:
James Kane

Charity and Company registrations:

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

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

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

Auditors:
MHA
2 London Wall Place
London
EC2Y 5AU

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

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

Investment Managers:
Cazenove Capital Management
2 London Wall Place
London
EC2Y 5AU

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

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

The Trustees consider, both individually and together, that they have acted in the way they consider, in good faith, would be most likely to promote the success of the Charity for the benefit of its members as a whole (having due regard to the stakeholders and matters set out in s172(1) (a-f) of the Act) in the decisions taken during the year ended 31 March 2024. By reference to the strategic plan and the work being undertaken to refresh this with the Best Life Possible work referred to in this report:

- The plan is designed to have a long-term beneficial impact on the Charity and to contribute to its success in delivering better quality, more person-centred services for the people we support. The seven indicators of success are further supported by the statement on the Power of Three – a strategic commitment that everything done is for the benefit of colleagues, people supported and communities.
- Colleagues are fundamental to everything the Charity does and to providing the best quality care to the people it supports. We aim to be a responsible employer in our approach to the pay and benefits our colleagues receive. The health, safety and well-being of our colleagues is one of our primary considerations in the way we do business. This year, the Charity has continually asked what more could be done for colleagues to help with challenges they have faced and has *invested in both the tangible (our coronavirus pay response) and the intangible (investment in* wellbeing support and activities).
- As a Charity regulated by the Care Quality Commission in England and the Care Inspectorate in Scotland, there is a duty to provide care services that are safe, effective, caring, responsive and well-led. The Trustees, in their decision making, always consider not only regulatory commitments but also what more can be done to improve the quality of services and lives of the people supported.
- The Charity aims to act responsibly and fairly in dealing with suppliers by creating strategic relationships and operating fair payment principles, as well as open and transparent co-operation with regulators, all of whom are integral to the successful delivery of the strategic plan. We value all our suppliers and have annual contracts and quarterly service review meetings with our key suppliers.

- As Trustees are custodians of the Charity, the strategic plan is intended to secure a robust and sustainable Charity that will continue to be able to fulfil its purpose for many years to come. The impact upon decision making of this aim is clear delivered through Board and Sub-Committee structure, which has appropriate oversight of the both the investment and reserves policies. It is the intention to behave responsibly and ensure that management operate the business in a responsible manner and with the highest standards of business conduct and good governance by adopting a robust risk management process, setting, and reviewing Board risk appetite and implementing specific measures to ensure compliance.
- When acquiring Inspire, the Charity engaged with all stakeholders to ensure the service transfer was seamless. Stakeholders included the people supported and their families, employees, and commissioners and the Charity will benefit from the additional surplus that the new services will generate.

Streamline Energy and Carbon Reporting (SECR)

Under Statutory Instrument (SI 2018/1155) and the Environmental Reporting Guidelines, the Charity is required to report on greenhouse gas emissions and energy consumption. In discharging duties under this and the Government's Energy Saving Opportunity Scheme, the Charity engaged external expertise to review the portfolio of operating sites, calculate energy usage and provide actionable feedback on how to reduce the associated carbon footprint. The Charity's energy and fuel usage were calculated at 6.7m kWh which equates to 1,325 tonnes of CO2 emitted or 2,468 kWh per person supported as at 31 March 2024 (2023: 2,834kWh). The calculation refers to all energy usage billed over the period with extrapolations used for missing periods and seasonality calculations in respect of gas usage. The Charity continues to look for cost effective ways of reducing its carbon footprint and is committed as part of The Best Life Possible strategy to reduce carbon emissions. During the year, the Charity has:

- Implemented behaviour change initiatives for employees and people supported.
- Continuation of the Taking Charge Campaign, which offered free e-learning and accessible toolkits to people who work in and access social care, to enable them to reduce energy usage and save on their energy bills.
- Installed smart meters and other energy monitoring tools.
- Committed to using energy efficient lightbulbs, where applicable.
- Replacing heating systems with energy efficient, SEDBUK A rating, systems.

2.5 Statement of Trustees' Responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year, giving a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure account, of the Group over that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- give due consideration to Charity Commission published Guidance and The Office of the Scottish Charity Regulator on the operation of the Public Benefit requirement; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) regulations 2006 (as amended). They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

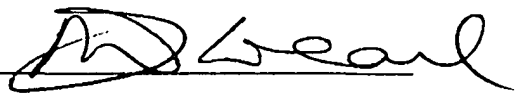
Statement as to disclosure of information to auditors

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

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

Auditors

A resolution to reappoint MHA as auditors will be proposed at the Board meeting to be held on 19 September 2024. The Annual Report of the Trustees of Community Integrated Care was approved by the Board of Community Integrated Care and signed on their behalf by:

Mandy Wearne: 

Chair of Trustees

Date: 19/9/24

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMMUNITY INTEGRATED CARE

Opinion

We have audited the financial statements of Community Integrated Care (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Statement of Financial Activities, the Consolidated and Charity Statement of Financial Position, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 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 and the Charities Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

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

We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our 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. Our evaluation of the Trustees' assessment of the entity's ability to continue to adopt the going concern basis of accounting included critical reviews of budgets and forecasts provided.

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

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMMUNITY INTEGRATED CARE (CONTINUED)

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report (incorporating the Directors' report and the Strategic report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and Trustees' report (incorporating the Directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report.

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

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

Responsibilities of Trustees

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

In preparing the financial statements, the Trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

Use of this report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's Trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do

not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Stuart McKay BSc FCA DChA (Senior Statutory Auditor)
For and on behalf of MHA, Statutory Auditor
London, United Kingdom

Date: 30.10.2024

MHA is the trading name of MacIntyre Hudson LLP, a limited liability partnership in England and Wales (registered number OC312313)

Community Integrated Care

Consolidated Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the year ended 31 March 2024

	Note	Unrestricted funds 2024 £'000	Restricted funds 2024 £'000	TOTAL 2024 £'000	TOTAL 2023 £'000
Income					
Income from charitable activities	**2**	171,320	550	171,870	147,509
Other income	**3**	712	-	712	680
Investment income		1,113	-	1,113	162
Donation on merger	**26**	2,416	14	2,430	-
Total income		175,561	564	176,125	148,351
Expenditure					
Charitable activities	**4**	172,450	398	172,848	149,494
Total expenditure		172,450	398	172,848	149,494
Net income / (expenditure) before investment gains		3,111	166	3,277	(1,143)
Net gains on investments	**11**	313	-	313	-
Net income / (expenditure)		**3,424**	**166**	**3,590**	**(1,143)**
Transfer between funds		132	(132)	-	-
Net movement in funds		**3,556**	**34**	**3,590**	**(1,143)**
Reconciliation of funds:					
Total fund balances at 1 April		31,419	3,359	34,778	35,921
Total fund balances at 31 March		**34,975**	**3,393**	**38,368**	**34,778**

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

Community Integrated Care

Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

for the year ended 31 March 2024

	Note	Unrestricted funds 2024 £'000	Restricted funds 2024 £'000	TOTAL 2024 £'000	TOTAL 2023 £'000
Income - Charity only					
Income from charitable activities	2	165,760	287	166,047	147,143
Other income	3	206	-	206	455
Investment income		1,104	-	1,104	160
Donation on merger	26	2,416	14	2,430	-
Total income		169,486	301	169,787	147,758
Expenditure					
Charitable activities		166,451	35	166,486	148,857
Total expenditure	4	166,451	35	166,486	148,857
Net income / (expenditure) before investment gains		3,035	266	3,301	(1,099)
Net gains on investments	11	306	-	306	
Net income / (expenditure)		**3,341**	**266**	**3,607**	**(1,099)**
Transfer between funds		158	(158)	-	-
Net movement in funds		**3,499**	**108**	**3,607**	**(1,099)**
Reconciliation of funds:					
Total fund balances at 1 April		30,496	3,313	33,809	34,908
Total fund balances at 31 March		**33,995**	**3,421**	**37,416**	**33,809**

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

Community Integrated Care

Statement of Financial Position
(Consolidated and Charity)
as at 31 March 2024

Company No. 2225727

	Note	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Fixed assets					
Tangible assets	9	17,293	14,691	15,923	13,356
Intangible assets	10	1,124	1,573	1,124	1,573
Investments	11	7,104	107	6,990	-
		25,521	16,371	24,037	14,929
Current assets					
Stock		1	2	-	-
Debtors recoverable within one year	13	18,570	15,067	18,485	15,039
Investments	12	14,272	20,038	14,272	20,038
Cash at bank and in hand		4,390	9,587	4,167	9,425
		37,233	44,694	36,924	44,502
Debtors recoverable after one year	13	-	-	374	177
Liabilities					
Creditors: Amounts falling due within one year	14	22,320	21,443	22,244	21,367
Net current assets		14,913	23,251	15,054	23,312
Total assets less current liabilities		40,434	39,622	39,091	38,241
Creditors: Amounts falling due after more than one year	15	391	2,312	-	1,900
Provisions for liabilities	16	1,516	2,532	1,516	2,532
Net assets excluding pension liability		38,527	34,778	37,575	33,809
Deficit funding pension liability	20	159	-	159	-
Total net assets		**38,368**	34,778	**37,416**	33,809
Reserves					
Unrestricted funds	18	34,975	31,419	33,994	30,496
Restricted funds	18	3,393	3,359	3,421	3,313
Total funds		**38,368**	34,778	**37,416**	33,809

The financial statements were approved and authorised for issue by the board of Trustees on .....19/9/24..... and signed on their behalf by:

M. Wearne (Chair)

K. Rhodes (Chair of Audit & Risk Committee)

Community Integrated Care

Consolidated Statement of Cash Flows

for the year ended 31 March 2024

	2024 £'000	2023 £'000
Operating activities:		
Net (expenditure) / income before other recognised gains & losses	**3,590**	(1,142)
Depreciation	1,650	1,751
Amortisation	449	449
Gain on investments	(7)	14
Gifted assets	(2,446)	-
Loan interest paid	34	107
Bank interest received	(824)	(160)
Dividends from investments	(592)	-
(Decrease) in debtors	(3,508)	(1,414)
Increase in creditors	1,154	767
Decrease in provisions for liabilities	(863)	(3,555)
Profit on sale of tangible fixed assets	(6)	(281)
Net cash (outflow) from operating activities	**(1,369)**	(3,464)
Investing activities:		
Payments to acquire tangible fixed assets	(1,866)	(2,131)
Receipts from sales of tangible fixed assets	72	565
Reinvested returns on investments	(1,224)	(20,038)
Bank interest received	824	160
Dividends from investments	592	-
Net cash (outflow) from investing activities	**(1,602)**	(21,444)
Financing activities:		
Repayment of borrowing	(2,192)	(322)
Loan interest paid	(34)	(107)
Net cash (outflow) from financing activities	**(2,226)**	(429)
Cash (outflow) in year	**(5,197)**	(25,337)
Cash at bank and in hand at the beginning of the reporting period	9,587	34,924
Cash at bank and in hand at the end of the reporting period	4,390	9,587

Community Integrated Care

Notes to the financial statements

for the year ended 31 March 2024

1. Accounting policies

Community Integrated Care is a charitable company limited by guarantee, incorporated in England and Wales under the Companies Act. The Charity is a Public Benefit Entity. The address of the registered office is given on the contents page and the nature of the group's operations and its principal activities are set out in the strategic report.

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and the preceding year.

(a) Basis of preparation

The financial statements have been prepared in accordance with FRS102 the Financial Reporting Standard applicable in the United Kingdom, the Companies Act 2006 and the Statement of Recommended Practice "Accounting by Charities" (the "SORP") issued in October 2019 under the historical cost convention.

The Charity has availed itself of Paragraph 4 (1) of Schedule 1 of Statutory Instrument 2008 No. 410 and adapted the Companies Act formats to reflect the special nature of the Charity's activities. The charity has taken advantage of the reduced disclosure exemption in paragraph 1.12(b) of FRS 102, meaning it does not need to produce an individual cash flow statement.

(b) Preparation of accounts on a going concern basis

After making enquiries and having reviewed the Charity's forecasts and projections to September 2025, taking into account possible changes to trading performance, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees have adopted the going concern basis of accounting in preparation of the financial statements. The Trustees do not consider there to be any material uncertainties over the Charity's ability to continue as a going concern. Further details can be seen in the Trustees report on page 5.

(c) Group consolidated financial statements

The Group financial statements consolidate the funds of the Charity and its subsidiary companies. The subsidiary companies consolidated within the Group financial statements include Person Centred Housing Limited, Age Exchange and Inspire (Partnership Through Life), whose results and net assets have been included on a line by line basis as the Charity controls the subsidiaries.

(d) Company status

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

(e) Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees, in furtherance of the general objectives of the Charity and which have not been designated for other purposes.
Designated funds are transferred from general unrestricted funds for specific purposes, based on available cost information. These amounts are monitored annually.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors, or which have been raised by the Charity for particular purposes. This fundraising has created the expectation that resources generated would be used for specific purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

(f) Incoming Resources

All incoming resources are included in the SOFA when the Charity is legally entitled to the income, when the amount can be quantified with reasonable accuracy and when the amount is likely to be received.

Income from charitable activities includes all income that directly supports the Charity's primary purpose. This is largely made up of, but is not limited to, grants receivable from Local Government bodies and the National Health Service as well as privately funded care. The analysis of income from charitable activities (note 2) is reported on by geographical region for independent living services with older people services (Eachstep) and Government Coronavirus Job Retention Scheme income being reported on separately.

All grants, donations, rental income and contractual payments are included on a receivable basis. Income received in advance of the delivery of the service as contracted is deferred.

Other Grants are recognised as and when conditions for their release are fulfilled.

For legacies, entitlement is the earlier of the Charity being notified of an impending distribution or the legacy being received.

(g) Resources expended

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

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity, and are allocated to each category based upon the relevant proportion of turnover.

Governance costs are those incurred in connection with the administration of the Charity and compliance with constitutional and statutory requirements.

A liability is recognised when the Charity is legally committed at the balance sheet date as a result of a past event.

(h) Intangible assets

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

(i) Tangible fixed assets and depreciation

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

Freehold buildings- 50 years
Leasehold land and buildings- over the lease term
Fixtures and fittings- 5 years or 10 years
Motor vehicles- 4 years
Computer equipment- 3 -10 years

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

(j) Donated assets

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

(k) Operating leases

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

(l) Leased assets - Lessor

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

(m) Cash at bank and in hand

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

(n) Pension contributions

The Company's participating employees are either members of the Group's defined contribution scheme or members of one of the defined benefit schemes.

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

(o) Pension contributions (continued)

Defined benefit schemes are funded, with the assets of the scheme held separately from those of the Group, in separate trustee-administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. Pension scheme assets are included in the balance sheet, but surpluses in any scheme (i.e. the amount by which assets exceed liabilities) are only included to the extent that the surplus may be recovered by reduced further contributions or to the extent that the Trustees have agreed a refund from the scheme at the balance sheet date. Pension scheme liabilities are recognised to the extent that the Group has a legal or constructive obligation to settle the liability.

For defined contribution schemes the amount charged to the Consolidated Statement of Financial Activities in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

The Charity contributes to two group personal pension plans operated by Aviva and The People's Pension. The relevant plan is open to all employees over the age of 18. Due to a change in law, from May 2013 the Charity launched the government led auto-enrolment programme resulting in all eligible employees being automatically enrolled in the relevant pension scheme. The assets of the schemes are held separately from those of the Charity. The annual contribution payments are charged to the SOFA.

(p) Accounting for investments

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

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

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

Classification of leases - whether leases entered into as lessee, is operating leases or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.

Depreciation of tangible fixed assets and impairment – Tangible fixed assets are depreciated over their useful lives taking into account residual lives, where appropriate. The actual lives of the assets and residual lives are assessed annually and may vary depending upon a number of factors. In assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. In considering whether indications of impairment exist, factors taken into consideration include the economic viability and expected future performance of the asset.

(r) Financial instruments

Financial instruments of the Group are measured at amortised cost. Financial assets comprise cash, trade debtors and other debtors. Financial liabilities comprise bank loans, trade creditors, other creditors and accruals. Financial assets and financial liabilities are recognised when Community Integrated Care becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). Community Integrated Care only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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

Creditors and provisions are recognised where Community Integrated Care has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(s) Stocks

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

(t) Redundancy and termination benefits

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

(u) Prior year restatement

During the year the Trustees reassessed the basis that income and expenditure was being reported on and concluded that reporting on an activity basis rather than regional was more appropriate. As a result of this reassessment, the income and expenditure notes have been restated.

2 Analysis of income from charitable activities

	GROUP		CHARITY	
	2024	As restated 2023	2024	As restated 2023
Unrestricted	£'000	£'000	£'000	£'000
Independent Living	166,645	142,199	161,085	142,113
Extra Care	2,689	2,408	2,689	2,408
Domiciliary Care	1,038	1,031	1,038	1,031
Complex Care	948	1,156	948	1,156
	171,320	146,794	165,760	146,708
Restricted				
Grants and fundraising	550	716	287	436

During the year the group benefited from £118k of government grants in the form of funding from Sport England for life-changing personal development opportunities inspired by and delivered with major sporting events. There were no unfulfilled conditions attached to the grant at the year end.

The comparative has been restated as the Charity now reports on an activity basis rather than geographical region.

3 Other income

	GROUP		CHARITY	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Other trading activities	706	365	200	176
Net gain on disposal of fixed assets	6	279	6	279
Profit on the sale of TIC	-	36	-	-
	712	680	206	455

Profit on the sale of TIC relates to profit realised from the sale of a subsidiary (Technology Integrated Care) in 2022/23.

4 a) Analysis of expenditure

GROUP

Costs of charitable activities	Operational staff costs £'000	Direct costs £'000	Support costs £'000	2024 Total £'000
Independent Living	133,781	7,629	26,815	168,225
Extra Care	2,141	115	443	2,699
Domiciliary Care	843	23	172	1,038
Complex Care	706	24	156	886
	137,471	7,791	27,586	172,848

Costs of charitable activities - prior year	Operational staff costs	Direct costs	Support costs	As Restated 2023 Total
Independent Living	113,400	7,281	24,276	144,957
Extra Care	1,955	100	407	2,462
Domiciliary Care	823	30	174	1,027
Complex Care	827	26	195	1,048
	117,005	7,437	25,052	149,494

CHARITY

Costs of charitable activities	Operational staff costs £'000	Direct costs £'000	Support costs £'000	2024 Total £'000
Independent Living	127,772	7,508	26,566	161,846
Extra Care	2,141	115	443	2,699
Domiciliary Care	843	40	172	1,055
Complex Care	706	24	156	886
	131,462	7,687	27,337	166,486

Cost of charitable activities - prior year	Operational staff costs	Direct costs	Support costs	As Restated 2023 Total
Independent Living	113,178	7,140	24,014	144,332
Extra Care	1,955	100	407	2,462
Domiciliary Care	823	18	174	1,015
Complex Care	827	25	196	1,048
	116,783	7,283	24,791	148,857

The comparative has been restated as the Charity now reports on an activity basis rather than geographical region.

5 Analysis of support costs

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

	GROUP					
	Finance & Legal £'000	Human Resources & Training £'000	Information Technology £'000	Facilities Management £'000	Administration £'000	Total 2024 £'000
Complex Care	13	47	26	6	64	156
Domiciliary Care	14	52	29	7	70	172
Extra Care	37	133	75	18	180	443
Independent Living	2,209	7,995	4,493	1,170	10,948	26,815
	2,273	8,227	4,623	1,201	11,262	27,586

	Finance & Legal £'000	Human Resources & Training £'000	Information Technology £'000	Facilities Management £'000	Administration £'000	As Restated Total 2023 £'000
Complex Care	15	60	32	8	81	196
Domiciliary Care	13	53	29	7	72	174
Extra Care	31	125	67	16	169	408
Independent Living	1,812	7,361	3,976	1,000	10,125	24,274
	1,871	7,599	4,104	1,031	10,447	25,052

	CHARITY					
	Finance & Legal £'000	Human Resources & Training £'000	Information Technology £'000	Facilities Management £'000	Administration £'000	Total 2024 £'000
Complex Care	13	47	26	6	64	156
Domiciliary Care	14	52	29	7	70	172
Extra Care	37	133	75	18	180	443
Independent Living	2,204	7,995	4,493	1,079	10,795	26,566
	2,268	8,227	4,623	1,110	11,109	27,337

	Finance & Legal £'000	Human Resources & Training £'000	Information Technology £'000	Facilities Management £'000	Administration £'000	As Restated Total 2023 £'000
Complex Care	15	60	32	8	81	196
Domiciliary Care	13	53	29	7	72	174
Extra Care	31	125	67	16	169	408
Independent Living	1,806	7,361	3,964	931	9,951	24,013
	1,865	7,599	4,092	962	10,273	24,791

The comparative has been restated as the Charity now reports on an activity basis rather than geographical region.

	GROUP		CHARITY	
Analysis of governance costs	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Audit and accountancy fees	103	78	89	71
Legal costs	8	16	8	16
	111	94	97	87

Audit and non audit services	2024 £'000	2023 £'000
Statutory audit of parent and consolidated accounts	86	71
Independent examination of subsidiary	3	-
Tax Services	1	1
Other	-	0
	90	72

6 Net expenditure/(income)

Net movement in funds in the year is stated after charging/(crediting):		GROUP 2024 £'000	GROUP 2023 £'000	CHARITY 2024 £'000	CHARITY 2023 £'000
Operating lease rentals	plant & machinery	130	144	129	143
	land & buildings	1,347	951	1,347	951
Depreciation	owned assets	1,612	1,701	1,634	1,677
	leased assets- land & buildings	37	49	37	49
Loan interest		34	107	32	95
Rent received		(270)	(276)	(221)	(219)
Profit on disposal of fixed assets		(6)	(281)	(6)	(281)

7 Staff costs

		GROUP		CHARITY	
		2024	2023	**2024**	2023
		£'000	£'000	**£'000**	£'000
Wages and salaries		124,012	106,504	123,719	106,161
Social security costs		10,927	9,716	10,905	9,685
Other pension costs -	contributions to defined contribution schemes	2,577	2,274	2,567	2,264
	- defined benefit pension scheme	130	-	130	-
		137,646	118,494	137,321	118,110

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

Redundancy costs incurred by CIC amounting to £148,183 (2023: £203,020) are included in the above figures. All costs were contractual.

Employee benefits incurred by CIC, comprising company cars and health insurance, amounting to £36,975 (2023: £31,248) are included in the above figures.

Agency costs incurred by CIC amounting to £12,988,072 (2023: £14,331,217) are not included in the analysis above. These costs are incurred to provide cover for staff on annual leave or additional hours required on contracts.

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

	GROUP		CHARITY	
	2024	2023	**2024**	2023
	number	number	**number**	number
£60,001 - £70,000	15	10	15	10
£70,001 - £80,000	5	7	5	7
£80,001 - £90,000	9	6	9	5
£90,001 - £100,000	1	5	1	5
£100,001 - £110,000	1	-	1	-
£110,001 - £120,000	1	1	1	1
£130,001 - £140,000	1	-	1	-
£140,001 - £150,000	-	1	-	1
£150,001 - £160,000	-	1	-	1
£160,001 - £170,000	2	2	2	2
£190,001 - £200,000	1	-	1	-
	36	33	36	32

Employees earning more than £60,000 contributed to a personal pension scheme. The Charity contributed £178,931 (2023: £149,174) on their behalf.

Total earnings of key management personnel in the year amounted to £756k (2023: £565k).
Key management personnel comprises the Executive Team.

The Trustees did not receive any remuneration from the charity. Trustees are reimbursed for expenditure incurred in attending Trustee meetings or visiting the Group's homes and facilities in their roles as Trustees. These costs where incurred by 8 Trustees (2023: 7) and amounted to £2,757 in the year (2023: £4,136).

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

	GROUP		CHARITY	
	2024	2023	**2024**	2023
	number	number	**number**	number
Operational staff	5,161	4,506	5,161	4,506
Administration and support	676	605	661	589
	5,837	5,111	5,822	5,095

8 Indemnity insurance

The Charity purchases Directors and Officers Liability insurance. The cost of the premium in the year was £19,320 (2023: £19,320).

9 Tangible fixed assets

	Freehold land & buildings £'000	Leasehold land & buildings £'000	Fixtures & fittings £'000	Motor vehicles £'000	Computers £'000	Assets under construction £'000	TOTAL £'000
GROUP							
Cost							
At 1 April 2023	14,132	3,652	3,684	3,196	5,097	325	30,086
Additions	-	-	870	43	826	127	1,866
Assets transferred from Inspire	2,451	-	-	-	-	-	2,451
Disposals	-	(21)	(777)	(228)	(806)	-	(1,832)
Transfer	-	-	308	-	17	(325)	-
At 31 March 2024	16,583	3,631	4,085	3,011	5,134	127	32,571
Depreciation							
At 1 April 2023	5,275	2,233	2,534	1,548	3,805	-	15,395
Provided during the year	264	37	370	348	630	-	1,649
Disposals	-	(21)	(764)	(175)	(806)	-	(1,766)
At 31 March 2024	5,539	2,249	2,140	1,721	3,629	-	15,278
Net Book Value							
At 31 March 2024	11,044	1,382	1,945	1,290	1,505	127	17,293
At 31 March 2023	8,857	1,419	1,150	1,648	1,292	325	14,691
CHARITY							
Cost							
At 1 April 2023	12,397	2,199	3,631	3,197	5,093	325	26,842
Additions	-	-	857	43	826	127	1,853
Assets transferred from Inspire	2,451	-	-	-	-	-	2,451
Disposals	-	(21)	(777)	(228)	(806)	-	(1,832)
Transfer	-	-	308	-	17	(325)	-
At 31 March 2024	14,848	2,178	4,019	3,012	5,130	127	29,314
Depreciation							
At 1 April 2023	4,874	780	2,484	1,547	3,801	-	13,486
Provided during the year	288	37	368	348	630	-	1,671
Disposals	-	(21)	(764)	(175)	(806)	-	(1,766)
At 31 March 2024	5,162	796	2,088	1,720	3,625	-	13,391
Net Book Value							
At 31 March 2024	9,686	1,382	1,931	1,292	1,505	127	15,923
At 31 March 2023	7,523	1,419	1,147	1,650	1,292	325	13,356

Included in freehold land and buildings for the Group are 28 (2023: 28) buildings which were donated by local authorities. They have a net book value of £2,895K (2023: £3,024K). Disposal of these buildings is subject to the approval of the donating authority.

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

Motor vehicles include 135 (2023: 145) vehicles with a net book value of £1,063K (2023: £1,430K) which are leased to people we support.

9 Tangible fixed assets (continued)

Included in freehold land and buildings is land at a cost of £175k (2023: £175k) that is not depreciated.

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

	2024	2023
	£'000	£'000
Cost	1,299	1,299
Accumulated depreciation	(539)	(513)
	760	786

10 Intangible Assets

	CHARITY	
	2024	2023
Goodwill	**£'000**	£'000
Cost B/f	2,246	3,046
Disposals	-	(800)
Cost C/f	2,246	2,246
Amortisation B/f	673	1,024
Amortisation in year	449	449
Amortisation on disposals	-	(800)
Amortisation C/f	1,122	673
At 31 March	1,124	1,573

In June 2021 the Charity acquired the business and assets of Life Opportunities Trust resulting in the addition of £424k of negative goodwill. In September 2021 the Charity purchased 100% of the share capital of Access Community Services Ltd and Access Community Trading Ltd resulting in a goodwill addition of £2,670k on the hive up of net assets. Both additions are being amortised over five years. This is inline with projected benefit that asset shall provide.

11 Fixed asset investments

	GROUP		**CHARITY**	
	2024	2023	**2024**	2023
	£'000	£'000	**£'000**	£'000
At 1 April	107	114	-	-
Additions	6,664	-	6,664	-
Income retained as investment	20	-	20	-
(Loss) / Gain on investments	313	(7)	306	-
Market value at 31 March	7,104	107	6,990	-

11 Fixed asset investments (continued)

Shareholdings

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

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

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

Inspirit Care is dormant and ceased to trade from the start of the 2014/15 Financial Year. As such it is exempt from preparing financial statements by virtue of S394 of Companies Act 2006
The registered address is: Old Market Court, Miners Way, Widnes, WA8 7SP.

Access Community Services ("ACS") is a private company limited by shares. CIC hold £5,001 shares.
The registered address is: Old Market Court, Miners Way, Widnes, WA8 7SP.
100% of the share capital was acquired on 13/09 and the company has since been dormant following the immediate hive up of business and assets to CIC.
The company is in the process of being wound up.

Inspire (Partnership Through Life) Ltd is a private company limited by guarantee. The registered address is Unit 2000, Academy Park, Gower Street, Glasgow, G51 1PR. Community Integrated Care aquired the undertakings on 31st July 2023, and the assets were immediately hived up on 1st August 2023.

	Inspire PIL	Age Exchange	Person Centred Housing	2024	2023
	£'000	£'000	£'000	£'000	£'000
Assets	-	1,774	319	2,093	1,933
Liabilities	(58)	(600)	(182)	(840)	(665)
Net Assets	(58)	1,174	137	1,253	1,268
Funds / Reserves	(58)	1,174	137	1,253	1,268
Income	5,751	570	50	6,371	557
Expenditure	(5,809)	(568)	(9)	(6,386)	(638)
Net expenditure	(58)	2	41	(15)	(81)

12 Current asset investments

	GROUP		CHARITY	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
At 1 April	20,038	-	20,038	-
Addition of investment cash	-	20,000	-	20,000
Income retained as investment	898	38	898	38
Disposals	(6,664)	-	(6,664)	-
Market value at 31 March	14,272	20,038	14,272	20,038

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

13 Debtors

	Group		Charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Amounts due within one year				
Trade debtors	11,689	8,004	11,637	7,983
Other debtors	267	677	259	675
Prepayments & accrued income	6,613	6,386	6,588	6,381
	18,570	15,067	18,485	15,039
Amounts due after more than one year				
Amounts due from subsidiary undertakings	-	-	374	177
Total	18,570	15,067	18,859	15,216

14 Creditors: amounts falling due within one year

	Group		Charity	
	2024	2023	**2024**	2023
	£'000	£'000	**£'000**	£'000
Trade creditors	1,613	3,363	1,608	3,355
Other taxes and social security	2,433	1,905	2,422	1,898
Other creditors	1,315	1,638	1,297	1,625
Bank loans due within one year	22	318	-	292
Accruals & deferred income	16,937	14,219	16,917	14,197
	22,320	21,443	22,244	21,367

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

	Group	Charity
The movement in the period is as follows	**£'000**	**£'000**
Opening deferred income	1,085	1,082
Amounts charged for the year	1,150	1,147
Amounts released in the year	(1,085)	(1,082)
Closing deferred income	1,150	1,147

15 Creditors: amounts falling due in more than one year

	Group		Charity	
	2024	2023	**2024**	2023
	£'000	£'000	**£'000**	£'000
Bank loans (secured)	246	2,161	-	1,900
Deferred Capital Grants	145	151	-	-
	391	2,312	-	1,900

Bank loan repayments fall due as follows:

Bank loans due within one year (above)	22	318	-	292
In the second to fifth year inclusive	88	1,453	-	1,365
After 5 years	158	708	-	535
Total loans and overdrafts	268	2,479	-	2,192

16 Provisions for liabilities

	Sleeps provision	Other provisions	**Total**
	£'000	£'000	**£'000**
At 1 April 2023	1,905	627	2,532
Additional provision	50	1,942	1,992
Utilised in the year	-	(209)	(209)
Released in the year	(1,955)	(844)	(2,799)
At 31 March 2024	-	1,516	1,516

The Charity held a sleeps provision to reflect the probable need to make repayments to local authorities and/or staff for sleep pay. This was no longer deemed necessary and fully released in the year. The provisions included in other provisions are considered by the Charity to be individually and collectively immaterial.

Notes to the financial statements

for the year ended 31 March 2024

17 Other financial commitments

At 31 March 2024 the group had commitments under non-cancellable operating leases as follows:

	GROUP Equipment		CHARITY Equipment	
	2024	2023	**2024**	2023
	£'000	£'000	**£'000**	£'000
Expiry date:				
Within one year	3	-	-	-
Between two and five years	134	236	126	234
More than five years	1	12	-	-
	138	248	126	234

At 31 March 2023 the amounts payable to the group under non-cancellable operating leases as follows:

	GROUP Rental income		CHARITY Rental income	
	2024	2023	**2024**	2023
	£'000	£'000	**£'000**	£'000
Expiry date:				
Within one year	270	276	221	219
	270	276	221	219

18 Statement of funds

Year ended 31 March 2024

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

Year ended 31 March 2023

		Profit for the year		Other comprehensive income	
GROUP	**31 March 2022 £'000**	**Income £'000**	**Expenditure £'000**	**Transfers £'000**	**31 March 2023 £'000**
Unrestricted funds	31,998	147,635	(149,065)	851	31,419
Restricted funds					
-Fundraising and grant	734	716	(429)	(686)	335
-Capital grants	3,189	-	-	(165)	3,024
Total restricted funds	3,923	716	(429)	(851)	3,359
Total funds	35,921	148,351	(149,494)	-	34,778

The capital grants fund of £2,892k relates to the market value of the buildings donated to the Charity by Local Authorities at the date of their transfer. The fund is written off over the estimated useful life of the buildings which is 50 years.
The transfers made between Restricted Funds and Unrestricted Funds is made up of the depreciation on the Group's fixed assets, to the extent that the assets were acquired using capital grants, which are part of Restricted Funds. Depreciation is initially calculated as part of the Group depreciation, and is then transferred to Restricted Funds.
Fundraising and grant fund relates to the donations, legacies and grants received by the Group for specific purposes.

Notes to the financial statements

for the year ended 31 March 2024

18 Statement of funds (continued)

Year ended 31 March 2024

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

Year ended 31 March 2023

CHARITY	31 March 2022 £'000	Profit for the year: Income £'000	Profit for the year: Expenditure £'000	Other comprehensive income: Transfers £'000	31 March 2023 £'000
Unrestricted funds	30,976	147,322	(148,810)	1,008	30,496
Restricted funds					
-Fundraising and grant	743	436	(47)	(843)	289
-Capital grants	3,189	-	-	(165)	3,024
Total restricted funds	3,932	436	(47)	(1,008)	3,313
Total funds	34,908	147,758	(148,857)	-	33,809

19 Analysis of group net assets between funds

	31 March 2024 GROUP			31 March 2023 GROUP		
	Unrestricted funds £'000	Restricted funds £'000	Total £'000	Unrestricted funds £'000	Restricted funds £'000	Total £'000
Fund balances at 31 March 2024 are represented by						
Tangible fixed assets	21,505	2,892	24,397	11,716	3,082	14,798
Intangible fixed assets	1,124	-	1,124	1,573	-	1,573
Current assets	37,233	-	37,233	44,694	-	44,694
Current liabilities	(22,821)	501	(22,320)	(21,720)	277	(21,443)
Long-term liabilities	(2,066)	-	(2,066)	(4,844)	-	(4,844)
Long-term debtors	-	-	-	-	-	-
	34,975	3,393	38,368	31,419	3,359	34,778

	31 March 2024 CHARITY			31 March 2023 CHARITY		
	Unrestricted funds £'000	Restricted funds £'000	Total £'000	Unrestricted funds £'000	Restricted funds £'000	Total £'000
Fund balances at 31 March 2024 are represented by						
Tangible fixed assets	20,018	2,895	22,913	11,175	2,181	13,356
Intangible fixed assets	1,124	-	1,124	1,573	-	1,573
Current assets	37,298	-	37,298	44,679	-	44,679
Current liabilities	(22,769)	526	(22,244)	(22,499)	1,132	(21,367)
Long-term liabilities	(1,675)	-	(1,675)	(4,432)	-	(4,432)
	33,996	3,421	37,416	30,496	3,313	33,809

Notes to the financial statements
for the year ended 31 March 2024

20 Retirement benefit schemes

Pension scheme obligations- Defined contribution schemes

The group operates two defined contribution occupational pension schemes for employees. The support services and management staff pension fund is held with Aviva (3% standard employer contributions). The operational staff pension fund is held with The People's Pension (3% employer contributions). All assets of the schemes are held in independent funds with the aforementioned pension providers.

Pension costs charged in the SOFA represent the contributions payable by the charity in the year.

	2024	2023
	£'000	£'000
Contributions paid	2,567	2,264

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

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

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

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

To eliminate this funding shortfall, the trustees have agreed to a deficit funding arrangement. In accordance with FRS 102, full provision has been recognised for the fair value of this deficit funding arrangement liability. This amounted to £150,152 (£214,910) at the reporting date and is included within other creditors.

CARE Pension scheme key assumptions

	2024	2023
	%	%
Discount rate	4.95	5.18

North East Scotland Pension fund

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

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

20a Assumptions

	NESPF	
	2024 %	2023 %
Discount rate	4.9	4.9
Pension increase rate	2.8	2.8
Salary increase rate	4.2	4.2
CPI inflation	2.7	2.7

Mortality assumptions

Mortality rates	NESPF	
	2024 Years	2023 Years
For a male aged 65 now	20.7	21.0
at 65 for a male aged 45 now	22.0	22.4
For a female aged 65 now	23.0	23.4
at 65 for a female aged 45 now	24.8	25.4

20b Amounts included in the Group Statement of Financial Activities

	NESPF	
	2024 £000	2023 £000
Current service cost	109	-
Net interest cost on defined benefit obligation	(484)	-
Administration expenses	2	-
	(373)	0

20c Amounts included in other recognised gains and losses (Group).

	NESPF	
	2024 £000	2023 £000
Remeasurements:		
Net gain / (loss)	(999)	
Changes in demographic assumptions	326	-
Actuarial gains/ (losses) on DB pension scheme	(673)	0

Notes to the financial statements
for the year ended 31 March 2024

20d Pension scheme assets and liabilities

	NESPF	
	2024	2023
	£000	£000
Fair value of scheme assets	37,313	36,257
Present value of scheme liabilities	(27,677)	(26,433)
Net Assets/(Liabilities)	9,636	9,824
Surplus restriction (asset ceiling)	(9,636)	(9,824)
Net Assets/(Liabilities) included in Group balance sheet	-	-

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

20e Fair value of scheme assets - movements in year

	NESPF	
	2024	2023
	£000	£000
Opening fair value of plan assets	36,257	38,743
Expected return on assets	1,750	1,074
Actuarial gains / (losses)	385	(2,803)
Contributions by employer	112	125
Contributions by scheme applicants	31	34
Benefits paid	(1,220)	(914)
Other	(2)	(2)
Closing fair value of plan assets	37,313	36,257

20f Analysis of fair value of scheme assets

	NESPF	
	2024	2023
	£000	£000
Equities	21,567	20,231
Property	2,313	2,357
Cash and other liquid assets	1,007	1,414
Other	10,336	9,934
Debt Instruments	2,090	2,321
	37,313	36,257

20g Defined benefit obligation - movements in year

	NESPF	
	2024	2023
	£000	£000
Opening defined benefit obligation	26,433	39,955
Interest cost	1,266	1,106
Current service cost	109	207
Contributions by scheme participants	31	34
Actuarial losses / (gains)	1,058	(13,955)
Benefits paid	(1,220)	(914)
Closing value of liabilities	27,677	26,433

21 *Related Party Transactions*

Person Centred Housing Limited
Community Integrated Care rent a property from Person Centred Housing at a normal commercial value.
Related party transactions include rent payments to PCH totalling £19k (2023: £20k) and admin expenses paid by Community Integrated Care of £2,400 (2023: £7,452).
At the end of the year, Person Centred Housing owed Community Integrated Care £27k (2023: £24k).

Age Exchange Limited
During the year Community Integrated Care paid costs of behalf of Age Exchange of £536k (2023: £113k).
Age Exchange repaid £4k of the loan back owed to Community Integrated Care.
At the end of the year, Age Exchange owed Community Integrated Care £288k (2023: £153k).

Inspire (Partnership Through Life) Limited
Since the merger, transactions relating to contracts before they were novated over to Community Integrated Care were paid to/from Community Integrated Care.
At the end of the year, Inspire owed Community Integrated Care £59k (2023: £nil) in relation to these contracts.

There were no other related party transactions in either year apart from key management personnel remuneration (see note 7).

22 Analysis of changes in net debt

GROUP	At 31 Mar 2023	Cash flows	Acquisition of subsidiaries	At 31 Mar 2024
Cash and cash equivalents				
Cash	29,625	(11,770)	807	18,662
	29,625	(11,770)	807	18,662
Borrowings				
Debt due within one year	(318)	296	-	(22)
Debt due after one year	(2,161)	1,915	-	(246)
	(2,479)	2,210	-	(269)
Total	27,146	(9,559)	807	17,587

23 Amounts held as agent

Residents' monies	2024 £'000	2023 £'000
Balance unspent brought forward	6,443	6,613
People We Support income	9,476	7,996
People We Support expenditure	(9,180)	(8,166)
Balance unspent carried forward	6,739	6,443

The Charity is the Agent of residents' personal monies.
These personal monies are held by banks other than the Charity's principal banker and although the Charity has corporate governance over the balances it has no beneficial ownership. As a result the funds are excluded from the financial statements.

24 Consolidated statement of Financial Activities - Year ended 31 March 2023

	Note	Unrestricted funds 2023 £'000	Restricted funds 2023 £'000	TOTAL 2023 £'000
Income				
Income from charitable activities	2	146,793	716	147,509
Other income	3	680	-	680
Investment income		162	-	162
Total income		147,635	716	148,351
Expenditure				
Charitable activities	4	149,065	429	149,494
Total expenditure		149,065	429	149,494
Net income / (expenditure)		(1,430)	287	(1,143)
Transfer between funds		851	(851)	-
Net movement in funds		(579)	(564)	(1,143)
Reconciliation of funds:				
Total fund balances at 1 April		31,998	3,923	35,921
Total fund balances at 31 March		31,419	3,359	34,778

The statement of financial activities includes all gains and losses recognised in the year.

25 Statement of Financial Activities - Year ended 31 March 2023

	Note	Unrestricted funds 2023 £'000	Restricted funds 2023 £'000	TOTAL 2023 £'000
Income - Charity only				
Income from charitable activities	2	146,707	436	147,143
Other income	3	455	-	455
Investment income		160	-	160
Total income		147,322	436	147,758
Expenditure				
Charitable activities		148,810	47	148,857
Total expenditure	4	148,810	47	148,857
Net income / (expenditure)		(1,488)	389	(1,099)
Transfer between funds		1,008	(1,008)	-
Net movement in funds		(480)	(619)	(1,099)
Reconciliation of funds:				
Total fund balances at 1 April		30,976	3,932	34,908
Total fund balances at 31 March		30,496	3,313	33,809

The statement of financial activities includes all gains and losses recognised in the year.

26 Donation on merger

	£'000
Tangible assets	2,315
Debtors: Amounts falling due within one year	1,428
Cash at bank and in hand	807
Creditors: Amounts falling due within one year	- 1,924
Defined benefit pension scheme asset	- 196
Donation from subsidiary	2,430

On 31st July 2023, Community Integrated Care acquired the undertakings and assets of Inspire (Partnership through Life). The assets and business were immediately hived up on 1st August 2023. The net assets amounted to £2,430k and the breakdown can be seen above. Nil consideration was paid and therefore the amount has been recognised as a grant in the Charity's SoFA.

COMMUNITY INTEGRATED CARE

England & Wales - Charity number 519996

Accounts

COMMUNITY INTEGRATED CARE

(A Company Limited by Guarantee)

ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

Charity Registration Number:	519996
OSCR Number:	SC039671
Company Registration Number:	02225727

Community Integrated Care – Year ended 31 March 2023

2022/2023 Report and Financial Statements

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1. Introduction

1.1 Chair's Statement

For many of us, life returned to some form of normality in 2022, as restrictions following the pandemic eased. Whilst I have been delighted to see us take the appropriate steps away from the limitations of Covid-19, we must not forget that the social care sector has continued to feel the reverberations of this unprecedented period.

Despite this, our teams' dedication to improving the lives of the people we support has been unwavering; from mobilising new services to making dreams a reality, the passion of our people has been exceptional.

Our focus on colleague reward and wellbeing continued throughout 2022, as we did everything possible to ease the burden of the cost-of-living crisis. We have been proud to make great strides in investing in organisations, resources and development opportunities that will support our people during these challenges.

A particular highlight has been the progression of our impactful partnerships. The success of our Inclusive Volunteering programme will be felt for many years to come, as it continues to break down barriers and create amazing, life-changing experiences for everyone who took part. We also prepared for a merger with Inspire (Partnership Through Life), which will significantly enhance our presence in Scotland and complement the wider work of the Charity.

As we look to the year ahead, we want to continue to do more of this magnificent work, bringing the voices of the people we support to the fore of our Charity. Only by knowing how our people think and feel, their passions and desires, their dreams and ambitions, will we know how to truly deliver the best lives possible.

After a remarkable five years, in September we said goodbye to Mark Adams, our former Chief Executive Officer, who left with our sincerest thanks and best wishes for the future. Within his tenure, Mark reinvigorated our Charity's core values, demonstrated confident and compassionate leadership throughout the Covid-19 pandemic, and passionately represented the social care sector in the media. He leaves a lasting legacy at Community Integrated Care.

In March 2023, we welcomed Janet Ryan to the Board of Trustees, Janet brings a wealth of commercial and strategic finance expertise to the Board and will join the Finance and Investment Committee.

I would like to conclude by welcoming Jim Kane into his new role of Chief Executive Officer. In Jim's time with us as Chief Financial Officer, he has demonstrated the qualities that an organisation of our size, scale and ambition needs in its CEO – judgement, composure, and vision. Most importantly, his values have always been aligned with Community Integrated Care's, and his decision-making has always reflected the best interests of our people.

1.2 Chief Executive Officer's Statement

There's no doubt that this year was an incredibly significant year for our Charity. As the world rebuilt and restored after the Covid-19 pandemic, we did too. After sharing our new strategic vision – Best Lives Possible – at the end of 2021, we immediately buckled down, putting our plans and promises into action.

From transforming our services, to leading the way in workforce wellbeing, and developing even more powerful community partnerships, the progression of our five-year plan in just 12 months has been phenomenal. A personal highlight for me was our Best Lives Possible Roadshow in October. It really was an unforgettable moment to stand in front of our Charity's 400-strong leadership team, celebrating everything we had achieved together and looking optimistically to the years ahead. You can read more about this memorable day on the next page of this Annual Review.

What I know is that none of what has been accomplished would have been possible without the unrelenting dedication of every colleague, team, service, and department, across our organisation. So, I want to say a truly heartfelt thank you to every person within our Charity for your commitment over the past year. Your efforts in building the best lives possible for the people we support never cease to amaze me and it inspires me to do the job I do.

Throughout 2022, we continued to deliver against our promise to lead the way in social care, both by investing in our own workforce and campaigning for a better deal for all care workers.

In spring, our Charity was proud to make a £3 million investment in improving colleague pay, reward and wellbeing. We hope this showed our commitment to doing everything we can to value our teams fairly for the outstanding work they do. We also launched the second instalment of our trailblazing Unfair To Care report, demonstrating the true skill, complexity and responsibility that comes with the role of a Support Worker in social care.

For decades, our sector has been calling for greater investment, fairer pay and a clear workforce strategy, and our research bolstered the case for action. However, despite public promises of improved funding from Government, disappointingly, real change is yet to be seen. As providers, we continue to face the perennial challenges of recruiting and retaining the very best talent, all the while trying to safely manage our finances to ensure the strength and stability of our long-term futures.

I would like to say a personal thank you to my predecessor, Mark Adams, who we bid a fond farewell to in September, after an incredible five years at the helm of our Charity. I know I speak on behalf of everyone in expressing how much we appreciated his unrelenting passion and fight for our sector, as well as how much he will be missed by all.

I would like to close by saying a sincerest thanks to our Charity's dedicated Board of Trustees and Executive Team, whose support has been invaluable since my appointment as CEO.

As we move further into 2023, I look forward to building on the successes of our past year, alongside our colleagues, the people we support and their loved ones, our communities, commissioners, and partners.

During the financial year, we agreed a merger with Inspire (Partnership Through Life) Limited and the merger took place at the end of July 2023. This will increase our footprint in the Aberdeen area.

The voice of the people we support and their families

Our Quality Advisors are a group of people we support, who are employed by the Charity as experts in providing feedback on the care and support delivered by the Charity. This year, we made the voice of the people we support and their families a priority, and this is a key workstream in the Charity's Best Life Possible strategy. At the end of last year, we had recruited a Participation Specialist to support this important work and working with our Quality Advisors, we have begun setting-up VOICE groups.

In addition to face-to-face meetings with people we support, we have also developed a survey that can be accessed in every service through our care and support plan system. This will give every service the opportunity to measure satisfaction levels and this data can then be collated across the organisation. It is really important that we can show how the voice of the people we support has influenced change at every level of the Charity.

Day to day we are seeing the voice of the people we support in people's care and support plans. During the year, our Operations, Quality and L&D teams have been working together to ensure we create a comprehensive approach to improving quality in care and support plans. This is jointly led by senior leaders from these disciplines and represents a significant investment both in terms of direct cost and opportunity costs. We are training every front-line worker and leaders in all aspects of care and support planning.

During the year, Quality Excellence Specialists and Quality Advisors have continued with their audits of services, which gives the Quality team the opportunity to meet with people in person and see at first-hand the quality of support they are being given. We are able then to share this with senior managers and the Board of Trustees, to ensure that we sustain improvement through our Continuous Improvement Plans.

GameChangers

GameChangers is Community Integrated Care's colleague forum. Made up of colleagues at all levels across the organisation, colleague representatives meet locally in all regions to discuss the issues and ideas of their peers. Each quarter, GameChangers meet with our senior leaders at National GameChangers to find solutions and positive outcomes on a range of topics, whilst also providing invaluable insights from the frontline.

Alongside recruitment and tailored training, GameChangers use their expertise to support a range of projects, including:

- Obtaining opportunities for support workers to progress to the next stage of their career, setting the basis for our Learn To Lead programme.
- Supporting and providing ideas for our colleague benefits package, to highlight wellbeing resources that support with the cost-of-living crisis.
- Advising on the structure of team meetings, resulting in a new policy.
- Reviewing maternity policies and including support for those undergoing IVF treatment.
- Participating in and judging seasonal recognition campaigns.

Welcome to our new Trustee

In the year, we have been fortunate in gaining an impressive addition to our Board of Trustees, Janet Ryan. Janet is a qualified accountant with broad international experience, having worked in global chemical and food processing businesses and held roles in finance, business leadership and strategy.

Bringing a wealth of experience to our Charity, Janet has held roles such as non-executive Director and Chair of the Audit Committee for Illovo Africa, a Director of Cabot's Office of Compliance and a Director of Cabot's Charitable Foundation. She is also currently an independent member of Cancer Research UK's Audit Committee, a "Women of Influence" mentor for Cancer Research UK's senior female scientists, as well as a mentor for the Chartered Institute of Management Accountants.

2. Trustees Report

2.1 Objectives and Activities

Best Lives Possible Strategy

Our purpose is to enable our customers to live the Best Life Possible and we will achieve this through our three key stakeholders, namely:

- **Customers** (the people we support): Partnering with people who choose CIC to help increase independence, maximise potential and fulfil their aspirations with dignity and respect.
- **Colleagues**: Offering our colleagues a career they love, that values and rewards them appropriately, and provides opportunities for learning and personal growth.
- **Communities**: Helping to shape an inclusive society that recognises people who have support needs as valued citizens and enables their potential, supports the people who deliver and benefit from social care, and champions the importance of our sector.

Four key themes underly the strategy by which we will deliver our purpose, as set out below. Three of these align broadly with our three key stakeholders, the fourth informs the foundation of our economics:

1. Service quality & innovation

We will deliver our purpose through the provision of high quality, innovative care services to people whose primary clinical conditions are learning disabilities, autism, mental health and acquired brain or spinal cord injuries. We will compete on the basis of service excellence and differentiation. To support this competitive positioning, we will develop colleague skills and capabilities to enhance care delivery, and technology to improve care delivery quality and increase productivity. We will drive continuous improvement to care quality, applying data analytics support to identify effective practices and predicting and rectifying system failures. We will develop the capability to develop specialist properties that align with our customers' needs and help them to achieve their Best Life Possible.

2. Career opportunity

We will define, implement and embed competency, leadership, and talent frameworks to enhance colleague skills and opportunities to succeed. A significant element of our financial capacity will be invested to enhance colleagues' remuneration to recognise their value and as part of our strategy. We will develop a diversity and inclusion approach in all aspects of the Charity's activities.

3. Community engagement

We will create strong community and commercial partnerships and programmes that deliver increased social impact, capacity, profile and reach, and reduce cost. This will include investing in projects that have a reach and impact beyond our NHS/Local Authority funded customers, to engage, support and inform other key stakeholders. As a leading player in the social care sector, we will actively engage in policy development, research, and sustainability, specifically care delivery research, the development of national social care policy, advocacy for disabled rights and in the achievement of national environmental sustainability goals.

4. Sustainable economics

We will fund our staff development and technology innovation programmes by growing our surplus. This will be achieved by growing revenue, seeking higher margin contracts and carefully managing our overheads. Our current geographical footprint, including the underpenetrated Central and South regions, offers considerable potential for revenue growth and allows us to leverage our existing overheads to improve margins. We intend to grow revenue across our existing regions to create a higher level of surplus to provide funds for investment. We will build strong partnerships with Local Authorities, who will remain our main source of revenue, but will also seek opportunities with NHS and private commissioners where our capabilities align with their care needs.

2.2 Achievements and Performance

We provide support to over 2,300 people across sixty-six local authority areas throughout England and Scotland, delivering on average over 137,000 commissioned hours a week.

The key initiatives undertaken during the year, and which continue to be part of our longer-term plans into 2023/24 are:

Transforming our support

To deliver the best lives possible for the people we support, we need to understand who that person is at their very core. Much more than documenting basic needs, we want to appreciate people's values, celebrate their passions and support them to accomplish their dreams.

Excellence in care and support planning plays a key role in making this vision a reality. Over the past year, we have launched a comprehensive new learning approach to empower our frontline colleagues to make great strides in this area, from the introduction of a pioneering training approach to employing a team of experienced specialists in this field. In October, we launched an innovative care and support planning training programme, facilitated by drama-based education specialists, AFTA Thought. Aimed at capturing the attention of our people, the training takes a closer look at why great care and support planning is so crucial, before tackling how to develop these skills. All frontline colleagues have been invited to an AFTA Thought session, with fantastic feedback from those who have attended. In December, we unveiled the next phase of our leadership development

programme for service leaders - LEAD Care & Support Planning. Following the success of AFTA Thought, LEAD has provided further operational guidance for managers in coaching their teams to better capture the voices of the people we support.

We are excited to roll-out further training for support workers in this current year, along with dedicated coaching from our new Assessment and Intervention Practitioners team (AIPs), who are working alongside our operational colleagues and the people we support to provide coaching in care and support planning. AIPs have been spending time in our services, engaging with the people we support and our colleagues, and assisting people to better access their local communities. They have been offering our teams comprehensive support in important areas, such as the REACH standards, citizenship and community mapping, contributing to the creation of more person-centred plans.

A new model for social care

Having an out-of-hours service so frontline colleagues can seek urgent support any time of day is essential. So too, is the right work-life balance for our frontline leaders, so they can provide the best support for their teams and our people.

In Scotland, we explored how we could utilise the 24/7 nature of technology enabled care to create a centralised, consistent service with the highest quality support and guidance. By redefining levels of accountability, giving clarity on roles and responsibilities, and creating standardised responses, we ensured colleagues could access prompt advice - no matter where they were in the country. This support was enhanced by our team of shift managers, equipped with significant operational experience, who have worked to maximise our digital systems to deliver more informed guidance than previously possible. Our pilot of this exciting new model went live in 2022, supporting Scotland's teams, and with the opportunity to reflect and refine along the way, the pilot has proven the benefits of a centralised on-call system and will be rolled-out across the Charity in 2023.

Putting our people first

Supporting, strengthening, and standing up for our workforce was at the forefront of our efforts throughout the year. Internally, we sharpened our focus on colleague wellbeing and learning initiatives to make our people the best they can be, whilst externally we continued to campaign for fair pay and better conditions for everyone in social care.

Whilst we are aware of the incredible jobs our teams do, ensuring the general public also recognised this was considered important. We continued to campaign in the media, showcasing the importance of social care to society, and were proud to have over sixty of our colleagues represent us on the national stage at a number of high-profile events.

Home grown talent

The Charity gave its learning and development opportunities a makeover in the year, delving deeper into what colleagues needed to carry out their role and ultimately deliver great work for the people we support.

Our brand-new learning experience for frontline colleagues (GROW) was piloted in the Central region and rolled-out across the Charity in early 2023. GROW is a bitesize learning programme that fits around people's lives and is mapped from the people we support's unique perspective and relevant to each role. Whilst previous training was aimed at satisfying the needs of the regulators, we questioned whether it was truly reflective of the wide range of skills required to work in social

care. Through focus groups and listening sessions, we created a quality learning system that covers the full breadth of what it takes to support people to live healthy, happy, and full lives.

Employee engagement

When it comes to ensuring that the Charity is a great place to work, nothing is more valuable than our people's feedback. In November, we launched our 2022 colleague engagement survey, which was powered by employee voice specialists, Hive, and we received our highest ever response rate, with 55% of colleagues taking part and an Employee Net Promoter Score (eNPS) score of +25 achieved, which is classified as Very Good/Excellent.

Unfair to care

Building on the success of our award-winning Unfair To Care report, the second instalment of this research continued the fight for fair pay, recognition and funding for the social care sector. Against a backdrop of a cost-of-living crisis, Unfair To Care 2022/23 detailed the skills, complexity and accountability of support workers, whilst highlighting how funding for providers has meant that their pay was only just above the minimum wage. By blending Korn Ferry's specialist job evaluations, case studies from our colleagues and expert opinion from leaders in social care, the research revealed the impact low pay has on our workforce. The report concluded that many social care workers in England would need a 41% pay rise – more than £8,000 – to achieve parity with their NHS equivalents.

Success stories

We already know how special our colleagues are, but nothing beats seeing our teams and projects recognised for their outstanding contributions to social care. From regional ceremonies to the national stage, we were proud to celebrate an award-winning year for the Charity with sixty-one shortlisted nominees and fifteen award winners.

Enhancing lives

The Charity exists to help the people we support live the most meaningful, fulfilling, and joyous lives possible, but living your best life means something different for everyone. We have therefore made it our mission to really get to know the people we support.

Taking charge on bringing the voice of those we support to the forefront is the team of Quality Advisors Throughout the year, the team has embraced getting back into services, completing hundreds of quality-of-life audits and checking that we are delivering the very best care across the country.

As an experienced provider of complex care, we are always striving to deliver the most progressive support possible. To do this, we looked deeper into our offer, assessing where we could make improvements to become even better. As part of the care and support planning project, we have updated our assessment documents to embed increased awareness and understanding of the different types of complex conditions. Piloting these tools in new services, we also delivered workshops with our service leaders to collect feedback from teams.

Inclusion first

Our ground-breaking inclusive volunteering programme hit new heights across three major international sporting events during the year, with over six hundred volunteers making their mark on the world stage at the UEFA Women's European Championships, the Rugby League World Cup and the World Gymnastics Championships.

By volunteering, the people we support experienced life-changing opportunities, participating in a diverse range of personal development programmes and person-centred volunteering roles. Extending beyond match days, volunteers built community gardens, created a cookbook and even produced thousands of handcrafted soaps to present to competing athletes. From taking part in a photography club, to greeting supporters in hospitality boxes and leading professional teams out onto the field in front of thousands, this was doing volunteering differently, specifically designed to meet the needs, goals, and dreams of everyone involved.

2.3 Strategic Report

Financial Review

The financial results for the year are set out on pages 31-49.

The Charity group, including Age Exchange, ("the Group") recorded total income for the year of £148.3m, representing an increase of 3% on the total income for the year to 31 March 2022 (£143.4m). Total expenditure for the Group (excluding exceptional items) increased by 5% to £149.5m (2022: £142.0m).

The Group result now incorporates a full year of the income from Life Opportunities Trust (acquired in June 2021) and Access Community Services (acquired September 2021).

Despite the inflationary challenges faced by the Charity this year, it has continued with its strategy to invest in our people, which has led to a planned operating deficit in 2022-23, with net expenditure of £1.1m.

The Group segments its results by operating division and a summary of the result for the year ended 31 March 2023 is presented below:

	£'000				
	Income	Operational staff costs	Direct costs	Support costs	Net Income
North West	49,548	40,469	2,947	7,962	(1,830)
North East	35,432	28,402	1,554	5,685	(209)
Scotland	31,151	23,848	1,250	5,089	964
South and Central	30,662	24,324	2,615	5,349	(1,626)
Grants, donations & fundraising	716				716
Other Income	680				680
Investment Income	162				162
	148,351	117,043	8,366	24,085	(1,143)

Reserves policy

The Group holds reserves to ensure it continues to be sustainable, can meet its obligations to its clients and colleagues and to support future plans. As at 31 March 2023, Group reserves had decreased by £1.1m to £34.8 m (2022: £35.9m). Within this balance are restricted reserves of £3.4m (2022: £3.9m) represented by a mixture of freehold and leasehold land and buildings donated to the Charity by several local authorities and public bodies. Disposal of these properties is subject to the approval of the donating authority.

The Group's free reserves as at 31 March 2023 stood at £21.1m (2022: £22.3m). This is calculated as the unrestricted reserves of £31.4m (2022: £32.0m) less the carrying value of tangible fixed assets not covered by capital grants of £10.3m (2022: £9.7m).

The Board of Trustees ("the Board") requires the Charity to meet both a capital adequacy test and liquidity ratio. The capital adequacy ratio compares the net tangible assets to the total tangible assets and at a ratio of 0.9 (net tangible assets £47.4m to total tangible assets of £53.6m) exceeds the Board's target level of 0.6 and provides assurance on the longer-term solvency of the Charity.

The current ratio is used to measure liquidity and equates to 2.08 (current assets of £44.7m to current liabilities of £21.4m) is also above the 1.4 target set by the Board and provides assurance over the shorter-term liquidity is sufficient to meet the Charity's immediate financial requirements. The tests as set out in the policy help to ensure the group maintains reserves at a sufficient level of liquidity to meet any immediate unforeseen expenditure and to provide capacity to plan for the future.

The Board is satisfied with the size of the reserves and the structure of the balance sheet. It remains committed to the reserves policy and will look to maintain the Charity's reserves in line with the growth of the business.

The Board reviews the reserves policy on a regular basis and recognises the need update the policy to maintain an appropriate level of reserves as the balance sheet changes over time.

Investment policy

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

The Charity itself does not currently hold any financial investments but places surplus cash in interest bearing accounts with Cazenove as its investment managers. Cash on deposit with Cazenove as at 31 March 2023 totalled £20m.

The Board is undertaking a review of its investment strategy to ensure an appropriate balance is maintained between the Charity's short-term working capital requirements and achieving a longer-term return on investments. The Board will review its investment policy to reflect changes in the guidelines on charity investments (CC14) issued by the Charity Commission.

The Group holds investments through an endowment fund within its subsidiary, Age Exchange, which is reviewed throughout the year by its trustees. As at 31 March 2023, the investment in Age Exchange was valued at £107k (2022: £114k).

Cash flow

Net cash outflows from operating activities reduced to £3.5m (2022: £3.9m inflow), with a net outflow from investing activities of £21.4m (2021: £11.5m inflow). Cash balances as at 31 March 2023 decreased to £9.6m (2022: £34.9m). A significant part of the cash balance movement relates to £20m being placed in short term cash investments.

Long term borrowing

Secured loans have reduced to £2.4m (2022: £2.8m), including consolidation of long-term borrowing by Age Exchange of £0.3m.

Pension liabilities

The Charity is obliged under FRS102 to provide for its share of any reported pension deficit at the balance sheet date from those defined benefit schemes of which it is a member. As at 31 March 2023, the Charity is not a member of any local government defined benefit pension scheme.

Subsidiary undertakings

The Charity has two subsidiary undertakings, namely Person Centered Housing (PCH) and Age Exchange (AE). PCH and AE are companies limited by guarantee, with Community Integrated Care being the sole member. PCH holds freehold property, whilst AE uses the power of art, creativity, and social connection to empower and support disabled people and carers locally in Blackheath, London and nationally.

Related parties and interests

Details of related party transactions and interests in other group companies are set out in Note 20 on page 47.

Funds held on behalf of residents

The Charity has responsibility over residents' personal monies, totalling £6.5m as at 31 March 2023 (2022: £6.5m) but does not have beneficial ownership. Therefore, these funds, which are held as cash by banks other than the Charity's principal banker, are excluded from the financial statements.

Trustee indemnity insurance

The Board has the benefit of Trustee indemnity insurance cover of £10m, which is authorised in the Articles of Association. Such insurance was in force during the year ended 31 March 2023 and remains in force in relation to certain losses and liabilities, which the Trustees may incur to third parties while acting as a Trustee (Director) of the Charity or of any subsidiary undertaking.

Fundraising policy

The Charity's fundraising activity is largely represented by in-house events, legacies, corporate fundraising with local companies and national partners and gifts from trusts and foundations. It does not currently use professional fundraisers or commercial partners to help it deliver its work. The Charity complies with current regulations and best practice set out by regulatory and professional membership bodies - The Fundraising Regulator, the Institute of Fundraising, the Scottish Charity Regulator (OSCR) and the Scottish Council for Voluntary Organisations (SCVO).

Due to the nature and logistics of delivering fundraising across multiple sites, it is aware that the potential for breaches of fundraising compliance exist and manages and minimises these risks through implementing compliance policies with a focus on training and inductions for new starters, quality checking and audits. It engages proactively and works with the Fundraising Regulator and other professional bodies to ensure that any concerns raised are addressed as a priority.

The Charity employs a code of conduct to protect vulnerable people, which all fundraisers must adhere to, and has published its Adults in Vulnerable Circumstances Policy to ensure all staff have full guidance in this area. The Charity's registration with the Fundraising Regulator and commitment to following, reviewing, and consulting on the Code of Fundraising Practice includes safeguarding its supporters' interests. During the financial year the charity did not receive any complaints relating to its fundraising activities.

Risk management

The Charity's approach to risk management is based on the principle that risk management capability must be embedded across all areas of the Charity to be effective. The Charity operates a "Three Lines of Defence" model, through which the roles and responsibilities for managing risk are made clear. This is supported by a system of internal controls and regular assessments, which are undertaken by second and third lines to confirm the effectiveness of the risk and control frameworks in relation to both the current and emerging risk profile. The Board's Audit and Risk Committee is responsible for oversight of the corporate risks and for the escalation of issues to the Board.

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

The risk management strategy consists of:

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

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

The principal risks the Charity actively monitors and manages are as follows:

Principal risk category	Risk Appetite	How is this risk managed
Quality of care is the risk of not delivering the standard of care necessary to meet	The Charity is committed to providing good care and support to enable the people it supports to live the best life possible.	The effective management of this risk is at the core of the Charity's business purpose. To this end, it has a comprehensive framework in place across first and second lines to ensure the risk

Principal risk category	Risk Appetite	How is this risk managed
the needs of the people we support.		operates within appetite including embedded regional quality teams, led by Senior Quality Business Partners. Oversight is provided by the Board Quality and Standards Committee with matters escalated to the Board as required. Management of the risk involves a defined set of qualitative and quantitative objectives and supporting risk appetite measures, including contractual relationships with commissioners and regulatory oversight and inspection. Supporting management of this risk is: • Quality Assurance Framework. • High quality care plans are required to be in place for each person supported. • Adequate levels of resourcing to ensure contractual commitments can be delivered safely. • A comprehensive policy framework and supporting procedures. • Role specific training. • A comprehensive issue escalation process.
Financial resilience is the risk of insufficient financial resources to enable the Charity to deliver its strategic plan, to be able to respond effectively to unexpected demands such as Covid-19 and, in extremis, to continue as a going concern.	The Charity business model is primarily an outsourced provider of social care to vulnerable people for local authorities. It is dependent upon public sector funding and subject to significant commissioner cost pressures. The ability to manage costs in response to fluctuations in demand in the short term is limited and therefore conservative liquidity and capital positions are essential to ensure continued viability through the economic cycle. Portfolio diversification is essential to avoid over reliance on any commissioner. Active asset management alongside the generation of surpluses is necessary to finance investment in the business.	The Board approves the annual financial budget and supporting risk appetite measures intended to ensure sufficient liquidity to meet liabilities as they fall due and ongoing financial viability. Ongoing oversight is provided by the Board Committees, in particular the Finance and Investment Committee. Operational management of the risk is supported by: • Budget process. • Monthly financial reporting including detailed and appropriate MI. • Forecasting (to ensure an appropriate forward-looking view. • Effective risk/reward assessment for all new commitments. • Continuous review of the ongoing financial viability of individual services. • Clearly articulated reserve, liquidity and borrowing policies approved by the Board and overseen by the Finance and Investment Committee. • Management of the portfolio of contracts to ensure diversification of risk and avoidance of

Principal risk category	Risk Appetite	How is this risk managed
		over-reliance on any contract or commissioner.
Compliance with regulatory and statutory requirements is the risk of failing to identify, monitor and comply with relevant laws, regulations and expectations in the Charity's operations, failure to engage effectively with regulators or inform them in a timely way of any failure to meet expectations, providing inaccurate, misleading, or false information to regulators or statutory bodies or failing to respond to requests for information in a timely way.	The Charity operates in a highly regulated sector. Failure to meet these expectations would result in risk of harm to the people supported and the colleagues employed by the Charity. It would result in unacceptable levels of reputational risk and could result in the closure of services and/or the Charity. It therefore has no appetite for operating outside regulatory and statutory requirements or expectations.	The Charity aims to operate within the letter and spirit of regulatory requirements at all times. There are clear operating guidelines within the Charity setting out how engagement with regulators and other statutory agencies is to take place, whenever a new service is made available, or a new initiative is undertaken. Supporting this compliance is: • An open and proactive relationship with regulators and other statutory bodies at all times. • A Board committee structure and terms of reference which ensures that all regulatory and statutory oversight is captured at the highest governance levels. • Active and ongoing management of the Charity's market oversight rating from the CQC and equivalent national comparison of other providers in Scotland. • Policies and procedures which reinforce a culture of regulatory compliance. • A Quality Assurance Framework which reinforces compliance with regulatory and statutory requirements. • Mandatory role specific training and development of the Capability Framework. • Appropriate levels of resource to ensure that all statutory and regulatory expectations are met and that the Charity operates in a safe and secure environment for the people it supports, its staff and other stakeholders. Safeguarding, Duty of Candour and Speak Out policy and training
People risk is the risk of not having sufficiently skilled and motivated colleagues who have the capabilities to deliver the services which the Charity has contracted to deliver, who are clear on their responsibilities and accountabilities and who	The ability to manage this risk is constrained by the available financial resources and external environment to recruit and retain the necessary capacity and capability to deliver services to the people we support. The Charity is prepared to accept a higher-than-average level of turnover and the employment of agency staff as a consequence of the challenging	The Charity's aims to improve the capability of its staff and reduce risks around sufficient capacity by improving the quality of recruitment, enhancing learning and development, and employing active strategies to reduce staff turnover. Board oversight of this risk is provided by the Workforce Committee. Supporting management of this risk at an operational level is:

Principal risk category	Risk Appetite	How is this risk managed
behave in a way that is aligned to the values and business purpose of the Charity.	employment market from which it sources staff, recognising that this will mean that it will not always be able to deliver the quality of care to which it aspires.	• Charity wide engagement strategies including GameChangers, recognition and long service schemes. • Regular assessment of employee engagement through surveys and roadshows. • Maintenance of a well-being fund to assist employees in difficulty. • Implementation of an improved employee value proposition - "the Deal". • Investment in Learning and Development. • Investment in recruitment and onboarding and induction to improve retention. • Additional local resource to support recruitment both in terms of recruiters and money used for local initiatives. • Improved induction to support retention in early days. • In-take days to provide greater support to new starters, including shadowing and support for mandatory training. • Significant investment in leadership development through the LEAD programme
Strategic business risk is the risk of significant loss and or damage (including to reputation) arising from the Charity's decisions that impact on the long-term interests of its stakeholders, from the failure to execute strategic plans or from an inability to adapt to a changing external development.	The Charity operates in a high-risk sector, with a high reliance on public sector funding and in a rapidly evolving external environment with the potential for major structural change. All these features have been exacerbated by Covid-19. It is engaged in the delivery of a strategic plan aimed at responding to these challenges by refocusing the Charity and creating a platform for future sustainable growth. There is an acceptance by the Board of a higher level of strategic business risk than has been the case in the recent past. The Charity has a moderate to high level of appetite for strategic business risk	Ownership of the strategy rests with the Board. The Board provides approval and ongoing oversight of the strategy through its regular meetings and supporting Committees. • Individual Executive Team members have specific responsibilities for the delivery of the different strategic initiatives. • The Charity has a business development function responsible for retaining existing profitable contracts and winning new profitable contracts. • Reputation risk arising from the execution of the strategy, for example around the decision to cease to provide a service, is managed in the first instance by the CEO with escalation to the Board as required. • Strategic business risk is overseen at Board level as a specific item on the Strategic Risk Register. • The Charity actively seeks to influence the development of public policy, led by engagement by the CEO and Chair with public sector bodies and key influencers.

Principal risk category	Risk Appetite	How is this risk managed
Operational risk (including reliance on information and information security) is the risk of loss resulting from inadequate or failed internal processes, projects and or systems or from external events including, for example, a cyber-attack. It includes legal risk, and operational risks associated with the strategy. The primary responsibility for managing these risks rests in the first line in the delivery of services in accordance with the policies and procedures of the Charity with oversight provided by the second line functions.	The Charity is prepared to tolerate a level of operational risk exposure within agreed thresholds and limits. A level of resilience risk from internal and external events is tolerated, however, immediate steps are taken to minimise the impact on the people supported through recovery within defined timescales. Operational risks are likely to impact on the Charity's reputation and financial viability and tolerances need to be set accordingly.	• The Charity has a comprehensive set of policies which seek to identify operational risks and set out how they are to be managed and mitigated. This is supported by an enterprise-wide communication and training programme. Every member of staff is aware of their responsibility in relation to the management of operational risk. This is embedded in all role profiles and forms part of regular performance assessment. • The provision of appropriate MI to all governance Committees up to and including the Board • Investment in systems and processes to ensure a satisfactory level of operational efficiency. • Breaches of risk tolerance, including near misses, are escalated to the Board and its Committees as appropriate. • An information management and digital investment strategy is in place including agreed protocols for the management of data, testing of new applications, and responding to cyber-attacks. This is supported by enterprise-wide Cyber Essentials accreditation and annual Third-Party penetration testing. • The Charity has enterprise wide and service level Business Continuity Plans (BCP and Disaster Recovery (DR) Plans in place and a programme of testing is planned. • The multiple change projects in the Charity are managed through a robust project programme control board reporting to the Executive Team and overseen by the Board of Trustees. • Enterprise-wide structures are in place for management of major incidents.

Going concern and statutory statements

Going Concern

Accounting standards require the Board to consider the appropriateness of the going concern basis when preparing financial statements. During 2022/23, the Group maintained its investment in its front-line workforce improving pay, rewards, and wellbeing. As these costs were not fully covered by Local Authority funds, the Charity used its reserves to subside the costs. The Charity has suffered

with sector-wide recruitment shortages, which has resulted in the use of more expensive agency staff and like all business has been impacted by the increases in energy prices. To consider the appropriateness of the going concern basis, forecasts have been prepared to 30 September 2024. With a net cash position of £29m as at 31 March 2023 and a forecast that the Group will continue to hold a strong liquidity position, the Group is confident that it has adequate resources to continue operational activities for at least 12 months from the date of this report.

Public Benefit

The Board has given due consideration to the Charity Commission's published guidance on the operation of the public benefit requirement by looking at the Charity's activities undertaken during the year and can demonstrate that the services provided continue to have an identifiable benefit, are directly related to the aims of the Charity, and that benefit is to the public or a section of the public. The Board of Trustees is satisfied that the Charity meets the tests with regard to public benefit and that the Charity provides tangible benefit to a large section of the public by providing care services for vulnerable adults, adults with learning difficulties, mental health concerns, autism, or physical disabilities.

Community Integrated Care is a not-for-profit organisation which encompasses services from northern Scotland to the south coast of England. The Charity works with vulnerable and challenging adults and does not restrict members of the public from being able to benefit by virtue of the ability to pay or where a person lives. One of the founding aims of the Charity is to promote inclusion for individuals supported in the communities in which they live. This can be challenging due to the barriers relating to social exclusion such as stigma, access, or discrimination. The Charity helps to bridge this gap by building relationships in the community, by having a "can do" approach to integration and provides benefits to the people we support in community activities, including employment opportunities and education. It also offers opportunities to other members of the public through volunteering, community events and sharing the use of our facilities.

The Charity supports the establishment of social inclusion groups to empower the individual, which can be clearly identified through the care we provide and the partnerships we develop. All its services are publicly funded by Local Authorities, Health Authorities or Clinical Commissioning Groups. Its aim is to provide the highest quality of care for anyone in need regardless of the service user's situation. Care service contracts with public sector bodies must demonstrate value for money whilst also maintaining high standards of care.

Our recognisable benefit is to those individuals who, for whatever reason, are unable to live independently and require support to ensure that they have fulfilled lives and the people we support are encouraged to try new things and to be independent. The Charity continues to innovate and meet new challenges for the services it provides by, for example, the introduction of assistive technology and support to help individuals lead independent lives.

The Charity encourages the employment of those who live with a disability within the organisation and has established forums for the people supported to hold regular meetings and participate in peer review of the services we deliver. Such peer review reports form the basis of a powerful method of quality of care provided and assist in the development of innovative approaches to how future care and support could be delivered. As user involvement is now at the heart of health and social care policy, this is at the heart of everything we do. Ideas continue to develop which reflect this theme,

based on the principles of personalisation, co-production and empowerment and the Charity will continue to harness the voice of the people who choose to be supported by us to inform every element of its operations.

Post Balance Sheet Event

In May 2023, the Board entered into a merger agreement with Inspire (Partnership Through Life), with the merger completing on 31 July 2023.

Plans for the future

During the 2023/24 financial year, the Charity will be focused on the merger with Inspire (Partnership Through Life) Ltd, which took place on 1 August 2023 and will involve the integration of operational services and back-office functions to realise synergies for both organisations.

The key initiatives undertaken during the year and noted above under Achievements and Performance will continue to be part of our plans in the 2023/24 financial year and for the longer term, with a focus on:

- **Service quality & innovation** - using the 24/7 nature of Technology Enabled Care work already implemented, we will continue to transform our support and innovate where technology can enhance our care delivery model. We will continue to enhance the work of our clinical team through the addition of professional Psychologists to support and inform our approach to trauma informed care.
- **Home grown talent** - we will continue to develop our people using our new learning experience for frontline colleagues (GROW), which was rolled-out across the organisation in early 2023 and will be developed further throughout 2023/24.
- **Community Engagement** - we will continue to develop the communities in which we operate through greater engagement at the policy level. A new policy team will focus on engagement with government and the national debate around the future of the social care sector.

2.4 Structure, Governance and Management

Board of Trustees ("the Board")

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

A Trustee skills matrix is maintained by the Company Secretary and development opportunities are reviewed on a regular basis to ensure the Board continues to meet the changing needs and demands of the Charity. An external governance review was commissioned in early 2020 in accordance with the recommendations of the Charity Governance Code. It concluded that the Board was working effectively, and the Board agreed to implement its recommendations in full. In the year, the Board has undertaken a performance evaluation of its effectiveness and of its Chair, comprising a written survey for completion by Trustees, 1:1 conversations between the Chair and Trustees, and 1:1

conversations between the Senior Independent Trustee and Trustees and the Executive Team. Its goals were to reaffirm that the governance arrangements were fit for purpose against the changing social care and charity landscape and that they remained consistent with the Charity's aims and objectives.

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

The Board meets at least four times a year to monitor performance against strategy, utilising a fully comprehensive suite of documents through which the Charity meets its obligations to the Charities Commission and OSCR, satisfies the requirements of the Charities Act and company law, and delivers its underlying objectives and responsibilities stated within its Memorandum and Articles of Association. Whilst the Board retains individual and collective responsibility for ensuring compliance and Board effectiveness, it delegates elements of risk management and gains additional assurance and recommendations through a scheme of delegation and the use of Sub-Committees, all of which have written terms of reference and which are reviewed and approved on an annual basis.

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

England	**Scotland**	**Activities**
Organisational purpose	Organisational purpose	The Board periodically reviews its charitable purposes and the strategic KPIs. The Board is clear about the Charity's purpose and will deliver, through the strategy refresh, a clear and sustainable business plan.
Leadership	Leadership	The Board and individual Trustees take collective responsibility for decisions, making sure the Charity's values are reflected in its work.
Integrity	Board behaviour	Collectively the Board is independent in its decision making, safeguards the Charity's reputation and acts in

		the best interests of the Charity and its stakeholders.
Decision-making, risk, and control	Control	The Board has established a scheme of delegation and monitors effective delegation, control, and risk assessment management systems. The Board is clear that its primary purpose is strategic.
Board effectiveness	Effectiveness	The Board regularly reviews its performance and works as an effective team, using a balance of skills, backgrounds, and knowledge to make informed decisions.
Equality Diversity and Inclusion		The Board has trustees with a wide variety of perspectives, experiences and skills and is supportive of the principles of equality and diversity.
Openness and accountability		The Board ensures the Charity has legitimacy in representing its beneficiaries and stakeholders and takes seriously its responsibility for building public trust and confidence in its work.

Sub-Committees

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

Audit and Risk Committee	Remuneration and Nominations Committee
Quality and Standards Committee	Workforce Committee
Finance and Investment Committee	Scotland Committee

The Audit and Risk Committee has three primary areas of responsibility: ensuring the accuracy of external financial reporting, including the relationship with external auditors; the appointment and oversight of internal auditors; oversight of the risk and control framework; and oversight of

environmental, social and governance matters. During the year, the Committee also assumed responsibility for oversight of environmental, social and governance matters affecting the Charity.

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

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

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

The Workforce Committee scrutinises organisational development and workforce strategies and recommending approval to the Board. It is responsible for taking assurance that core human resource policies are regularly reviewed and are compliant with appropriate legislation/regulatory requirements including the CQC's Well Led Framework, the Care Inspectorate's National Care Standards and the Scottish Social Services Council Fit to Practice Framework. Workforce strategies include those for reward, pay and recognition and the Committee takes assurance that arrangements are in place to manage the workforce against agreed KPIs and that there is appropriate training, engagement, and feedback from staff.

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

Advisory groups

The Board has the power to establish ad-hoc working groups and advisory Boards as and when required, utilising both internal and external professionals as necessary. During the pandemic one such group was convened (the Ethics Committee), with the purpose of advising on decisions relating to the regulations and restrictions brought about by the pandemic and to formulate the Charity's policy response. The Committee met on one occasion during the year. In addition, the Charity and continued to hold quarterly informal Board meetings in between the scheduled, formal Board meetings.

Executive Management structure

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

Workforce

As at 31 March 2023, the Charity had a workforce headcount of 5,253. According to the report published at the end of 2022 by Skills for Care, the sector average colleague turnover is 29%. During the year the Charity recorded a turnover of 25% (2022: 28%), better than the sector average. The focus on re-evaluating and streamlining the recruitment process, as well as the introduction of new recruitment campaign, played a significant part in the year-on-year improvement.

The Charity is aware of the challenges the sector faces and, internally, also sharpened its focus on colleague wellbeing and learning initiatives to make colleagues the best they can be, whilst publicly continuing to campaign for fair pay and better conditions for everyone in social care.

2.4 Reference and Administration Details

Life President:
Dr David Robertson

Board of Trustees:
Elizabeth Raper (Chair)
Teresa Fenech
Shaun Gallagher
Simon Learoyd
Nigel Lemmon
Amanda de Ryk
Keith Rhodes
Jay Muthu (resigned 9 June 2023)
Wallace Dobbin
Mandy Wearne
Sue Tunmore
Janet Ryan (appointed 23 March 2023)

Company Secretary:
David Hedley

Chief Executive Officer:
James Kane

Charity and Company registrations:

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

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

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

Auditors:
MHA
2 London Wall Place
London
EC2Y 5AU

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

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

Investment Managers:
Cazenove Capital Management
2 London Wall Place
London
EC2Y 5AU

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

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

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

- The plan is designed to have a long-term beneficial impact on the Charity and to contribute to its success in delivering better quality, more person-centred services for the people we support. The seven indicators of success are further supported by the statement on the Power of Three – a strategic commitment that everything done is for the benefit of colleagues, people supported and communities.
- Colleagues are fundamental to everything the Charity does and to providing the best quality care to the people it supports. We aim to be a responsible employer in our approach to the pay and benefits our colleagues receive. The health, safety and well-being of our colleagues is one of our primary considerations in the way we do business. This year, the Charity has continually

asked what more could be done for colleagues to help with challenges they have faced and has invested in both the tangible (our coronavirus pay response) and the intangible (investment in wellbeing support and activities).

- As a Charity regulated by the Care Quality Commission in England and the Care Inspectorate in Scotland, there is a duty to provide care services that are safe, effective, caring, responsive and well-led. The Trustees, in their decision making, always consider not only regulatory commitments but also what more can be done to improve the quality of services and lives of the people supported.
- The Charity aims to act responsibly and fairly in dealing with suppliers by creating strategic relationships and operating fair payment principles, as well as open and transparent co-operation with regulators, all of whom are integral to the successful delivery of the strategic plan. We value all our suppliers and have annual contracts and quarterly service review meetings with our key suppliers.
- As Trustees are custodians of the Charity, the strategic plan is intended to secure a robust and sustainable charity that will continue to be able to fulfil its purpose for many years to come. The impact upon decision making of this aim is clear delivered through Board and Sub-Committee structure, which has appropriate oversight of the both the investment and reserves policies. It is the intention to behave responsibly and ensure that management operate the business in a responsible manner and with the highest standards of business conduct and good governance by adopting a robust risk management process, setting, and reviewing Board risk appetite and implementing specific measures to ensure compliance.
- When acquiring Access Community Services and merging with Life Opportunities Trust, the Charity engaged with all stakeholders to ensure the service transfer was seamless. Stakeholders included the people supported and their families, employees, and commissioners and the Charity will benefit from the additional surplus that the new services will generate.

Streamline Energy and Carbon Reporting (SECR)

Under Statutory Instrument (SI 2018/1155) and the Environmental Reporting Guidelines, the Charity is required to report on greenhouse gas emissions and energy consumption. In discharging duties under this and the Government's Energy Saving Opportunity Scheme, the Charity engaged external expertise to review the portfolio of operating sites, calculate energy usage and provide actionable feedback on how to reduce the associated carbon footprint. The Charity's energy and fuel usage were calculated at 6.3m kWh which equates to 1,236 tonnes of CO2 emitted or 2,834 kWh per person supported as at 31 March 2023 (2022: 4,408kWh). The calculation refers to all energy usage billed over the period with extrapolations used for missing periods and seasonality calculations in respect of gas usage. The Charity continues to look for cost effective ways of reducing its carbon footprint and is committed as part of The Best Life Possible strategy to reduce carbon emissions. During the year, the Charity has:

- Implemented behaviour change initiatives for employees and people supported.
- Rolled-out the Taking Charge Campaign, which offered free e-learning and accessible toolkits to people who work in and access social care, to enable them to reduce energy usage and save on their energy bills. The campaign featured on BBC Northwest Tonight.
- Installed smart meters and other energy monitoring tools.
- Committed to using energy efficient lightbulbs, where applicable.

2.5 Statement of Trustees' Responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year, giving a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure account, of the group over that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- give due consideration to Charity Commission published Guidance and The Office of the Scottish Charity Regulator on the operation of the Public Benefit requirement; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) regulations 2006 (as amended). They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Statement as to disclosure of information to auditors

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

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

Auditors

After a competitive tendering exercise, the Board appointed MHA as external auditors at its meeting on 7 December 2022. A resolution to reappoint MHA as auditors will be proposed at the Board

meeting to be held on 21 September 2023. The Annual Report of the Trustees of Community Integrated Care was approved by the Board of Community Integrated Care and signed on their behalf by:

Elizabeth Raper: Elizabeth Raper

Chair of Trustees

Date: 21 September 2023

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMMUNITY INTEGRATED CARE

Opinion

We have audited the financial statements of Community Integrated Care (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Statement of Financial Activities, the Consolidated and Charity Statement of Financial Position, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 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 and the Charities Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

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

We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our 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. Our evaluation of the Trustees' assessment of the entity's ability to continue to adopt the going concern basis of accounting included critical reviews of budgets and forecasts provided.

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report (incorporating the Directors' report and the Strategic report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and Trustees' report (incorporating the Directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report.

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

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

Responsibilities of Trustees

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

In preparing the financial statements, the Trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

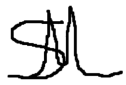
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMMUNITY INTEGRATED CARE (CONTINUED)

Use of this report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's Trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Stuart McKay BSc FCA DChA (Senior Statutory Auditor)
For and on behalf of MHA, Statutory Auditor
London, United Kingdom

Date: 06/10/2023

MHA is the trading name of MacIntyre Hudson LLP, a limited liability partnership in England and Wales (registered number OC312313)

Community Integrated Care

Consolidated Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the year ended 31 March 2023

	Note	Unrestricted funds 2023 £'000	Restricted funds 2023 £'000	TOTAL 2023 £'000
Income				
Income from charitable activities	2	146,793	716	147,509
Other income	3	680	-	680
Investment income		162	-	162
Total income		147,635	716	148,351
Expenditure				
Charitable activities	4	149,065	429	149,494
Total expenditure		149,065	429	149,494
Net income / (expenditure)		**(1,430)**	**287**	**(1,143)**
Transfer between funds		851	(851)	-
Net movement in funds		**(579)**	**(564)**	**(1,143)**
Reconciliation of funds:				
Total fund balances at 1 April		31,998	3,923	35,921
Total fund balances at 31 March		**31,419**	**3,359**	**34,778**

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

Community Integrated Care

Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

for the year ended 31 March 2023

	Note	Unrestricted funds 2023 £'000	Restricted funds 2023 £'000	TOTAL 2023 £'000
Income - Charity only				
Income from charitable activities	2	146,707	436	147,143
Other income	3	455	-	455
Investment income		160	-	160
Total income		147,322	436	147,758
Expenditure				
Charitable activities		148,810	47	148,857
Total expenditure	4	148,810	47	148,857
Net income / (expenditure)		**(1,488)**	**389**	**(1,099)**
Transfer between funds		1,008	(1,008)	-
Net movement in funds		**(480)**	**(619)**	**(1,099)**
Reconciliation of funds:				
Total fund balances at 1 April		30,976	3,932	34,908
Total fund balances at 31 March		**30,496**	**3,313**	**33,809**

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

Community Integrated Care

Statement of Financial Position
(Consolidated and Charity)

Company No. 2225727

as at 31 March 2023

	Note	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Fixed assets					
Tangible assets	9	14,691	14,596	13,356	13,239
Intangible assets	10	1,573	2,022	1,573	2,020
Investments					
- Investments in joint venture	23	-	7	-	1
- Other investments	11	107	114	-	-
		16,371	16,739	14,929	15,260
Current assets					
Stock		2	2	-	-
Debtors recoverable within one year	13	15,067	13,608	15,039	13,593
Investments	12	20,038	-	20,038	-
Cash at bank and in hand		9,587	34,924	9,425	34,722
		44,694	48,534	44,502	48,315
Debtors recoverable after one year	13	-	45	177	119
Liabilities					
Creditors: Amounts falling due within one year	14	21,443	20,691	21,367	20,520
Net current assets		23,251	27,888	23,312	27,914
Total assets less current liabilities		39,622	44,627	38,241	43,174
Creditors: Amounts falling due after more than one year	15	2,312	2,624	1,900	2,184
Provisions for liabilities	16	2,532	6,082	2,532	6,082
Total net assets		**34,778**	35,921	**33,809**	34,908
Reserves					
Unrestricted funds	18	31,419	31,998	30,496	30,976
Restricted funds	18	3,359	3,923	3,313	3,932
Total funds		**34,778**	35,921	**33,809**	34,908

The financial statements were approved and authorised for issue by the board of Trustees on 21 September 2023 and signed on their behalf by:

E. Raper (Chair)

S. Learoyd (Chair of Audit & Risk Committee)

Community Integrated Care

Consolidated Statement of Cash Flows

for the year ended 31 March 2023

	2023 £'000	2022 £'000
Operating activities:		
Net (expenditure) / income before other recognised gains & losses	**(1,143)**	1,381
Depreciation	1,751	2,075
Amortisation	449	224
Loss on investments	14	9
Gifted intangible assets	-	427
Loan interest paid	107	111
Bank interest received	(160)	(20)
Defined benefit pension scheme staff cost charges	-	146
Defined benefit pension scheme interest	-	(11)
Payment to defined benefit pension scheme	-	(101)
Decrease in stock	-	2
(Decrease) in debtors	(1,414)	(2,757)
Increase in creditors	767	4,725
Decrease in provisions for liabilities	(3,555)	(5)
Profit on sale of tangible fixed assets	(281)	(824)
Realised profit on the sale of Eachstep	-	(1,451)
Net cash inflow from operating activities	**(3,465)**	3,931
Investing activities:		
Payments to acquire tangible fixed assets	(2,131)	(3,551)
Receipts from sales of tangible fixed assets	565	17,445
Cazenove investments	(20,038)	-
Purchase of subsidiary net of cash inflow	-	(2,371)
Bank interest received	160	20
Net cash inflow/ (outflow) from investing activities	**(21,444)**	11,543
Financing activities:		
Loan received	-	125
Repayment of borrowing	(322)	(458)
Loan interest paid	(107)	(111)
Net cash inflow/ (outflow) from financing activities	**(429)**	(444)
Cash inflow / (outflow) in year	**(25,338)**	15,030
Cash at bank and in hand at the beginning of the reporting period	34,924	19,894
Cash at bank and in hand at the end of the reporting period	9,587	34,924

1. Accounting policies

Community Integrated Care is a charitable company limited by guarantee, incorporated in England and Wales under the Companies Act. The Charity is a Public Benefit Entity. The address of the registered office is given on the contents page and the nature of the group's operations and its principal activities are set out in the strategic report.

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and the preceding year.

(a) Basis of preparation

The financial statements have been prepared in accordance with FRS102 the Financial Reporting Standard applicable in the United Kingdom, the Companies Act 2006 and the Statement of Recommended Practice "Accounting by Charities" (the "SORP") issued in October 2019 under the historical cost convention.

The Charity has availed itself of Paragraph 4 (1) of Schedule 1 of Statutory Instrument 2008 No. 410 and adapted the Companies Act formats to reflect the special nature of the Charity's activities. The charity has taken advantage of the reduced disclosure exemption in paragraph 1.12(b) of FRS 102, meaning it does not need to produce an individual cash flow statement.

(b) Preparation of accounts on a going concern basis

After making enquiries and having reviewed the Charity's forecasts and projections to September 2024, taking into account possible changes to trading performance, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees have adopted the going concern basis of accounting in preparation of the financial statements. Further details can be seen in the Trustees report on page 5.

(c) Group consolidated financial statements

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

(d) Company status

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

(e) Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees, in furtherance of the general objectives of the Charity and which have not been designated for other purposes.
Designated funds are transferred from general unrestricted funds for specific purposes, based on available cost information. These amounts are monitored annually.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors, or which have been raised by the Charity for particular purposes. This fundraising has created the expectation that resources generated would be used for specific purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

(f) Incoming Resources

All incoming resources are included in the SOFA when the Charity is legally entitled to the income, when the amount can be quantified with reasonable accuracy and when the amount is likely to be received.

Income from charitable activities includes all income that directly supports the Charity's primary purpose. This is largely made up of, but is not limited to, grants receivable from Local Government bodies and the National Health Service as well as privately funded care. The analysis of income from charitable activities (note 2) is reported on by geographical region for independent living services with older people services (Eachstep) and Government Coronavirus Job Retention Scheme income being reported on separately.

All grants, donations, rental income and contractual payments are included on a receivable basis. Income received in advance of the delivery of the service as contracted is deferred.

Other Grants are recognised as and when conditions for their release are fulfilled.

For legacies, entitlement is the earlier of the Charity being notified of an impending distribution or the legacy being received.

(g) Resources expended

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

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity, and are allocated to each category based upon the relevant proportion of turnover.

Governance costs are those incurred in connection with the administration of the Charity and compliance with constitutional and statutory requirements.

A liability is recognised when the Charity is legally committed at the balance sheet date as a result of a past event.

(h) Intangible assets

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

(i) Tangible fixed assets and depreciation

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

Freehold buildings- 50 years
Leasehold land and buildings- over the lease term
Fixtures and fittings- 5 years or 10 years
Motor vehicles- 4 years
Computer equipment- 3 -10 years

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

(j) Donated assets

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

(k) Operating leases

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

(l) Leased assets - Lessor

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

(m) Cash at bank and in hand

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

(n) Pension contributions

The Company's participating employees are either members of the Group's defined contribution scheme or members of one of the defined benefit schemes.

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

(o) Pension contributions (continued)

Defined benefit schemes are funded, with the assets of the scheme held separately from those of the Group, in separate trustee-administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. Pension scheme assets are included in the balance sheet, but surpluses in any scheme (i.e. the amount by which assets exceed liabilities) are only included to the extent that the surplus may be recovered by reduced further contributions or to the extent that the Trustees have agreed a refund from the scheme at the balance sheet date. Pension scheme liabilities are recognised to the extent that the Group has a legal or constructive obligation to settle the liability.

For defined contribution schemes the amount charged to the Consolidated Statement of Financial Activities in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

The Charity contributes to two group personal pension plans operated by Aviva and The People's Pension. The relevant plan is open to all employees over the age of 18. Due to a change in law, from May 2013 the Charity launched the government led auto-enrolment programme resulting in all eligible employees being automatically enrolled in the relevant pension scheme. The assets of the schemes are held separately from those of the Charity. The annual contribution payments are charged to the SOFA.

(p) Accounting for investments

Investments in subsidiaries are stated at cost. Investments held as fixed assets are initially recognised at transaction value and subsequently measured at fair value at the balance sheet date and the gain or loss taken to the Statement of Financial Activities. Cash held in short-term deposit accounts are being treated as current asset investments.

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

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

Classification of leases - whether leases entered into as lessee, is operating leases or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.

Depreciation of tangible fixed assets and impairment – Tangible fixed assets are depreciated over their useful lives taking into account residual lives, where appropriate. The actual lives of the assets and residual lives are assessed annually and may vary depending upon a number of factors. In assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. In considering whether indications of impairment exist, factors taken into consideration include the economic viability and expected future performance of the asset.

(r) Financial Instruments

Financial instruments of the Group are measured at amortised cost. Financial assets comprise cash, trade debtors and other debtors. Financial liabilities comprise bank loans, trade creditors, other creditors and accruals. Financial assets and financial liabilities are recognised when Community Integrated Care becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). Community Integrated Care only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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

Creditors and provisions are recognised where Community Integrated Care has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(s) Discontinued operations

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

(t) Stocks

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

(u) Redundancy and termination benefits

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

2 Analysis of income from charitable activities

	GROUP		CHARITY	
	2023	2022	**2023**	2022
Unrestricted	**£'000**	£'000	**£'000**	£'000
North West	49,548	41,430	49,548	41,430
North East	35,432	32,535	35,407	32,512
Scotland	31,151	25,348	31,151	25,348
South and Central	30,662	26,947	30,601	26,771
Eachstep (Older People Services)	-	13,512	-	13,512
Coronavirus Job Retention Scheme	-	75	-	75
	146,793	139,847	146,707	139,648
Restricted				
Grants, donations and fundraising	716	554	436	315

3 Other income

	GROUP		CHARITY	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
Management Fee	-	-	-	6
Other trading activities	365	217	176	122
Net gain on disposal of fixed assets	279	827	279	827
Profit on the sale of TIC	36	-	-	-
Dividends received from subsidiary company	-	-	-	2,888
Profit on the sale of discontinued operations	-	1,951	-	1,951
	680	2,995	455	5,794

Discontinued operations
In October 2021, the Eachstep (Older Peoples Services) division was sold with the Charity's focus shifting towards supported living services. A profit on disposal of £1,951k arose on its sale. This and any other Eachstep divisional income within note 2 is shown in the prior year SOFA as discontinued operations.

4 a) Analysis of expenditure

		GROUP		
Costs of charitable activities	**Operational staff costs £'000**	**Direct costs £'000**	**Support costs £'000**	**2023 Total £'000**
North West	40,469	2,947	7,962	51,378
North East	28,402	1,554	5,685	35,641
Scotland	23,848	1,250	5,089	30,187
South and Central	24,324	2,615	5,349	32,288
	117,043	8,366	24,085	149,494
Costs of charitable activities - 2022	**Operational staff costs**	**Direct costs**	**Support costs**	**2022 Total**
Loss on joint venture	-	-	11	11
North West	33,487	2,681	5,997	42,165
North East	26,102	1,482	4,859	32,443
Scotland	19,847	1,112	3,758	24,717
South and Central	21,378	1,992	4,678	28,048
Eachstep (Older People Services)	9,587	3,004	2,061	14,652
	110,401	10,271	21,364	142,036

		CHARITY		
Costs of charitable activities	**Operational staff costs £'000**	**Direct costs £'000**	**Support costs £'000**	**2023 Total £'000**
North West	40,469	2,947	7,962	51,378
North East	28,402	1,542	5,685	35,629
Scotland	23,848	1,250	5,089	30,187
South and Central	24,102	2,474	5,087	31,663
	116,821	8,213	23,823	148,857
Cost of charitable activities - 2022	**Operational staff costs**	**Direct costs**	**Support costs**	**2022 Total**
Exceptional impairment of investments	-	-	2,888	2,888
North West	33,487	2,681	5,997	42,165
North East	26,102	1,468	4,861	32,431
Scotland	19,847	1,112	3,759	24,718
South and Central	21,110	1,884	4,527	27,521
Eachstep (Older People Services)	9,587	3,004	2,062	14,653
	110,133	10,149	24,094	144,376

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

Discontinued operations
Expenditure from discontinued operations shown on the prior year SOFA relates to the sale of the Eachstep (Older Peoples Services) division.

5 Analysis of support costs

The charity allocates its support costs as shown in the table below. Regional Office costs are allocated to the relevant region. Support Service costs are apportioned between the regions based on the percentage of income per region. Governance costs are included within Finance & Legal, split across the regions based on turnover %.

GROUP

	Finance & Legal £'000	Human Resources & Training £'000	Information Technology £'000	Facilities Management £'000	Administration £'000	Total 2023 £'000
North West	776	2,457	1,246	289	3,194	7,962
North East	555	1,755	890	206	2,279	5,685
Scotland	488	1,544	783	182	2,092	5,089
South and Central	485	1,518	780	248	2,318	5,349
	2,304	7,274	3,699	925	9,883	24,085

	Finance & Legal £'000	Human Resources & Training £'000	Information Technology £'000	Facilities Management £'000	Administration £'000	Total 2022 £'000
Loss on joint venture	12	-	-	-	-	12
North West	546	1,846	934	238	2,433	5,997
North East	428	1,448	732	186	2,065	4,859
Scotland	185	1,129	571	145	1,728	3,758
South and Central	481	1,194	618	214	2,171	4,678
Eachstep (Older People Services)	178	602	304	77	900	2,061
	1,830	6,219	3,159	860	9,297	21,365

CHARITY

	Finance & Legal £'000	Human Resources & Training £'000	Information Technology £'000	Facilities Management £'000	Administration £'000	Total 2023 £'000
North West	776	2,457	1,246	289	3,194	7,962
North East	555	1,755	890	206	2,279	5,685
Scotland	488	1,544	783	182	2,092	5,089
South and Central	479	1,518	769	178	2,143	5,087
Eachstep (Older People Services)	-	-	-	-	-	-
	2,298	7,274	3,688	855	9,708	23,823

	Finance & Legal £'000	Human Resources & Training £'000	Information Technology £'000	Facilities Management £'000	Administration £'000	Total 2022 £'000
North West	548	1,846	933	237	2,433	5,997
North East	430	1,448	732	186	2,065	4,861
Scotland	186	1,129	571	145	1,728	3,759
South and Central	453	1,193	603	153	2,125	4,527
Eachstep (Older People Services)	179	602	304	77	900	2,062
	1,796	6,218	3,143	798	9,251	21,206

Analysis of governance costs	GROUP 2023 £'000	GROUP 2022 £'000	CHARITY 2023 £'000	CHARITY 2022 £'000
Audit and accountancy fees	78	105	71	90
Legal costs	16	28	16	28
	94	133	87	118

Audit and non audit services	2023 £'000	2022 £'000
Statutory audit of parent and consolidated accounts	71	92
Tax Services	1	3
Other	-	10
	72	105

6 Other costs and Income

		GROUP 2023 £'000	GROUP 2022 £'000	CHARITY 2023 £'000	CHARITY 2022 £'000
Operating lease rentals	plant & machinery	144	119	143	117
	land & buildings	951	918	951	918
Depreciation	owned assets	1,701	2,029	1,677	2,003
	leased assets- land & buildings	49	46	49	46
Loan interest		107	111	95	111
Defined benefit pension - expected return on assets less interest on obligation		-	(11)	-	(11)
Rent received		(276)	(271)	(219)	(226)
Loss on disposal of fixed assets		(281)	(824)	(281)	(824)

7 Staff costs

	GROUP		CHARITY	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
Wages and salaries	106,504	104,338	106,161	104,024
Social security costs	9,716	8,707	9,685	8,681
Other pension costs - contributions to defined contribution schemes	2,274	2,141	2,264	2,130
- defined benefit pension scheme charges	-	146	-	146
	118,494	115,332	118,110	114,981

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

Redundancy costs incurred by CIC amounting to £203,020 (2022: £281,380) are included in the above figures. All costs were contractual.

Employee benefits incurred by CIC, comprising company cars and health insurance, amounting to £31,248 (2022: £25,553) are included in the above figures.

Agency costs incurred by CIC amounting to £14,331,217 (2022: £9,085,771) are not included in the analysis above. These costs are incurred to provide cover for staff on annual leave or additional hours required on contracts.

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

	GROUP		CHARITY	
	2023	2022	**2023**	2022
	number	number	**number**	number
£60,001 - £70,000	10	9	10	9
£70,001 - £80,000	7	6	7	6
£80,001 - £90,000	6	2	5	2
£90,001 - £100,000	5	4	5	4
£100,001 - £110,000	-	2	-	2
£110,001 - £120,000	1	-	1	-
£130,001 - £140,000	-	3	-	3
£140,001 - £150,000	1	-	1	-
£150,001 - £160,000	1	-	1	-
£160,001 - £170,000	2	-	2	-
£190,001 - £200,000	-	1	-	1
	33	27	32	27

All employees earning more than £60,000 contributed to a personal pension scheme. The Charity contributed £149,174 (2022: £136,912) on their behalf.

Total earnings of key management personnel in the year amounted to £1,878,330 (2022: £1,516,635).
Key management personnel comprises Executive Team, Managing Directors and Directors.

The Trustees did not receive any remuneration from the charity. Trustees are reimbursed for expenditure incurred in attending Trustee meetings or visiting the Group's homes and facilities in their roles as Trustees. These costs where incurred by 7 Trustees (2022: 5) and amounted to £4,136 in the year (2022: £4,757).

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

	GROUP		CHARITY	
	2023	2022	**2033**	2022
	number	number	**number**	number
Operational staff	4,506	4,826	4,506	4,815
Administration and support	605	536	589	532
	5,111	5,362	5,095	5,347

8 Indemnity insurance

The Charity purchases Directors and Officers Liability insurance. The cost of the premium in the year was £19,320 (2022: £16,800).

9 Tangible fixed assets

	Freehold land & buildings £'000	Leasehold land & buildings £'000	Fixtures & fittings £'000	Motor vehicles £'000	Computers £'000	Assets under construction £'000	TOTAL £'000
GROUP							
Cost							
At 1 April 2022	14,071	3,652	3,282	3,207	4,184	163	28,559
Additions	368	-	391	259	788	325	2,131
Disposals	(307)	-	(20)	(277)	-	-	(604)
Transfer	-	-	31	7	125	(163)	-
At 31 March 2023	14,132	3,652	3,684	3,196	5,097	325	30,086
Depreciation							
At 1 April 2022	5,119	2,184	2,278	1,340	3,042	-	13,963
Provided during the year	269	49	273	396	763	-	1,750
Disposals	(113)	-	(17)	(188)	-	-	(318)
At 31 March 2023	5,275	2,233	2,534	1,548	3,805	-	15,395
Net Book Value							
At 31 March 2023	8,857	1,419	1,150	1,648	1,292	325	14,691
At 31 March 2022	8,952	1,468	1,004	1,867	1,142	163	14,596
CHARITY							
Cost							
At 1 April 2022	12,336	2,199	3,231	3,208	4,180	163	25,317
Additions	368	-	389	259	788	325	2,129
Disposals	(307)	-	(20)	(277)	-	-	(604)
Transfer	-	-	31	7	125	(163)	-
At 31 March 2023	12,397	2,199	3,631	3,197	5,093	325	26,842
Depreciation							
At 1 April 2022	4,742	731	2,228	1,339	3,038	-	12,078
Provided during the year	245	49	273	396	763	-	1,726
Disposals	(113)	-	(17)	(188)	-	-	(318)
At 31 March 2023	4,874	780	2,484	1,547	3,801	-	13,486
Net Book Value							
At 31 March 2023	7,523	1,419	1,147	1,650	1,292	325	13,356
At 31 March 2022	7,594	1,468	1,003	1,869	1,142	163	13,239

Included in freehold land and buildings for the Group are 28 (2022: 27) buildings which were donated by local authorities. They have a net book value of £3,024K (2022: £3,479K). Disposal of these buildings is subject to the approval of the donating authority.

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

Motor vehicles include 145 (2022: 152) vehicles with a net book value of £1,430 (2022: £1,627K) which are leased to people we support.

9 Tangible fixed assets (continued)

Included in freehold land and buildings is land at a cost of £175k (2022: £175k) that is not depreciated.

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

	2023	2022
	£'000	£'000
Cost	1,299	1,436
Accumulated depreciation	(513)	(519)
	786	917

10 Intangible Assets

	CHARITY	
	2023	2022
Goodwill	**£'000**	£'000
Cost B/f	3,046	800
Additions in year	-	2,246
Disposals	(800)	-
Cost C/f	2,246	3,046
Amortisation B/f	1,024	800
Amortisation in year	449	224
Amortisation on disposals	(800)	-
Amortisation C/f	673	1,024
At 31 March	1,573	2,022

Goodwill brought forward represents an amount paid on the acquisition of two services in 2014 from Seashell Trust. This was amortised over five years and fully released in August 2018. This has been written off in the year as the contract has since been renewed in Community Integrated Care's name.
In June 2021 the Charity acquired the business and assets of Life Opportunities Trust resulting in the addition of £424k of negative goodwill. In September 2021 the Charity purchased 100% of the share capital of Access Community Services Ltd and Access Community Trading Ltd resulting in a goodwill addition of £2,670k on the hive up of net assets. Both additions are being amortised over five years. This is inline with projected benefit that asset shall provide.

11 Fixed asset investments

	GROUP		**CHARITY**	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
At 1 April	114	112	-	-
(Loss) / Gain on investments	(7)	2	-	-
Market value at 31 March	107	114	-	-

11 Fixed asset investments continued

Shareholdings

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

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

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

Inspirit Care is dormant and ceased to trade from the start of the 2014/15 Financial Year. As such it is exempt from preparing financial statements by virtue of S394 of Companies Act 2006
The registered address is: Old Market Court, Miners Way, Widnes, WA8 7SP.

Access Community Services ("ACS") is a private company limited by shares. CIC hold £5,001 shares.
Access Community Training ("ACS") is a private company limited by shares. CIC hold £10 shares.
The registered address of both companies is: Old Market Court, Miners Way, Widnes, WA8 7SP.
100% of the share capital of both companies was acquired on 13/09 and they have since been dormant following the immediate hive up of business and assets to CIC.
Both companies are in the process of being wound up.

	Age Exchange	Person Centred Housing	**2023**	2022
	£'000	£'000	**£'000**	£'000
Assets	1,654	279	1,933	1,991
Liabilities	(482)	(183)	(665)	(643)
Net Assets	1,172	96	1,268	1,348
Funds / Reserves	1,172	96	1,268	1,348
Income	532	25	557	563
Expenditure	(626)	(12)	(638)	(562)
Net expenditure	(94)	13	(81)	1

12 Current asset investments

	GROUP		**CHARITY**	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
At 1 April	-	-	-	-
Addition of investment cash	20,000	-	20,000	-
Income retained as investment	38	-	38	
Market value at 31 March	20,038	-	20,038	-

During the year, the Charity invested £20m with Cazenove in the form of deposit accounts.

13 Debtors

	Group		**Charity**	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
Amounts due within one year				
Trade debtors	8,004	8,058	7,983	8,052
Other debtors	677	661	675	654
Prepayments & accrued income	6,386	4,889	6,381	4,887
	15,067	13,608	15,039	13,593
Amounts due after more than one year				
Amounts due from JV/subsidiary undertakings	-	45	177	119
Total	15,067	13,653	15,216	13,712

14 Creditors: amounts falling due within one year

	Group		Charity	
	2023	restated 2022	**2023**	restated 2022
	£'000	£'000	**£'000**	£'000
Trade creditors	3,363	3,145	3,355	3,134
Other taxes and social security	1,905	1,847	1,898	1,841
Other creditors	1,638	1,620	1,625	1,559
Bank loans due within one year	318	334	292	308
Accruals & deferred income	14,219	13,745	14,197	13,678
	21,443	20,691	21,367	20,520

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

	Group	Charity
The movement in the period is as follows	**£'000**	**£'000**
Opening deferred income	1,351	1,303
Amounts charged for the year	1,085	1,082
Amounts released in the year	(1,351)	(1,303)
Closing deferred income	1,085	1,082

15 Creditors: amounts falling due in more than one year

	Group		Charity	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
Bank loans	2,161	2,468	1,900	2,184
Deferred Capital Grants	151	156	-	-
	2,312	2,624	1,900	2,184
Repayments fall due as follows:				
In the second to fifth year inclusive	1,453	1,420	1,365	1,328
After 5 years	708	1,048	535	856
	2,161	2,468	1,900	2,184
Bank loans due within one year (above)	318	334	292	308
Total loans and overdrafts	2,479	2,802	2,192	2,492

The charity took out a loan in July 2019 with the Charity Bank for £3.3m. This is a 10 year loan and carries a variable rate of interest at 1.95% above the Bank of England base rate. At the balance sheet date security is held in cash in a separate Charity bank account.
Monthly repayments of £35k are due.

16 Provisions for liabilities

	Sleeps provision restated	Other provisions restated	**Total**
	£'000	£'000	**£'000**
At 1 April 2022	2,575	3,507	6,082
Additional provision	495	379	874
Utilised in the year	-	(196)	(196)
Released in the year	(1,165)	(3,063)	(4,228)
At 31 March 2023	1,905	627	2,532

The Charity holds a sleeps provision to reflect the probable need to make repayments to local authorities and/or staff for sleep pay. The provisions included in other provisions are considered by the Charity to be individually and collectively immaterial.

17 Other financial commitments

At 31 March 2023 the group had commitments under non-cancellable operating leases as follows:

	GROUP Equipment		CHARITY Equipment	
		Restated		Restated
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
Expiry date:				
Within one year	-	4	-	-
Between two and five years	236	344	234	342
More than five years	12	10	-	-
	248	358	234	342

During the year, a reassessment of commitments disclosed under equipment operating leases was carried out and a restatement deemed necessary to ensure they were accurate in accordance with FRS 102 and SORP standards. There was no financial impact and the result for the year ended 31 March 2022 is not affected.

At 31 March 2023 the amounts payable to the group under non-cancellable operating leases as follows:

	GROUP Rental Income		CHARITY Rental Income	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
Expiry date:				
Within one year	276	271	219	226
	276	271	219	226

18 Statement of funds

Year ended 31 March 2023

		Profit for the year		Other comprehensive income	
GROUP	**31 March 2022 £'000**	**Income £'000**	**Expenditure £'000**	**Transfers £'000**	**31 March 2023 £'000**
Unrestricted funds	31,998	147,635	(149,065)	851	31,419
Restricted funds					
-Fundraising and grants	734	716	(429)	(686)	335
-Capital grants	3,189	-	-	(165)	3,024
Total restricted funds	3,923	716	(429)	(851)	3,359
Total funds	35,921	148,351	(149,494)	-	34,778

Year ended 31 March 2022

		Profit for the year		Other comprehensive income			
GROUP	**31 March 2021 £'000**	**Income £'000**	**Expenditure £'000**	**Transfers £'000**	**Capital grant on acquisition £'000**	**DB Pension adj £'000**	**31 March 2022 £'000**
Unrestricted funds							
Continuing operations	41,988	127,399	(127,097)	(10,292)	-	-	31,998
Discontinued operations	(14,697)	15,463	(14,653)	13,853	-	34	-
Total unrestricted funds	27,291	142,862	(141,750)	3,561	-	34	31,998
Restricted funds							
Continuing operations							
-Fundraising and grant	462	554	(285)	3	-	-	734
-Capital grants	2,622	-	-	(108)	675	-	3,189
Discontinued operations							
-Capital grants	3,456	-	-	(3,456)	-	-	-
Total restricted funds	6,540	554	(285)	(3,561)	675	-	3,923
Total funds	33,831	143,416	(142,035)	-	675	34	35,921

The capital grants fund of £3,024k relates to the market value of the buildings donated to the Charity by Local Authorities at the date of their transfer. The fund is written off over the estimated useful life of the buildings which is 50 years.
The transfers made between Restricted Funds and Unrestricted Funds is made up of the depreciation on the Group's fixed assets, to the extent that the assets were acquired using capital grants, which are part of Restricted Funds. Depreciation is initially calculated as part of the Group depreciation, and is then transferred to Restricted Funds.
Fundraising and grant fund relates to the donations, legacies and grants received by the Group for specific purposes.

18 Statement of funds (continued)

Year ended 31 March 2023

CHARITY	31 March 2022 £'000	Profit for the year: Income £'000	Profit for the year: Expenditure £'000	Other comprehensive income: Transfers £'000	31 March 2023 £'000
Unrestricted funds	30,976	147,322	(148,810)	1,008	30,496
Restricted funds					
-Fundraising and grant	743	436	(47)	(843)	289
-Capital grants	3,189	-	-	(165)	3,024
Total restricted funds	3,932	436	(47)	(1,008)	3,313
Total funds	34,908	147,758	(148,857)	-	33,809

Year ended 31 March 2022

CHARITY	31 March 2021 £'000	Profit for the year: Income £'000	Profit for the year: Expenditure £'000	Other comprehensive income: Transfers £'000	Other comprehensive income: Capital grant on acquisition £'000	Other comprehensive income: DB Pension adj £'000	31 March 2022 £'000
Unrestricted funds							
Continuing operations	40,859	129,992	(129,586)	(10,289)	-	-	30,976
Discontinued operations	(14,697)	15,463	(14,653)	13,853	-	34	-
Total unrestricted funds	26,162	145,455	(144,239)	3,564	-	34	30,976
Restricted funds							
Continuing operations							
-Fundraising and grant	564	315	(136)	-	-	-	743
-Capital grants	2,622	-	-	(108)	675	-	3,189
Discontinued operations							
-Capital grants	3,456	-	-	(3,456)	-	-	-
Total restricted funds	6,642	315	(136)	(3,564)	675	-	3,932
Total funds	32,804	145,770	(144,375)	-	675	34	34,908

19 Analysis of group net assets between funds

	31 March 2023 GROUP Unrestricted funds £'000	31 March 2023 GROUP Restricted funds £'000	31 March 2023 GROUP Total £'000	31 March 2022 GROUP Unrestricted funds £'000	31 March 2022 GROUP Restricted funds £'000	31 March 2022 GROUP Total £'000
Fund balances at 31 March 2023 are represented by						
Tangible fixed assets	11,716	3,082	14,798	11,407	3,189	14,596
Intangible fixed assets	1,573	-	1,573	2,143	-	2,143
Current assets	44,694	-	44,694	48,534	-	48,534
Current liabilities	(21,720)	277	(21,443)	(27,507)	734	(26,773)
Long-term liabilities	(4,844)	-	(4,844)	(2,624)	-	(2,624)
Long-term debtors	-	-	-	45	-	45
	31,419	3,359	34,778	31,998	3,923	35,921

	31 March 2023 CHARITY Unrestricted funds £'000	31 March 2023 CHARITY Restricted funds £'000	31 March 2023 CHARITY Total £'000	31 March 2022 CHARITY Unrestricted funds £'000	31 March 2022 CHARITY Restricted funds £'000	31 March 2022 CHARITY Total £'000
Fund balances at 31 March 2023 are represented by						
Tangible fixed assets	11,175	2,181	13,356	10,051	3,189	13,240
Intangible fixed assets	1,573	-	1,573	2,020	-	2,020
Current assets	44,679	-	44,679	48,434	-	48,434
Current liabilities	(22,499)	1,132	(21,367)	(27,345)	743	(26,602)
Long-term liabilities	(4,432)	-	(4,432)	(2,184)	-	(2,184)
	30,496	3,313	33,809	30,976	3,932	34,908

20 Pension scheme obligations- Defined contribution schemes

The group operates two defined contribution occupational pension schemes for employees. The support services and management staff pension fund is held with Aviva (3% standard employer contributions). The operational staff pension fund is held with The People's Pension (3% employer contributions). All assets of the schemes are held in independent funds with the aforementioned pension providers.

Pension costs charged in the SOFA represent the contributions payable by the charity in the year.

	2023	2022
	£'000	£'000
Contributions paid	2,264	2,141

21 Related Party Transactions

Person Centred Housing Limited
Community Integrated Care rent a property from Person Centred Housing at a normal commercial value.
Related party transactions include rent payments to PCH totalling £20k (2022: £20k) and admin expenses paid by Community Integrated Care of £7,452 (2022: £6,930).
At the end of the year, Person Centred Housing owed Community Integrated Care £24k (2022: £41k).

Age Exchange Limited
During the year Community Integrated Care paid costs of behalf of Age Exchange of £113k (2022: £18k).
Age Exchange repaid £4k of the loan back owed to Community Integrated Care.
At the end of the year, Age Exchange owed Community Integrated Care £153k (2022: £44k).

There were no other related party transactions in either year apart from key management personnel remuneration (see note 7).

22 Analysis of changes in net debt

GROUP	At 31 Mar 2022	Cash flows	At 31 Mar 2023
Cash and cash equivalents			
Cash	34,924	(5,300)	29,624
	34,924	(5,300)	29,624
Borrowings			
Debt due within one year	(334)	16	(318)
Debt due after one year	(2,468)	307	(2,161)
	(2,802)	323	(2,479)
Total	32,122	(4,977)	27,145

23 Investment in joint venture

In 2019/20 financial year, Technology Integrated Care Limited, a subsidiary of Community Integrated Care, invested £50k in a joint venture, Preparing4Care LLP.
There was no premium on acquisition relating to the associated joint venture.
Preparing4Care LLP and Technology Integrated Care were dissolved in the year and a profit of £36k recognised in the consolidated SoFA.

24 Amounts held as agent

Residents' monies	2023 £'000	2022 £'000
Balance unspent brought forward	6,613	6,706
People We Support income	7,996	7,377
People We Support expenditure	(8,166)	(7,470)
Balance unspent carried forward	6,443	6,613

The Charity is the Agent of residents' personal monies.
These personal monies are held by banks other than the Charity's principal banker and although the Charity has corporate governance over the balances it has no beneficial ownership. As a result the funds are excluded from the financial statements.

25 Post balance sheet events

On 1st August 2023, Community Integrated Care merged with Inspire (Partnership Through Life) Ltd (Company no. SC113676). All assets and undertaking of Inspire (Partnership Through Life) Ltd were transferred for nil consideration. An estimate of the net assets transferred is not yet available.

26 Consolidated statement of Financial Activities - Year ended 31 March 2022

	Note	Unrestricted funds: Continuing operations 2022 £'000	Unrestricted funds: Discontinued operations 2022 £'000	Restricted funds: Continuing operations 2022 £'000	Restricted funds: Discontinued operations 2022 £'000	TOTAL 2022 £'000
Income						
Income from charitable activities	2	126,335	13,512	554	-	140,401
Other income	3	1,044	1,951	-	-	2,995
Investment income		20	-	-	-	20
Total income		127,399	15,463	554	-	143,416
Expenditure						
Charitable activities		127,086	14,653	285	-	142,024
-(Profit)/Loss on joint venture		11	-	-	-	11
Total expenditure	4	127,097	14,653	285	-	142,035
Net income / (expenditure)		302	810	269	-	1,381
Transfer between funds		(10,292)	13,853	(105)	(3,456)	-
Other recognised gains / (losses)						
Actuarial gains/ (losses) on defined benefit pension scheme		-	34	-	-	34
Grant acquired through business combination	16	-	-	675	-	675
Net movement in funds		(9,990)	14,697	839	(3,456)	2,090
Reconciliation of funds:						
Total fund balances at 1 April		41,988	(14,697)	3,084	3,456	33,831
Total fund balances at 31 March		31,998	-	3,923	-	35,921

The statement of financial activities includes all gains and losses recognised in the year.

27 Statement of Financial Activities - Year ended 31 March 2022

	Note	Unrestricted funds Continuing operations 2022 £'000	Unrestricted funds Discontinued operations 2022 £'000	Restricted funds Continuing operations 2022 £'000	Restricted funds Discontinued operations 2022 £'000	TOTAL 2022 £'000
Income - Charity only						
Income from charitable activities	2	126,136	13,512	315	-	139,963
Other income	3	955	1,951	-	-	2,906
Investment income		2,901	-	-	-	2,901
Total income		129,992	15,463	315	-	145,770
Expenditure						
Charitable activities		129,586	14,653	136	-	144,375
- Charitable activities excluding exceptional		126,698	14,653	136	-	141,487
- Exceptional impairment of investments on hive up		2,888	-	-	-	2,888
Total expenditure	4	129,586	14,653	136	-	144,375
Net income / (expenditure)		406	810	179	-	1,395
Transfer between funds		(10,289)	13,853	(108)	(3,456)	-
Other recognised gains / (losses)						
Actuarial gains/ (losses) on defined benefit pension scheme		-	34	-	-	34
Charge on property acquired through business combination		-	-	675	-	675
Net movement in funds		(9,883)	14,697	746	(3,456)	2,104
Reconciliation of funds:						
Total fund balances at 1 April		40,859	(14,697)	3,186	3,456	32,804
Total fund balances at 31 March		30,976	-	3,932	-	34,908

The statement of financial activities includes all gains and losses recognised in the year.

COMMUNITY INTEGRATED CARE

England & Wales - Charity number 519996

Accounts

COMMUNITY INTEGRATED CARE

(A Company Limited by Guarantee)

REPORT AND FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2022

Charity Registration Number:	519996
OSCR Number:	SC039671
Company Registration Number:	02225727

Community Integrated Care – Year ended 31 March 2022

2021/2022 Report and Financial Statements

1. Introduction

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1.3. Chair's Statement
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1. Introduction

1.1 Voice of the People We Support and their Families

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

During the year, they have continued with their audits, which have been facilitated remotely via Teams. In recent months, they have been able to visit services again and have welcomed the opportunity to meet with people in person once again and see at first-hand the support they are being given. They have also continued to support with policy development and the creation of accessible information, both in the form of video presentations and written pieces. They have also supported the Care and Support Plan project, sharing their insight into what makes a good support plan and what they want/don't want from support staff, and assisted with the induction of the new Assessment and Intervention Practitioner team.

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

1.2 GameChangers' Statement

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

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

- Reviewing and testing learning modules and experiences for the new Capability Framework, as well as supporting the brand identity for this project.
- Supporting the Executive Team with the communication and cascade of the workforce investment in pay and wellbeing.
- Reviewing and amending policies affecting holidays for people supported.
- Reviewing and amending mileage rates in response to the cost-of-living crisis.
- Supporting the Self-Directed Teams Project pilot.

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

1.3 Chair's Statement

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

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

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

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

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

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

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

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

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

1.4 Chief Executive Officer’s Statement

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

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

In March 2021, one year on from the first national lockdown, we joined the country in marking the National Day of Reflection - a poignant moment that will forever live in our memories. We paid

tribute to the much-loved people that we have lost throughout the pandemic by launching our own Community Integrated Care Memory Wall, to ensure their legacies live on.

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

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

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

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

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

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

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

1.5 Our Vision, Purpose and Values

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

The Charity's ethos underpins everything it does: we are proud of our people, we care with passion, and we believe in the potential of every person we support and every colleague we employ. Chosen by our people, our vision statement is simply "Your Life, Your Choice". We believe this impactful statement sets out what it is we want Community Integrated Care to achieve – a society in which people are in control of their own lives.

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

- **INCLUDE** the people we support, our staff, our partners and the communities we work in.
- **DELIVER** the best possible outcomes for the people we support and the partners we work with.
- **ASPIRE** to be the best at what we do.
- **RESPECT** individual choice and promote inclusion, rights and independence.
- **ENABLE** individuals to meet their needs and fulfil their aspirations.

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

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

2. Trustees Report

Incorporating the Directors and Strategic Report

2.1 Welcome our new trustees

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

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

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

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

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

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

2.2 Sale of the Older Peoples Services (EachStep) division

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

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

2.3 Best Life Possible

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

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

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

- Our customers - partnering with people who choose Community Integrated Care to increase their independence, maximise their potential and fulfil their aspirations with dignity and respect.
- Our colleagues - offering our colleagues a career they love, that values and rewards them appropriately, and provides opportunities for learning and personal growth.
- Our communities - helping to shape an inclusive society that recognises people who have support needs as valued citizens and champions the importance of our sector.

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

- Service Quality and Innovation.
- Engaged Colleagues.
- Community Engagement.
- Sustainable Economics.

2.4 Standing Up for Our Sector

Campaigning for change

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

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

The report called on the Government to:

- Provide an immediate and fair pay rise to all frontline social care workers.
- Deliver a system of fair and objective pay benchmarks and bandings for all social care roles as a matter of urgency.
- Create a wider workforce strategy to make social care a viable, respected, and sustainable career in the longer-term.

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

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

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

Representing our workforce

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

Shaping social care in Scotland

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

Open letter to Government

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

Party conferences

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

Primetime TV

In October 2021, Teresa Exelby, together with North West Regional Manager, Caroline Broughall, featured on the BBC's Newsnight programme, raising awareness of the recruitment challenges in social care. In November 2021, ITV Tonight's special feature "Social Care: The True Cost" followed a day in the life of Gillian Whittle, a Support Worker at Springwood in Warrington, highlighting the challenges faced by those on the frontline.

2.5 Engaging our colleagues

Investing in our people

Against the backdrop of the one of the most challenging periods in the Charity's history, teams up and down the country have shown impressive resolve, resilience and selflessness. Even in the face

of such adversity, they continued to put first the safety, wellbeing and happiness of the people we support.

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

A great place to work

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

Workplace wellbeing

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

Flexibility works

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

A place I belong

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

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

the appointment of the Charity's first Wellbeing, Diversity & Inclusion Specialist, who will lead the work and deliver on commitments in this area.

Leading the way in professional development

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

This unique learning experience was created, developed and delivered entirely by the Charity's in-house Learning & Development team, who, over the course of five months, brought together 100 colleagues across England and Scotland to focus on their personal development. It has become clear that colleagues are already reaping the rewards of the investment in their professional development, with Gillian Edwards, Service Leader in the Central region, having said... "*LEAD was truly training with a difference - I was blown away by how much I learnt about myself over the three days. Since being back in my service, I have definitely noticed that I have been putting into action what I learned, including key skills such as delegation and planning".*

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

Double success at the National Care Awards

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

Outstanding contribution to social care

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

2.6 Innovating our services

Cutting-edge care

Technology has the power to transform people's lives by giving them full control of how, where and when they want to be supported. To ensure that the Charity is leading the way in delivering care that is truly innovative, the Technology Enabled Care project has been exploring opportunities for

technology that will increase people's independence, maximise their potential and fulfil their aspirations. This has included the use of tablet devices, which enable people supported to manage their own care planning independently. The tablets have a direct link to a remote care team, meaning that support is at hand at any time, should they need it. The next stage of the technology journey will include a wide range of assistive devices and digital opportunities, such as fall sensors, medication dispensers and a night monitoring service. This technology will enable the personalisation of support, allowing colleagues to find the best possible care solutions.

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

Planning for the future

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

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

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

Flourishing lives

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

Welcome on board

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

care services. This accommodation will help them become more independent and our dedicated team will play a vital role, providing support to help them build confidence, become a part of their community and live fulfilling lives". In April, Kirkdale House, a new specialist supported living service in Thornaby, Stockton-On-Tees, was opened, featuring 23 self-contained apartments with their own bathrooms, kitchens and front door. Marc Brodie, Managing Director of the North East and Yorkshire region, said… "*This exciting development has enabled our Charity to strengthen our long-established relationship with Stockton social services, whilst also giving the opportunity to partner with Safe As Houses Care, Stockton-on-Tees Borough Council and the Care Housing Association. Taking place throughout the pandemic, the development of Kirkdale House was never going to be easy but together we have truly created a person-centred environment built for the future."*

Joining the team

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

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

In September 2021, North West based specialist care provider, Access Community Services (ACS) joined the team. The acquisition of ACS extended support to a further 100 people with learning disabilities and mental health needs, allowing them to live independently in their own homes.

Top quality

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

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

Our quality ratings

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

Driving improvement

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

Positive Behaviour Support

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

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

2.7 Collaborating with communities

Fundraising champions

During the year, colleagues, partners and the people we support held many fantastic fundraisers for the Charity, but none more than a team in Yorkshire who took on the Leeds 10K, raising £300 for the We Care Big Dream Fund. The team of runners rallied together, cheering each other on and jogging in groups to make sure that no one was left behind, including a person supported in his wheelchair.

The We Care Fund

With the help of money secured through grants, fundraising and generous partner organisations, the We Care Fund was divided into two in the year, creating the Big Dream Fund, to champion ideas that help people supported achieve their goals and ambitions and the New Beginnings Fund, to give the

best possible experience to people supported when moving into an independent living environment, offering small grants to assist in this purpose.

Giving back

With donations from partners and the fantastic efforts of hardworking corporate and community volunteers, the Charity is grateful for the support it has received in the year. Volunteers from the National Citizen Service (NCS) generously gave their time to make a positive impact on the lives of the people we support, including Sheffield Wednesday Community Programme volunteers who refreshed Cottam Road. They created a beautiful "Dignitree", which included handwritten messages explaining what dignity meant to them personally. Bradford City FC Community Foundation volunteers worked hard to raise money and improve the outdoor living spaces at Delf Hill Close. Sunderland AFC's Foundation of Light Charity volunteers created a wonderful sensory garden at Whitby Drive and Leicestershire Education Business Company volunteers helped to create a beautiful communal area at Evesham House.

Life-changing donations

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

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

A partnership with a difference

The Charity has been changing lives at scale, thanks to the world-first partnership with the Rugby League World Cup 2021 (RLWC). With the Charity stepping into the role as the official social care partner for the tournament, John Hughes, Director of Communities & Partnerships, describing the opportunities the collaboration had brought, said.... "*Our award-winning inclusive Volunteering Programme has been ground-breaking, offering opportunities like no other for the people we support to help them achieve their dreams – it truly has been volunteering with a difference. Advocating for social inclusion on such a scale meant that we needed an ambassador, so we were delighted to welcome Oliver Thomason as our new Sports Inclusion Assistant. In just one year, the impact he has made is astounding*! *His inspirational work, changing the lives of over 300 people with disabilities, has meant he has been involved in some historic moments, none more than closing a day's trading at the London Stock Exchange in November*".

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

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

Rolling back the years

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

Baby bonnets

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

Walking for Wellbeing

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

Spotlight on Age Exchange

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

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

Going green!

With funding from Merseyside Recycling and Waste Authority and the UK's leading waste management company, Veolia, two long-term paid employment opportunities for people supported have been created. The aim is to change behaviours around recycling in services and in local

communities, with a view to saving 11 tonnes of waste from landfill. Early successes have included collecting and donating pre-loved toys to Alder Hey Children's Hospital and the delivery of accessible environmental workshops to hundreds of colleagues, the people we support and local community groups.

Partnering with the Police Force

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

Virtual activities every day

Throughout the pandemic, online activities became embedded in people's daily routines. From skills sessions on cookery and crafts, to once-in-a-lifetime experiences with sporting stars, the Partnerships & Communities team have continued to provide unforgettable moments for the people we support and the wider community.

WWE ambassador

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

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

We've got the answer!

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

2.8 Financial Review

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

The Charity group (including Age Exchange) recorded total income for the year of £143,416k representing an increase of 1% on the year to 31 March 2021 (£142,240k). Total expenditure for the group (excluding exceptional items) increased by 0.2% to £142,035k (2021: £141,730k). As a result of the strategy to invest in our people, the Charity recorded an operating deficit with net expenditure of £570k excluding the exceptional profit on discontinued operations (2021: net expenditure £498k).

The exceptional income of £1,951k relates to the £3.2m profit from the sale of the Older Peoples Services (EachStep) division less a £1.2m cost to release the legal charge on a restricted asset.

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

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

Reserve policy

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

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

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

Investment policy

The Charity has the power to make investments which the Board of Trustees deem to be appropriate in meeting its charitable objectives. The Finance and Investment Committee ensures that procedures and safeguards are in place to ensure that the Charity's resources are managed appropriately, are in accordance with its charitable purpose and that the return from assets and capital employed meets the expectations and approval of the Board of Trustees. The Charity itself does not currently hold any financial investments but places surplus cash in interest bearing accounts with investment grade rated UK financial institutions. The group holds investments through an endowment fund within its subsidiary, Age Exchange, which is reviewed throughout the year by three of its Trustees. As at 31 March 2021, the investments were valued at £114k (2021: £112k).

Cash flow

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

Long term borrowing

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

Pension liabilities

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

Subsidiary undertakings

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

Related parties and interests

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

Funds held on behalf of residents

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

Trustee indemnity insurance

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

Fundraising policy

The Charity's fundraising activity is largely represented by in-house events, legacies, corporate fundraising with local companies and national partners and gifts from trusts and foundations. It does not currently use professional fundraisers or commercial partners to help it deliver its work. The Charity complies with current regulations and best practice set out by regulatory and professional membership bodies - The Fundraising Regulator, the Institute of Fundraising, the Scottish Charity Regulator (OSCR) and the Scottish Council for Voluntary Organisations (SCVO). Due to the nature and

logistics of delivering fundraising across multiple sites, it is aware that the potential for breaches of fundraising compliance exist and manages and minimises these risks through implementing compliance policies with a focus on training and inductions for new starters, quality checking and audits. It engages proactively and works with the Fundraising Regulator and other professional bodies to ensure that any concerns raised are addressed as a priority. The Charity employs a code of conduct to protect vulnerable people, which all fundraisers must adhere to, and has published its Adults in Vulnerable Circumstances Policy to ensure all staff have full guidance in this area. The Charity's registration with the Fundraising Regulator and commitment to following, reviewing and consulting on the Code of Fundraising Practice includes safeguarding its supporters' interests.

2.9 Risk Management

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

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

The Risk Management strategy consists of:

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

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

The principal risks the Charity actively monitors and manages

Principal risk category	Risk Appetite	How is this risk managed
Quality of care is the risk of not delivering the standard of care necessary to meet the needs of the people we support.	The Charity is committed to providing good care and support in order to enable the people it supports to live the best life possible. It has a low-risk appetite for quality of care risk.	The effective management of this risk is at the core of the Charity business purpose. To that end it has a comprehensive framework in place across first and second lines to ensure the risk operates within appetite including embedded regional quality teams, led by Senior Quality Business Partners. Oversight is provided by the Board Quality and Standards Committee with matters escalated to the Board as required. Management of the risk involves a defined set of qualitative and quantitative objectives and supporting risk appetite measures, including contractual relationships with commissioners and regulatory oversight and inspection. Supporting management of this risk is: • Quality Assurance Framework • High quality Care plans are required to be in place for each person supported • Adequate levels of resourcing to ensure contractual commitments can be delivered safely • A comprehensive policy framework and supporting procedures • Role specific training • A comprehensive issue escalation process
Financial resilience is the risk of surplus and cash generation not meeting the operational and strategic needs of the Charity and placing in jeopardy the ongoing viability of the Charity.	The Charity business model is primarily an outsourced provider of social care to vulnerable people for local authorities. It is dependent upon public sector funding and subject to significant commissioner cost pressures. The ability to manage costs in response to fluctuations in demand in the short term is limited and therefore conservative liquidity and capital positions are essential to ensure continued viability through the economic cycle. Portfolio diversification is essential to avoid over reliance on any particular commissioner. Active asset management alongside the generation of surpluses is necessary to finance investment in the business. The	The Board approves the annual financial budget and supporting risk appetite measures intended to ensure sufficient liquidity to meet liabilities as they fall due and ongoing financial viability. Ongoing oversight is provided by the Board committees, in particular the Finance and Investment Committee. Operational management of the risk is supported by: • Budget process • Monthly financial reporting including detailed and appropriate MI • Forecasting (to ensure an appropriate forward-looking view • Effective risk/reward assessment for all new commitments • Continuous review of the ongoing financial viability of individual services.

Principal risk category	Risk Appetite	How is this risk managed
	Charity has a limited appetite for financial risk.	• Clearly articulated reserve, liquidity and borrowing policies approved by the Board and overseen by the Finance and Investment Committee Management of the portfolio of contracts to ensure diversification of risk and avoidance of over-reliance on any contract or commissioner
Compliance with regulatory and statutory requirements is the risk of failing to identify, monitor and comply with relevant laws, regulations and expectations in the Charity's operations, failure to engage effectively with regulators or inform them in a timely way of any failure to meet expectations, providing inaccurate, misleading or false information to regulators or statutory bodies or failing to respond to requests for information in a timely way.	The Charity operates in a highly regulated sector. Failure to meet these expectations would result in risk of harm to the people supported and the colleagues employed by the Charity. It would result in unacceptable levels of reputational risk and could result in the closure of services and/or the Charity. It therefore has no appetite for operating outside regulatory and statutory requirements or expectations.	The Charity aims to operate within the letter and spirit of regulatory requirements at all times. There are clear operating guidelines within the Charity setting out how engagement with regulators and other statutory agencies is to take place, whenever a new service is made available or a new initiative is undertaken. Supporting this compliance is: An open and proactive relationship with regulators and other statutory bodies at all times. Active and ongoing management of the Charity's market oversight rating from the CQC. Policies and procedures which reinforce a culture of regulatory compliance. A Quality Assurance Framework which reinforces compliance with regulatory and statutory requirements. Mandatory role specific training. Appropriate levels of resource to ensure that all statutory and regulatory expectations are met and that the Charity operates in a safe and secure environment for the people it supports, its staff and other stakeholders. Safeguarding policy and training. A clear governance model which ensures appropriate oversight of all regulatory requirements.
People risk is the risk of not having sufficiently skilled and motivated colleagues who have the capabilities to deliver the services which the Charity has contracted to deliver, who are clear on their responsibilities and accountabilities and	The ability to manage this risk is constrained by the available financial resources and external environment to recruit and retain the necessary capacity and capability to deliver services to the people we support. The Charity is prepared to accept a higher-than-average level of turnover and the employment of agency staff as a consequence of the challenging employment market from which it sources staff, recognising that this will mean that it will not	The Charity's aims to improve the capability of its staff and reduce risks around sufficient capacity by improving the quality of recruitment, enhancing learning and development and employing active strategies to reduce staff turnover. Board oversight of this risk is provided by the Workforce Committee. Supporting management of this risk at an operational level is:

Principal risk category	Risk Appetite	How is this risk managed
who behave in a way that is aligned to the values and business purpose of the Charity.	always be able to deliver the quality of care to which it aspires. The Charity has a moderate risk appetite for this risk	• Charity wide engagement strategies including Gamechangers, recognition and long service schemes • Regular assessment of employee engagement through surveys and roadshows • Maintenance of a well-being fund to assist employees in difficulty • Implementation of an improved employee value proposition - "the Deal" • Investment in Learning and Development • Investment in recruitment and onboarding and induction to improve retention • Additional local resource to support recruitment both in terms of recruiters and money used for local initiatives • Improved induction to support retention in early days • In-take days to provide greater support to new starters, including shadowing and support for mandatory training. • Significant investment in leadership development through the LEAD programme
Strategic business risk is the risk of significant loss and or damage (including to reputation) arising from the Charity's decisions that impact on the long-term interests of its stakeholders, from the failure to execute strategic plans or from an inability to adapt to a changing external development.	The Charity operates in a high-risk sector, with a high reliance on public sector funding and in a rapidly evolving external environment with the potential for major structural change. All these features have been exacerbated by Covid 19. It is engaged in the delivery of a strategic plan aimed at responding to these challenges by refocusing the Charity and creating a platform for future sustainable growth. There is an acceptance by the Board of a higher level of strategic business risk than has been the case in the recent past. The Charity has a moderate to high level of appetite for strategic business risk	Ownership of the strategy rests with the Board. The Board provides approval and ongoing oversight of the strategy through its regular meetings and supporting committees. Individual Executive Team members have specific responsibilities for the delivery of the different strategic initiatives. The Charity has a business development function responsible for retaining existing profitable contracts and winning new profitable contracts. Reputation risk arising from the execution of the strategy, for example around the decision to cease to provide a service, is managed in the first instance by the CEO with escalation to the Board as required. Strategic Business Risk is overseen at Board level as a specific item on the Strategic Risk Register. The Charity actively seeks to influence the development of public policy, led by engagement by the CEO and Chair with public sector bodies and key influencers.
Operational risk (including reliance on information and information security) is	The Charity is prepared to tolerate a level of operational risk exposure within agreed thresholds and limits. A level of resilience risk from internal and external events is	• The Charity has a comprehensive set of policies which seek to identify operational risks and set out how they are to be managed and mitigated. This is supported by

Principal risk category	Risk Appetite	How is this risk managed
the risk of loss resulting from inadequate or failed internal processes, projects and or systems or from external events including, for example, a cyber-attack. It includes legal risk, and operational risks associated with the strategy. The primary responsibility for managing these risks rests in the first line in the delivery of services in accordance with the policies and procedures of the Charity with oversight provided by the second line functions.	tolerated. however, immediate steps are taken to minimise the impact on the people supported through recovery within defined timescales. Operational risks are likely to impact on the Charity's reputation and financial viability and tolerances need to be set accordingly.	an enterprise-wide communication and training programme. Every member of staff is aware of their responsibility in relation to the management of operational risk. This is embedded in all role profiles and forms part of regular performance assessment. • The provision of appropriate MI to all governance committees up to and including the Board • Investment in systems and processes to ensure a satisfactory level of operational efficiency • Breaches of risk tolerance, including near misses, are escalated to the Board and its Committees as appropriate • An information management and digital investment strategy is in place including agreed protocols for the management of data, testing of new applications and responding to cyber-attacks. This is supported by enterprise-wide Cyber Essentials accreditation and annual Third-Party penetration testing. • The Charity has enterprise wide and service level Business Continuity Plans and Disaster Recovery Plans in place which are tested regularly. • The multiple change projects in the Charity are managed through a robust project programme control board reporting to the Executive Team and overseen by the Board of Trustees • Enterprise-wide structures in place for management of major incidents.

2.10 Going concern and statutory statements

Going Concern

Accounting standards require the Board of Trustees to consider the appropriateness of the going concern basis when preparing financial statements. In 2021/22 the group continued to be impacted by the Covid-19 pandemic and maintained its investment in its front-line workforce through enhanced pay and sick-pay benefits. As these costs were not fully covered by Local Authority funds the Charity used its reserves to subside the costs. Since the year end, the Charity has suffered with sector-wide recruitment shortages, which has resulted in the use of more expensive agency staff and like all business has been impacted by the soaring energy prices. In order to consider the appropriateness of the going concern basis, forecasts have been prepared to 31 October 2023.

With a net cash position of £35m as at 31 March 2022 and a forecast that the balance will be in excess of £35m as at 31 October 2023, the group is confident that it has adequate resources to continue operational activities for 12 months from the date of this report and that it has sufficient cash to meet all loan repayment commitments.

Public Benefit

- The Board of Trustees has given due consideration to the Charity Commission's published guidance on the operation of the public benefit requirement by looking at the Charity's activities undertaken during the year and can demonstrate that the services provided continue to have an identifiable benefit, are directly related to the aims of the Charity, and that benefit is to the public or a section of the public. The Board of Trustees is satisfied that the Charity meets the tests with regard to public benefit and that the Charity provides tangible benefit to a large section of the public by providing care services for vulnerable adults, adults with learning difficulties, mental health concerns, autism or physical disabilities
- Community Integrated Care is a not-for-profit organisation which encompasses services from northern Scotland to the south coast of England. The Charity works with vulnerable and challenging adults and does not restrict members of the public from being able to benefit by virtue of the ability to pay or where a person lives. One of the founding aims of the Charity is to promote inclusion for individuals supported in the communities in which they live. This can be challenging due to the barriers relating to social exclusion such as stigma, access or discrimination. The Charity helps to bridge this gap by building relationships in the community, by having a "can do" approach to integration and provides benefits to the people we support in community activities, including employment opportunities and education. It also offers opportunities to other members of the public through volunteering, community events and sharing the use of some of our facilities.
- The Charity supports the establishment of social inclusion groups to empower the individual, which can be clearly identified through the care we provide and the partnerships we develop. All its services are publicly funded by Local Authorities, Health Authorities or Clinical Commissioning Groups. Its aim is to provide the highest quality of care for anyone in need regardless of the service user's situation. Care service contracts with public sector bodies must demonstrate value for money whilst also maintaining high standards of care.
- Our recognisable benefit is to those individuals who, for whatever reason, are unable to live independently and require support to ensure that they have fulfilled lives and the people we support are encouraged to try new things and to be independent. The Charity continues to innovate and meet new challenges for the services it provides by, for example, the introduction of assistive technology and support to help individuals lead independent lives.
- The Charity encourages the employment of those who live with a disability within the organisation and has established forums for the people supported to hold regular meetings and participate in peer review of the services we deliver. Such peer review reports form the basis of a powerful method of quality of care provided and assist in the development of innovative approaches to how future care and support could be delivered. As user involvement is now at the heart of health and social care policy, across Community Integrated Care this is at the heart of everything we do. Ideas continue to develop which reflect this theme, based on the principles of personalisation, co-production and empowerment and Community Integrated Care will

continue to harness the voice of the people who choose to be supported by us to inform every element of the Charity's operations.

Post Balance Sheet Event

There are no post balance sheet events to record.

2.11 Reference and Administration Details

Life President:
Dr David Robertson

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

Company Secretary:
David Hedley

Chief Executive Officer:
Mark Adams

Charity and Company registrations:

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

Registered Office Address:

Community Integrated Care
2 Old Market Court
Miners Way
Widnes
Cheshire
WA8 7SP

Principal Bankers:

Lloyds Bank Plc
53 King Street
Manchester
M2 4LQ

Auditors:	**Solicitors:**
BDO LLP 3 Hardman Street Spinningfields Manchester M3 3AT	Weightmans LLP 100 Old Hall Street Liverpool L3 9QJ
Internal Auditors:	**Investment Managers:**
RSM Risk Assurance Services LLP Festival Way Festival Park Stoke-on-Trent ST1 5BB	Cazenove Capital Management 12 Moorgate London EC2R 6DA

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

2.12 Structure, Management and Governance

Board of Trustees ("the Board")

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

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

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

The Board meets at least four times a year to monitor performance against strategy, utilising a fully comprehensive suite of documents through which the Charity meets its obligations to the Charities

Commission and OSCR, satisfies the requirements of the Charities Act and company law, and delivers its underlying objectives and responsibilities stated within its Memorandum and Articles of Association. Whilst the Board retains individual and collective responsibility for ensuring compliance and Board effectiveness, it delegates elements of risk management and gains additional assurance and recommendations through a scheme of delegation and the use of Sub-Committees, all of which have written terms of reference and which are reviewed and approved on an annual basis.

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

England	**Scotland**	**Activities**
Organisational purpose	Organisational purpose	The Board periodically reviews its charitable purposes and the strategic KPIs. The Board is clear about the Charity's purpose and will deliver, through the strategy refresh, a clear and sustainable business plan.
Leadership	Leadership	The Board and individual Trustees take collective responsibility for decisions, making sure the Charity's values are reflected in its work.
Integrity	Board behaviour	Collectively the Board is independent in its decision making, safeguards the Charity's reputation and acts in the best interests of the Charity and its stakeholders.
Decision-making, risk and control	Control	The Board has established and monitors effective delegation, control and risk assessment management systems. The Board is clear that its primary purpose is strategic.
Board effectiveness	Effectiveness	The Board regularly reviews its performance and works as an effective team, using a balance of skills, backgrounds and knowledge to make informed decisions.

Diversity		The Board has trustees with a wide variety of perspectives, experiences and skills and is supportive of the principles of equality and diversity.
Openness and accountability		The Board ensures the Charity has legitimacy in representing its beneficiaries and stakeholders and takes seriously its responsibility for building public trust and confidence in its work.

Sub-Committees

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

Audit and Risk Committee	Remuneration and Nominations Committee
Quality and Standards Committee	Workforce Committee
Finance and Investment Committee	Scotland Committee

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

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

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

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

The Workforce Committee scrutinises organisational development and workforce strategies and recommending approval to the Board. It is responsible for taking assurance that core human resource policies are regularly reviewed and are compliant with appropriate legislation/regulatory requirements including the CQC's Well Led Framework, the Care Inspectorate's National Care Standards and the Scottish Social Services Council Fit to Practice Framework. Workforce strategies include those for reward, pay and recognition and the Committee takes assurance that arrangements are in place to manage the workforce against agreed KPIs and that there is appropriate training, engagement and feedback from staff.

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

Advisory groups

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

Executive Management structure

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

Workforce

As at 31 March 2022, the Charity had a workforce headcount of 5,362. According to the report "*The state of the adult social care sector and workforce in England"* published in October 2021 by Skills for Care, the sector average colleague turnover is 28.5%. During the year the Charity recorded a turnover of 28%, which is higher than previous years but in line with the sector average. There has been a focus on recruitment with the introduction of a brand-new recruitment campaign and a revamped refer a friend scheme which rewards staff for successful referrals. The Charity is aware of

the challenges the sector faces and continues to enhance its employee value proposition which includes a move to upper quartile sector pay rates and an increased emphasis on non-financial benefits such as personalised wellbeing support and a commitment to training and development.

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

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

- The plan is designed to have a long-term beneficial impact on the Charity and to contribute to its success in delivering better quality, more person-centred services for the people we support. The seven indicators of success are further supported by the statement on the Power of Three – a strategic commitment that everything done is for the benefit of colleagues, people supported and communities.
- Colleagues are fundamental to everything the Charity does and to providing the best quality care to the people it supports. We aim to be a responsible employer in our approach to the pay and benefits our colleagues receive. The health, safety and well-being of our colleagues is one of our primary considerations in the way we do business. This year the Charity has continually asked what more could be done for colleagues to help with challenges they have faced and has invested in both the tangible (our coronavirus pay response) and the intangible (investment in wellbeing support and activities).
- As a Charity regulated by the Care Quality Commission in England and the Care Inspectorate in Scotland, there is a duty to provide care services that are safe, effective, caring, responsive and well-led. The Trustees, in their decision making, always consider not only regulatory commitments but also what more can be done to improve the quality of services and lives of the people supported.
- The Charity aims to act responsibly and fairly in dealing with suppliers by creating strategic relationships and operating fair payment principles, as well as open and transparent co-operation with regulators, all of whom are integral to the successful delivery of the strategic plan. We value all our suppliers and have annual contracts and quarterly service review meetings with our key suppliers.
- As Trustees are custodians of the Charity, the strategic plan is intended to secure a robust and sustainable charity that will continue to be able to fulfil its purpose for many years to come. The impact upon decision making of this aim is clear delivered through Board and Sub-Committee structure, which has appropriate oversight of the both the investment and reserves policies. It is the intention to behave responsibly and ensure that management operate the business in a responsible manner and with the highest standards of business conduct and good governance by adopting a robust risk management process, setting and reviewing Board risk appetite and implementing specific measures to ensure compliance.

- With specific reference to the decision to dispose of the Older Peoples Services (EachStep) division, the Trustees have considered the historic and future markets trends related to publicly funded bed prices, the increasingly challenging regulatory environment and the surplus return generated by these assets and believe that the proceeds of sale can better serve the needs of the Charity's stakeholders through investment in independent and supported living services. The additional focus brought about by the sale will also allow greater efficiencies to be driven in back-office services in the future. The Charity engaged with all stakeholders, including commissioners, employees, people supported and their families throughout the divestment to ensure all changes were communicated sensitively and effectively.
- When acquiring ACS and merging with LOT the charity engaged with all stakeholders to ensure the service transfer was seamless. Stakeholders included the people supported and their families, employees and commissioners. The charity will benefit from the additional surplus that the new services will generate.

Streamline Energy and Carbon Reporting (SECR)

Under Statutory Instrument (SI 2018/1155) and the Environmental Reporting Guidelines, the Charity is required to report on greenhouse gas emissions and energy consumption. In discharging duties under this and the Government's Energy Saving Opportunity Scheme, the Charity engaged external expertise to review the portfolio of operating sites, calculate energy usage and provide actionable feedback on how to reduce the associated carbon footprint. The Charity's energy and fuel usage were calculated at 10.5m kWh which equates to 2,035 tonnes of CO2 emitted or 4,408 (2021: 6,259) kWh per person supported as at 31 March 2022. The calculation refers to all energy usage billed over the period with extrapolations used for missing periods and seasonality calculations in respect of gas usage. The Charity continues to look for cost effective ways of reducing its carbon footprint and is committed as part of The Best Life Possible strategy to reduce carbon emissions. During the year, the Charity has significantly reduced business mileage from 1.2 million miles claimed in 2020/21 to less than 540,000 and we will seek to embed this within new ways of working wherever possible – this is in addition to our annual update of our owned fleet to more fuel-efficient vehicles which saw 113 (2021: 82) motor vehicles replaced.

2.13 Statement of Trustee Responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year, giving a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure account, of the group over that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) regulations 2006 (as amended). They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Statement as to disclosure of information to auditors

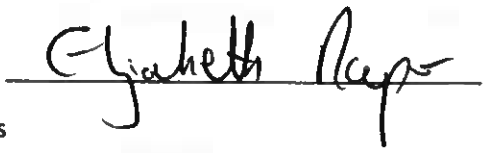
In so far as the Trustees are aware at the time of approving the Trustees' Annual Report:

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

Auditors

The Board intend to perform a competitive tender process to appoint Auditors for the year ended 31 March 2023 and beyond. A resolution to appoint will be proposed at the Trustee Board Meeting to be held on 7 December 2022.

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

Elizabeth Raper: 

Chair of Trustees

Date: 22/09/2022

Auditors Report

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF COMMUNITY INTEGRATED CARE

Opinion on the financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charitable Company's affairs as at 31 March 2022 and of the Group's incoming resources and application of resources and the Parent Charitable Company's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006, as amended in 2010.

We have audited the financial statements of Community Integrated Care ("the Parent Charitable Company") and its subsidiaries ("the Group") for the year ended 31 March 2022 which comprise the consolidated statement of financial activities, statement of financial activities, group and parent statement of financial position, consolidated statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

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

Independence

We remain independent of the Group and the Parent Charitable Company in accordance with the ethical requirements relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions related to going concern

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

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

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The other information comprises the Introduction & Trustees Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Other Companies Act 2006 reporting

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

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

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

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

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

Responsibilities of Trustees

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

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the Parent Charitable Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the Parent Charitable Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

As a part of our audit in accordance with United Kingdom Generally Accepted Accounting Practice; and requirements of the Companies Act 2006 we exercise professional judgement and maintain professional scepticism throughout the audit. Based on our understanding and accumulated knowledge of the Charity and the sector in which it operates we considered the risk of acts by the Charity which were contrary to applicable laws and regulations, including fraud and whether such actions or non-compliance might have a material effect on the financial statements. These included but were not limited to those that relate to the form and content of the financial statements, such as the Charities SORP 2019, Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice) the UK Companies Act 2006 and those that relate to the payment of employees. All team members were briefed to ensure they were aware of any relevant regulations in relation to their work.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting inappropriate journal entries, management bias in accounting estimates and improper revenue recognition associated with year-end cut-off. Our audit procedures included, but were not limited to:

- agreement of the financial statement disclosures to underlying supporting documentation;
- challenging assumptions and judgements made by management in their significant accounting estimates, in particular in relation to recoverability of debtors and valuation and completeness of deferred revenue;
- revenue year end cut-off procedures;

- identifying and testing journal entries, in particular any journal entries posted with specific unusual narrative, manual journals to revenue and cash, and review of journals posted to least used accounts;
- discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- obtained an understanding of how the Charity is complying with those legal and regulatory frameworks such as Companies Act 2006 & Employment Taxes Act by making enquiries to management and those responsible for legal and compliance procedures. We corroborated our enquiries through our review of board minutes and other evidence gathered during the course of the audit;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Charity's internal control; and
- evaluated the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

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

Use of our report

This report is made solely to the Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the Charitable Company's trustees, as a body, in accordance with the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the Charitable Company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company, the Charitable Company's members as a body and the Charitable Company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Signed: DocuSigned by: Hamid Ghafoor 829727ECC12041D...

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

Date: 28 October 2022

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

Community Integrated Care

Consolidated Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the year ended 31 March 2022

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

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

Community Integrated Care

Consolidated Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the year ended 31 March 2021

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

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

Community Integrated Care

Statement of Financial Activities

(Incorporating an Income and Expenditure Account)
for the year ended 31 March 2022

	Note	Unrestricted funds Continuing operations 2022 £'000	Unrestricted funds Discontinued operations 2022 £'000	Restricted funds Continuing operations 2022 £'000	Restricted funds Discontinued operations 2022 £'000	TOTAL 2022 £'000
Income						
Income from charitable activities	2	126,136	13,512	315	-	139,963
Other income	3	968	1,951	-	-	2,919
Investment income	3/4	2,888	-	-	-	2,888
Total income		129,992	15,463	315	-	145,770
Expenditure						
Charitable activities		129,586	14,653	136	-	144,375
- Charitable activities excluding exceptional		126,698	14,653	136	-	141,487
- Exceptional impairment of investments on hive up		2,888	-	-	-	2,888
Total expenditure	4	129,586	14,653	136	-	144,375
Net income / (expenditure)		406	810	179	-	1,395
Transfer between funds		(10,289)	13,853	(108)	(3,456)	-
Other recognised gains / (losses)						
Actuarial gains/ (losses) on defined benefit pension scheme	19c	-	34	-	-	34
Charge on property acquired through business combination	16	-	-	675	-	675
Net movement in funds		(9,883)	14,697	746	(3,456)	2,104
Reconciliation of funds:						
Total fund balances at 1 April		40,859	(14,697)	3,186	3,456	32,804
Total fund balances at 31 March		30,976	-	3,932	-	34,908

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

Community Integrated Care

Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

for the year ended 31 March 2021

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

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

Community Integrated Care

Statement of Financial Position

(Consolidated and Charity)

as at 31 March 2022

Company No. 2225727

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

The financial statements were approved and authorised for issue by the board of Trustees on 22/09/2022 and signed on their behalf by:

E. Raper (Chair)

S. Learoyd (Chair of Audit & Risk Committee)

Community Integrated Care

Consolidated Statement of Cash Flows

for the year ended 31 March 2022

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

1. Accounting policies

Community Integrated Care is a charitable company incorporated in England and Wales under the Companies Act. The Charity is a Public Benefit Entity. The address of the registered office is given on the contents page and the nature of the group's operations and its principal activities are set out in the strategic report.

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and the preceding year.

(a) Basis of preparation

The financial statements have been prepared in accordance with FRS102 the Financial Reporting Standard applicable in the United Kingdom, the Companies Act 2006 and the Statement of Recommended Practice "Accounting by Charities" (the "SORP") issued in October 2019 under the historical cost convention.

The Charity has availed itself of Paragraph 4 (1) of Schedule 1 of Statutory Instrument 2008 No. 410 and adapted the Companies Act formats to reflect the special nature of the Charity's activities. The charity has taken advantage of the reduced disclosure exemption in paragraph 1.12(b) of FRS 102, meaning it does not need to produce an individual cash flow statement.

(b) Preparation of accounts on a going concern basis

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

(c) Group consolidated financial statements

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

(d) Company status

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

(e) Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees, in furtherance of the general objectives of the Charity and which have not been designated for other purposes.
Designated funds are transferred from general unrestricted funds for specific purposes, based on available cost information. These amounts are monitored annually.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors, or which have been raised by the Charity for particular purposes. This fundraising has created the expectation that resources generated would be used for specific purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

(f) Incoming Resources

All incoming resources are included in the SOFA when the Charity is legally entitled to the income, when the amount can be quantified with reasonable accuracy and when the amount is likely to be received.

Income from charitable activities includes all income that directly supports the Charity's primary purpose. This is largely made up of, but is not limited to, grants receivable from Local Government bodies and the National Health Service as well as privately funded care. The analysis of income from charitable activities (note 2) is reported on by geographical region for independent living services with older people services (Eachstep) and Government Coronavirus Job Retention Scheme income being reported on separately.

All grants, donations, rental income and contractual payments are included on a receivable basis. Income received in advance of the delivery of the service as contracted is deferred.

Other Grants are recognised as and when conditions for their release are fulfilled.

For legacies, entitlement is the earlier of the Charity being notified of an impending distribution or the legacy being received.

(g) Resources expended

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

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity, and are allocated to each category based upon the relevant proportion of turnover.

Governance costs are those incurred in connection with the administration of the Charity and compliance with constitutional and statutory requirements.

A liability is recognised when the Charity is legally committed at the balance sheet date as a result of a past event.

(h) Intangible assets

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

(i) Tangible fixed assets and depreciation

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

Freehold buildings- 50 years
Leasehold land and buildings- over the lease term
Fixtures and fittings- 5 years or 10 years
Motor vehicles- 4 years
Computer equipment- 3 -10 years

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

(j) Donated assets

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

(k) Operating leases

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

(l) Leased assets - Lessor

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

(m) Cash at bank and in hand

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

(n) Pension contributions

The Company's participating employees are either members of the Group's defined contribution scheme or members of one of the defined benefit schemes.

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

(o) Pension contributions (continued)

Defined benefit schemes are funded, with the assets of the scheme held separately from those of the Group, in separate trustee-administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. Pension scheme assets are included in the balance sheet, but surpluses in any scheme (i.e. the amount by which assets exceed liabilities) are only included to the extent that the surplus may be recovered by reduced further contributions or to the extent that the Trustees have agreed a refund from the scheme at the balance sheet date. Pension scheme liabilities are recognised to the extent that the Group has a legal or constructive obligation to settle the liability. For defined benefit pension schemes where sufficient information is not available to use defined benefit accounting, these are accounted for as defined contribution schemes, as discussed below.

For defined contribution schemes the amount charged to the Consolidated Statement of Financial Activities in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

The Charity contributes to two group personal pension plans operated by Aviva and The People's Pension. The relevant plan is open to all employees over the age of 18. Due to a change in law, from May 2013 the Charity launched the government led auto-enrolment programme resulting in all eligible employees being automatically enrolled in the relevant pension scheme. The assets of the schemes are held separately from those of the Charity. The annual contribution payments are charged to the SOFA.

(p) Accounting for investments

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

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

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

Classification of leases - whether leases entered into as lessee, is operating leases or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.

Depreciation of tangible fixed assets and impairment – Tangible fixed assets are depreciated over their useful lives taking into account residual lives, where appropriate. The actual lives of the assets and residual lives are assessed annually and may vary depending upon a number of factors. In assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. In considering whether indications of impairment exist, factors taken into consideration include the economic viability and expected future performance of the asset.

(r) Financial Instruments

Financial instruments of the Group are measured at amortised cost. Financial assets comprise cash, trade debtors and other debtors. Financial liabilties comprise bank loans, trade creditors, other creditors and accruals. Financial assets and financial liabilities are recognised when Community Integrated Care becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). Community Integrated Care only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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

Creditors and provisions are recognised where Communtiy Integrated Care has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(s) Discontinued operations

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

2 Analysis of income from charitable activities

	GROUP		CHARITY	
	2022	2021	**2022**	2021
Unrestricted	**£'000**	£'000	**£'000**	£'000
North West	41,430	35,548	41,430	35,548
North East	32,535	31,962	32,512	31,937
Scotland	25,348	24,716	25,348	24,716
South and Central	26,947	19,101	26,771	18,831
Eachstep (Older People Services)	13,512	27,904	13,512	27,904
Coronavirus Job Retention Scheme	75	1,678	75	1,678
	139,847	140,909	139,648	140,614
Restricted				
Grants, donations and fundraising	554	396	315	119

3 Other income

	GROUP		CHARITY	
	2022	2021	**2022**	2021
	£'000	£'000	**£'000**	£'000
Management Fee	-	-	6	6
Sundry	217	177	122	108
Net gain on disposal of fixed assets	827	738	827	738
Bank interest	20	20	13	16
Dividends received from subsidiary company	-	-	2,888	-
Profit/(loss) on the sale of discontinued operations	1,951	-	1,951	-
	3,015	935	5,807	868

Discontinued operations
In October 2021 , the Eachstep (Older Peoples Services) division was sold with the Charity's focus shifting towards supported living services
A profit on disposal of £1,951k arose on its sale. This and any other Eachstep divisional income within jote 2 is shows on the SOFA as discontinued operations.

4 a) Analysis of expenditure

GROUP

Costs of charitable activities	**Operational staff costs £'000**	**Direct costs £'000**	**Support costs £'000**	**2022 Total £'000**
(Profit)/Loss on joint venture	-	-	11	11
North West	33,487	2,681	5,997	42,165
North East	26,102	1,482	4,859	32,443
Scotland	19,847	1,112	3,758	24,717
South and Central	21,378	1,992	4,678	28,048
Eachstep (Older People Services)	9,587	3,004	2,061	14,652
	110,401	10,271	21,364	142,036

Costs of charitable activities - 2021	**Operational staff costs**	**Direct costs**	**Support costs**	**2021 Total**
Exceptional impairment of fixed assets	-	-	5,625	5,625
(Profit)/Loss on joint venture	-	-	12	12
North West	28,195	2,534	4,408	35,137
North East	25,019	2,043	4,162	31,224
Scotland	18,185	1,197	3,369	22,751
South and Central	15,986	1,620	2,768	20,374
Eachstep (Older People Services)	21,714	7,030	3,500	32,244
	109,099	14,424	23,844	147,367

CHARITY

Costs of charitable activities	**Operational staff costs £'000**	**Direct costs £'000**	**Support costs £'000**	**2022 Total £'000**
Exceptional impairment of investments	-	-	2,888	2,888
North West	33,487	2,681	5,997	42,165
North East	26,102	1,468	4,861	32,431
Scotland	19,847	1,112	3,759	24,718
South and Central	21,110	1,884	4,527	27,521
Eachstep (Older People Services)	9,587	3,004	2,062	14,653
	110,133	10,149	24,094	144,376

Cost of charitable activities - 2021	**Operational staff costs**	**Direct costs**	**Support costs**	**2021 Total**
Exceptional impairment of fixed assets	-	-	5,625	5,625
North West	28,195	2,534	4,410	35,139
North East	25,019	2,025	4,164	31,208
Scotland	18,185	1,197	3,370	22,752
South and Central	15,700	1,536	2,578	19,814
Eachstep (Older People Services)	21,714	7,030	3,501	32,245
	108,813	14,322	23,648	146,783

Exceptional expenditure
In September 2021 the Charity purchased 100% of the shares of Access Community Services (ACS) and Access Community Training (ACT). This was immediately followed by a hive up of their net assets into Community Integrated Care resulting in the impairment to investments of £2,888k.
Dividends income was received resulting in a net impact of £nil.
In the prior year, there was an impairment of fixed assets of £5.625k relating to the October 2021 sale of the Eachstep (Older Peoples Services) divisic

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

5 Analysis of support costs

The charity allocates its support costs as shown in the table below. Regional Office costs are allocated to the relevant region. Support Service costs are apportioned between the regions based on the percentage of income per region.

GROUP

	Finance & Legal £'000	Human Resources & Training £'000	Information Technology £'000	Facilities Management £'000	Administration £'000	Total 2022 £'000
(Profit)/Loss on joint venture	12	-	-	-	-	12
North West	546	1,846	934	238	2,433	5,997
North East	428	1,448	732	186	2,065	4,859
Scotland	185	1,129	571	145	1,728	3,758
South and Central	481	1,194	618	214	2,171	4,678
Eachstep (Older People Services)	178	602	304	77	900	2,061
	1,830	6,219	3,159	860	9,297	21,365

	Finance & Legal £'000	Human Resources & Training £'000	Information Technology £'000	Facilities Management £'000	Administration £'000	Total 2021 £'000
Exceptional impairment of fixed assets	5,625	-	-	-	-	5,625
(Profit)/Loss on joint venture	12	-	-	-	-	12
North West	392	1,257	641	191	1,926	4,407
North East	352	1,130	576	172	1,932	4,162
Scotland	273	873	446	133	1,644	3,369
South and Central	210	670	350	138	1,400	2,768
Eachstep (Older People Services)	308	987	503	149	1,554	3,501
	7,172	4,917	2,516	783	8,456	23,844

CHARITY

	Finance & Legal £'000	Human Resources & Training £'000	Information Technology £'000	Facilities Management £'000	Administration £'000	Total 2022 £'000
North West	548	1,846	933	237	2,433	5,997
North East	430	1,448	732	186	2,065	4,861
Scotland	186	1,129	571	145	1,728	3,759
South and Central	453	1,193	603	153	2,125	4,527
Eachstep (Older People Services)	179	602	304	77	900	2,062
	1,796	6,218	3,143	798	9,251	21,206

	Finance & Legal £'000	Human Resources & Training £'000	Information Technology £'000	Facilities Management £'000	Administration £'000	Total 2021 £'000
Exceptional impairment of fixed assets	5,625	-	-	-	-	5,625
North West	394	1,257	641	191	1,926	4,409
North East	354	1,130	576	172	1,932	4,164
Scotland	274	873	446	133	1,644	3,370
South and Central	208	667	339	101	1,263	2,578
Eachstep (Older People Services)	309	987	503	149	1,554	3,502
	7,164	4,914	2,505	746	8,319	23,648

	GROUP		CHARITY	
Analysis of governance costs	**2022**	2021	**2022**	2021
	£'000	£'000	**£'000**	£'000
Audit and accountancy fees	105	63	90	49
Legal costs	28	14	28	14
	133	77	118	63

Fees payable to auditors	**2022**	2021
	£'000	£'000
Statutory audit of parent and consolidated accounts	92	55
Tax Services	3	4
Subsidiary	10	8
	105	63

		GROUP		CHARITY	
6 Other costs and income		**2022**	2021	**2022**	2021
		£'000	£'000	**£'000**	£'000
Operating lease rentals	plant & machinery	119	96	117	92
	land & buildings	918	864	918	864
Depreciation	owned assets	2,029	2,636	2,003	2,608
	leased assets- land & buildings	46	311	46	311
Loan interest		111	179	111	172
Defined benefit pension - expected return on assets less interest on obligation		(11)	(7)	(11)	(7)
Rent received		(271)	(190)	(226)	(158)
Net gain on disposal of fixed assets		(824)	(206)	(824)	(206)

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

7 Staff costs

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

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

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

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

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

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

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

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

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

No directors are part of the defined benefit pension scheme.

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

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

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

8 Indemnity insurance

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

9 Tangible fixed assets

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

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

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

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

9 Tangible fixed assets (continued)

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

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

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

10 Intangible Assets

	CHARITY	
	2022	2021
Goodwill	**£'000**	£'000
Cost B/f	800	800
Additions in year	2,246	-
Amortisation B/f	(800)	(800)
Amortisation in year	(224)	-
	2,022	-

Goodwill brought forward represents an amount paid on the acquisition of two services in 2014 from Seashell Trust. This was amortised over five years and fully released in August 2018.
In June 2021 the Charity acquired the business and assets of Life Opportunities Trust resulting in the adition of £424k of negative goodwill. In September 2021 the Charity purchased 100% of the share capital of Access Community Services Ltd and Access Community Trading Ltd resulting in a goodwill addition of £2,670k on the hive up of net assets.
Both additions are being amortised over five years. This is inline with projected benefit that asset shall provide.

	GROUP	
	2022	2021
	£'000	£'000
Investments b/f	112	94
Investments change in year	2	18
Investments c/f	114	112
Goodwill (as above)	2,022	-
	2,136	112

11 Investments

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

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

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

Inspirit Care is dormant and ceased to trade from the start of the 2014/15 Financial Year. As such it is exempt from preparing financial statements by virtue of S394 of Companies Act 2006
The registered address is: Old Market Court, Miners Way, Widnes, WA8 7SP.

Technology Integrated Care ("TIC") is a private company limited by shares. CIC holds shares of £1.
The registered address is: Old Market Court, Miners Way, Widnes, WA8 7SP.
TIC has a joint venture in Preparing4Care LLP (P4C) (OC427880) and invested £50k in 19/20.
P4C made a loss of £24k in the year.

Access Community Services ("ACS") is a private company limited by shares. CIC hold £5,001 shares.
Access Community Training ("ACS") is a private company limited by shares. CIC hold £10 shares.
The registered address of both companies is: Old Market Court, Miners Way, Widnes, WA8 7SP.
100% of the share capital of both companies was acquired on 13/09 and they have since been dormant following the immediate hive up of business and assets to CIC.

12 Debtors

	Group		Charity	
	2022	2021	**2022**	2021
	£'000	£'000	**£'000**	£'000
Amounts due within one year				
Trade debtors	8,058	5,618	8,052	5,595
Other debtors	661	113	654	107
Prepayments & accrued income	4,889	3,980	4,887	3,969
	13,608	9,711	13,593	9,671
Amounts due after more than one year				
Amounts due from JV/subsidiary undertakings	45	51	119	100
Total	13,653	9,762	13,712	9,771

13 Creditors: amounts falling due within one year

	Group		Charity	
	2022	2021	**2022**	2021
	£'000	£'000	**£'000**	£'000
Trade creditors	3,145	1,829	3,134	1,821
Other taxes and social security	1,847	1,733	1,841	1,726
Other creditors	7,702	4,202	7,641	4,140
Bank loans due within one year	334	332	308	309
Accruals	13,745	12,510	13,678	12,470
	26,773	20,606	26,602	20,466

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

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

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

14 Creditors: amounts falling due in more than one year

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

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

15 Other financial commitments

At 31 March 2022 the group had commitments under non-cancellable operating leases as follows:

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

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

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

16 Statement of funds

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

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

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

16 Statement of funds (continued)

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

17 Analysis of group net assets between funds

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

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

18 Pension scheme obligations- Defined contribution schemes

The group operates two defined contribution occupational pension schemes for employees. The support services and management staff pension fund is held with Aviva (3% standard employer contributions). The operational staff pension fund is held with The People's Pension (3% employer contributions). All assets of the schemes are held in independent funds with the aforementioned pension providers.

Pension costs charged in the SOFA represent the contributions payable by the charity in the year.

	2022 £'000	2021 £'000
Contributions paid	2,141	2,198

Notes to the financial statements

for the year ended 31 March 2022

19 Pension scheme obligations- Defined benefit schemes

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

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

19a Assumptions

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

Mortality assumptions

Average number of years lived after 65:	D&G		Greater Manchester		D&G		Greater Manchester	
	Male 2022	Female 2022	Male 2022	Female 2022	Male 2021	Female 2021	Male 2021	Female 2021
Current pensioners	20.8	23.3	20.5	23.3	20.8	23.4	20.5	23.3
Future pensioners	21.9	25.3	21.9	25.3	21.9	25.3	21.9	25.3

19b Amounts included in the Group Statement of Financial Activities

	D&G		Greater Manchester		Total	
	2022 £000	2021 £000	2022 £000	2021 £000	2022 £000	2021 £000
Current service cost	(10)	(14)	(136)	(97)	(146)	(111)
Past service cost (including curtailments)	-	-	-	-	0	0
Net interest income on plan assets	95	170	110	199	205	369
Net interest cost on defined benefit obligation	(94)	(190)	(100)	(172)	(194)	(362)
	(9)	(34)	(126)	(70)	(135)	(104)

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

	D&G		Greater Manchester		Total	
	2022 £000	2021 £000	2022 £000	2021 £000	2022 £000	2021 £000
Return on assets exc. amounts included in net interest	486	1,457	647	1,786	1,133	3,243
Remeasurements:						
Changes in demographic assumptions	-	79	-	(66)	-	13
Changes in financial assumptions	(437)	(1,202)	(592)	(1,790)	(1,029)	(2,992)
Other experience	-	553	-	85	-	638
Transfer on sale of Eachstep	(112)	-	(1,075)	-	(1,187)	-
PY surplus restriction adj	63	-	1,054	-	1,117	-
Surplus restrictions in year	-	-	-	0	-	-
Actuarial gains/ (losses) on DB pension scheme	-	887	34	15	34	902

Notes to the financial statements
for the year ended 31 March 2022

19d Pension scheme assets and liabilities

	D&G		Greater Manchester		Total	
	2022 £000	2021 £000	2022 £000	2021 £000	2022 £000	2021 £000
Fair value of scheme assets	-	9,326	-	10,439	-	19,765
Present value of scheme liabilities	-	(9,263)	-	(9,385)	-	(18,648)
Net Assets/(Liabilities)	-	63	-	1,054	-	1,117
Surplus Restriction	-	(63)	-	(1,054)	-	(1,117)
Net Assets/(Liabilities) included in Group balance sheet	-	-	-	-	-	-

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

19e Fair value of scheme assets - movements in year

	D&G		Greater Manchester		Total	
	2022 £000	2021 £000	2022 £000	2021 £000	2022 £000	2021 £000
Opening fair value of plan assets	9,326	7,623	10,439	8,719	19,765	16,342
Net interest income on plan assets	95	170	110	199	205	369
Plan participant's contributions	1	2	22	17	23	19
Employer contributions	9	14	92	55	101	69
Return on assets exc. amounts included in net interest	486	1,947	647	1,651	1,133	3,598
Benefits paid to members	(238)	(430)	(92)	(202)	(330)	(632)
Transfer on sale of Eachstep	(9,679)	-	(11,218)	-	(20,897)	0
Closing fair value of plan assets	-	9,326	-	10,439	-	19,765
Opening fair value of plan assets	9,326	7,623	10,439	8,719	19,765	16,342
Opening surplus restrictions	(9,326)	-	(10,439)	(1,189)	(19,765)	(1,189)
Opening fair value of plan assets (net of restrictions)	-	7,623	-	7,530	-	15,153
Closing fair value of plan assets	-	9,326	-	10,439	-	19,765
Closing surplus restrictions	-	(9,326)	-	(10,439)	-	(19,765)
Closing fair value of plan assets (net of restrictions)	-	-	-	-	-	0

19f Analysis of fair value of scheme assets

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

19g Defined benefit obligation - movements in year

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

19h History of experience gains and losses

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

20 Related Party Transactions

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

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

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

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

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

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

See note 7 for key management remuneration.

21 Analysis of changes in net debt

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

22 Investment in joint venture/subsidiaries

	Preparing4Care	ACS
	£'000	£'000
Balance at 31 March 2021	7	-
Additions	-	4,446
Transfer to goodwill	-	(2,670)
Impairment	-	(1,776)
Balance at 31 March 2022	7	-

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

23 Business combinations

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

Recognised amounts of identifiable assets acquired and liabilities assumed:

	Book and fair value		
	ACS	ACT	Total
	£'000	£'000	£'000
Fixed assets			
Tangible fixed assets	14	-	14
Current assets			
Debtors	1,136	-	1,136
Cash at bank and in hand	1,880	193	2,073
Current liabilities			
Creditors	(317)	(16)	(333)
Total identifiable net assets	2,711	177	2,890
Goodwill			2,670
Total purchase consideration			5,558
Consideration			
Cash			4,444
Deferred consideration			1,114
Total purchase consideration			5,558
Cash outflow on acquisition			
Purchase consideration settled in cash, as above			4,444
Less: cash and cash equivalents acquired			(2,073)
Net cash outflow on acquisition			2,371

No acquired intangible assets were identified on acquisition. Following the acquisition, the net assets of ACS and ACT were incorporated into the Charity through a hive up resulting in the recognition of goodwill of £2,670k.

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

Recognised amounts of identifiable assets acquired and liabilities assumed:

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

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

COMMUNITY INTEGRATED CARE

England & Wales - Charity number 519996

Accounts

COMMUNITY INTEGRATED CARE

(A Company Limited by Guarantee)

REPORT AND FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2021

Charity Registration Number:	519996
OSCR Number:	SC039671
Company Registration Number:	02225727

Community Integrated Care – Year ended 31 March 2021

2020/2021 Report and Financial Statements

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1. Introduction

1.1 Voice of the People We Support and their Families

Throughout the Covid-19 pandemic, our charity has taken many measures to ensure that the people we support and their families remain connected, despite the restrictions on contact and visiting. In extremely challenging and emotional circumstances, our teams have embraced opportunities to ensure the people we support keep in touch with their loved ones, whether virtually through platforms such as FaceTime and Zoom, or through in-person window visits or socially distanced outdoor pods.

At such an uncertain and worrying time for many, it has been vital that the loved ones of the people we support were able to feel connected to our charity too. So, within a few weeks of lockdown, we launched weekly family webinars to keep loved ones advised of our ongoing response to the pandemic. Hosted by our Managing Directors, these provided reassurance and support when it was needed most and there follows a small selection of the feedback we have received from families and loved ones during this time:

"We have all been able to video call my uncle and chat to him on the telephone. What has been welcoming is the brilliant Facebook group so that we are able to see pictures of our uncle enjoying himself with the great staff. It must be so hard for all the staff with all the added measures in place but still managing to look happy and create brilliant memories."

"Thank you for the meeting - I can't believe you go to the trouble to keep us posted in such a transparent way and the care my dad receives is second to none."

Our Quality Advisors are a group of people we support, who are employed by the charity as experts in providing feedback on the care and support delivered by the charity. Pre-pandemic, their primary role was to visit services and complete quality audits, providing us with the benefit of their experience. Despite opportunities to visit services being extremely limited due the pandemic, they have continued to use their profile throughout our charity to drive key initiatives, including:

- James Brooks, who is employed as a Quality Advisor in the North East, appearing on Sky News alongside our CEO, Mark Adams, talking about how Covid-19 had impacted people with learning disabilities.
- Supporting a campaign to encourage colleagues and the people we support to protect themselves by getting their winter flu jab.
- Supporting the charity's "Protect You, Protect Me" campaign, which encourages colleagues to stay safe during the pandemic, including using PPE properly and getting vaccinated when invited to do so.

The Quality Advisors are currently planning a schedule of audits and other activities for 2021/22, when the lifting of restrictions allows.

1.2 GameChangers' Statement

GameChangers is the charity's employee forum, made up of 60 colleagues from around the organisation who represent the views of their colleagues on the issues that matter to them most. They also play a key role in supporting and advising the Executive Team and Senior Leadership Team on a variety of topics and projects. GameChangers has contributed to some key pieces of work this year, in particular, working with our People Team in various focus groups and influencing several high-profile initiatives, including:

- Capability Framework and Service Leader Development Programme.
- Behavioural Framework.
- Pay Framework.
- Performance & Talent Framework.
- Diversity & Inclusion Strategy.
- Wellbeing Strategy.

In the year, the charity launched a GameChangers recruitment campaign to introduce fresh perspectives and insights from around the organisation, with training received from employee relations experts, ACAS, over the summer of 2021. With new GameChangers in post, plans are being made for 2021/22, with immediate priorities including the creation of a policy review sub-group, embedding a fixed meeting schedule for the renewed forum and further communications training and support for employee representatives.

1.3 Chair's Statement

I would like to extend my endless gratitude to everyone within our charity who has given everything to keep themselves and those around them safe and well over the last year. Social care is not a 9-5 job. The people we support are often described as our second families, and I can only imagine the sense of responsibility that our colleagues have felt as they have coped in providing them with care, as well as looking after their own families at home.

In 2021, as we continue to navigate our way through the Covid-19 pandemic, we can also look forward to picking up speed on many of the exciting areas of development for our charity. Later this year we will be unveiling our strategy refresh, which will breathe fresh life into the existing We Dare strategy. A number of ground-breaking projects will also help us fast-forward our commitment to deliver the best life possible for our colleagues and the people we support.

We've made great strides in recent years in our participation in sporting, artistic and cultural initiatives, and we are honoured to be the official social care partner for the Rugby League World Cup 2021. This is a significant moment for our charity and is one that creates a wealth of exciting opportunities for our communities.

We want to become a truly great place to work and many of our colleagues are actively involved in shaping this, most recently though our Engagement & Diversity survey. We are doing more to understand how we can address the issue of diversity in our communities and have teamed up with the Employers Network for Equality & Inclusion to better understand how we can improve.

Keeping our charity fit for the future means that we need to be responsive to the changing needs of our sector. In 2021 we will continue to enhance our use of technology, with a clear ambition to be viewed as innovators in social care.

Seeing the people we support receive their vaccines brought a real sense of relief and whilst the challenges of the pandemic are by no means over, the momentum around the vaccine roll-out means that we can look forward with optimism and hope.

On behalf of the Board of Trustees, let me offer a huge thank you to all our colleagues for their support. I am excited about the future of our charity in the post Covid world and I hope that this is shared by all connected to the charity.

1.4 Chief Executive Officer's Statement

2020/21 was a year like no other and the last twelve months will undoubtedly live in our memories forever. For most of us, it was a time of uncertainty, anguish and very sadly, loss. But also, a time when we saw the very best of each other, and what we are, too.

The charity set out for an exciting 2020/21 – planning our inaugural "We Dare Day" in March, delivering new projects and initiatives, and coming together for a wonderful programme of events. Little did we know that what would transpire would look so very different, but that the spirit and heart that makes our charity so special would flourish stronger than ever. Within just a few months, Coronavirus was the only headline. We closed our doors, turned our dining rooms into home offices, and shifted our entire focus onto keeping people safe. All of our lives had changed in the blink of an eye.

This Annual Report in part chronicles the outstanding work of our teams in the most unprecedented of times. Not just keeping the people we support safe and well but ensuring that people continued to live the best lives possible. From staying fit and active, to maintaining links with loved ones, we describe how we made happen the things we had perhaps taken for granted before. At a time when it would have been easy to be the opposite, the families of the people we support have been patient, understanding and incredibly appreciative to our teams for everything they've done. That support and gratitude has been an overwhelming source of motivation when it was needed most.

Our partners and communities supported us in a way we could have only imagined. They donated, delivered and devoted their time to enhance the lives of our colleagues and the people we support. They've played an immeasurable role in our response to the pandemic and we couldn't be more grateful. If there's a silver lining to be taken from the last 12 months, it's the fact that our social care colleagues have rightly cemented their status as the backbone of our society. Something that we, of course, already knew.

With unimaginable changes to the way they work and the immense personal sacrifices they've made, our people have adapted to everything that has been asked of them, and then some. There are no words to explain how proud I am, and how it has personally been my honour to lead our charity during this crisis.

My commitment has always been to ensure that social care gets the respect, recognition and reward it deserves. After this last year, this commitment could not be stronger. We will not lose sight of what we've accomplished and will build on this to achieve much-needed reform in our sector. As the vaccine roll-out progresses and our scientists learn more about how we can live alongside Covid-19, we will all return to some sense of normality. When this time comes, I hope we're able to reflect on the most profoundly challenging year and feel proud of the immense part our charity has played. We must also remember the untimely loss of 114 of our people supported and 3 our colleagues who passed away from coronavirus – they will all be missed.

Turning to the future, during the year ending 31 March 2021 we made the decision to focus on independent living services which make up close to 81% of the charity's activities by revenue. This has resulted in a decision to sell our older peoples care home (EachStep) division. Contracts for the sale were exchanged on 23 April 2021, with completion (subject to the satisfaction of certain conditions precedent) expected before 31 October 2021. Whilst we are saddened to see a large number of colleagues leaving the charity, we firmly believe that the transaction will represent the best opportunity for both the remaining charity and the transferring services.

We have also begun work on refreshing our 5-year strategy with the next phase being titled "the Best Life Possible". This is an exciting evolution of our journey so far with a renewed focus on delivering truly person-centred care to the people we support, as well as investing in our colleagues and the communities in which we work.

1.5 Our Vision, Purpose & Values

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

The Charity's ethos underpins everything it does: we are proud of our people, we care with passion, and we believe in the potential of every person we support and every colleague we employ. Chosen by our people, our vision statement is simply "Your Life, Your Choice". We believe this impactful statement sets out what it is we want Community Integrated Care to achieve – a society in which people are in control of their own lives.

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

- **INCLUDE** the people we support, our staff, our partners and the communities we work in.
- **DELIVER** the best possible outcomes for the people we support and the partners we work with.
- **ASPIRE** to be the best at what we do.
- **RESPECT** individual choice and promote inclusion, rights and independence.
- **ENABLE** individuals to meet their needs and fulfil their aspirations.

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

- challenge the expectations and perceptions of the social care sector by delivering world-class support and ambitious models of care;

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

2. Trustees Report

Incorporating the Directors and Strategic Report

2.1 Coronavirus crisis

With the emergence of Covid-19, the charity took swift and decisive action ahead of Government advice to prioritise the safety of its people, including those we support and our colleagues.

In February 2020, a Coronavirus Response Team was formed, led by the Director of Strategic Projects, whose first priority and overall commitment was to ensure that all decisions were in the best interests of our colleagues, the people we support and their loved ones. The team focused on maintaining open and honest communications with everyone involved in the charity – from our colleagues on the frontline, who were dealing with changing advice on a daily basis, to the families of the people supported, who were understandably anxious about the wellbeing of their loved ones.

A dedicated online Coronavirus Resource Hub was established, which was accessible on any device at any time, and soon after a 24-hour Coronavirus helpline was launched, ensuring sure that advice was always available on the new rules, regulations and restrictions. At every juncture, our teams responded quickly, flexibly and always compassionately - from quickly changing processes and systems to on-boarding thousands of new recruits, to sourcing and supplying millions of pieces of PPE and to delivering hundreds of treat boxes for our colleagues.

Throughout the pandemic, our teams have never lost sight of our commitment to keeping people supported safe, happy and well. As the impact of the pandemic was quickly felt by our teams, in March 2020 we announced our Emergency Pay Response, which provided support to colleagues in two key ways; an enhanced hourly pay rate for several months throughout the pandemic and an improved sick pay offer for any colleague affected by Covid-19.

We knew that we wanted to make our colleagues feel reassured and relieved, as well as demonstrate our commitment to do the right thing and this investment of over £1m helped many in their time of need. The table below provides a summary of actions taken during the pandemic:

17,500,000 items of PPE	374 media interviews	2,324 job offers	76 Covid-19 updates and videos	210,000 mins of live colleague events	52 webinars with families

2.2 Older Peoples Services (EachStep Division) Sale

The charity has focused increasingly on independent living services to the extent these now account for over 80% of revenue. Our strategy sees this focus growing and the charity made the decision to exit the provision of older peoples care and nursing home services. On 23 April 2021, the charity exchanged contracts for the sale of the division, with completion expected no later than 31 October 2021.

We are sad to see so many brilliant and dedicated people leave the charity but believe they have a bright future as part of a dedicated care and nursing home business.

The charity will record an overall loss on the sale of £2.1m. The accounting treatment of the sale will be spread over two reporting periods. Accounting standards require the charity to prudently impair the value of the assets sold below net book value by £5.6m in 2020/21 and then a gain of £3.5m will be recorded on those sold above net book value when the sale completes in 2021/22.

2.3 Best Life Possible

In the year, the charity began work on refreshing its strategy, building on the existing We Dare strategy. We Dare will continue to power our charity with "The Best Life Possible" strategy providing an additional focus for the charity's activities over the next 5 years. Many of the elements of the Best Life Possible refresh are continuations and developments of the work we have been doing in We Dare and which are detailed within this report. Best Life Possible takes all this work and really looks at what the Charity needs to deliver across it 3 core stakeholder groups to bring our vision of a life well-lived for the all the people we support to fruition.

The Best Life Possible strategy is all about delivering truly person-centred care to the people we support and setting our frontline colleagues up for success. So, as well as being armed with our We Dare values, the focus will be on our three core stakeholders, namely:

- **Customers** (people we support) - partnering with people who choose CIC to help increase independence, maximise potential and fulfil their aspirations with dignity and respect.
- **Colleagues** - offering our colleagues a career they love, that values and rewards them appropriately, and provides opportunities for learning and personal growth.
- **Communities** - helping to shape an inclusive society that recognises people who have support needs as valued citizens and enables their potential, supports the people who deliver and benefit from social care, and champions the importance of the social care sector.

There are three strategic projects and initiatives, sitting under four main objectives, the first three of which also reinforce the We Dare "Power of Three" strategy, as follows:

- Service Quality & Innovation (Customers)
- Career Opportunities (Colleagues)
- Community Engagement (Communities)
- Sustainable Economics

We will know if we have delivered on the strategy, if in five years we have achieved:

Service Quality & Innovation

- Community Integrated Care will be a consistent top-ranked provider against overall quality indicators.
- People we support and their family & friends will be highly satisfied with, and active promoters of our charity.

Career Opportunities

- Community Integrated Care will have a highly engaged and stable workforce and will be an inclusive community where everyone can be themselves.
- Colleagues will have the tools, skill and opportunity to success, and will be recognised and fairly rewarded for the jobs they do.

Community Engagement

- Our community projects will achieve a high level of social return on investment and will attract substantial funds from charitable donations and grants.

Sustainable Economics

- Community Integrated Care will have strong partnerships with commissioners that will be reflected in industry-leading rates of contract acquisition and retention.
- A stable annual operating surplus (excluding donations and grants).
- A 40% reduction in carbon emissions per person supported compared to 2020.

2.4 Our Achievements in 2020/21

Standing up for social care

Continuing our fight for proper recognition, funding and respect for the social care sector, the charity led the way in championing social care and the commitment and dedication of those who work within it across different media outlets during the year, including:

In April - alongside our partners in the National Care Forum, joint research unearthed the true impact of Covid-19 in care. Following coverage by BBC News, this led to increased focus on the role of the sector during the pandemic.

In June - questions were asked of the Government regarding the lack of testing for people with learning disabilities and colleagues in the North East represented the charity, and the care sector, on BBC News.

In July - CEO, Mark Adams, responded to comments made by the Prime Minister about the care sector across various media outlets and was quoted by the Labour leader in Parliament.

In September - CEO, Mark Adams, participated in the all-party Coronavirus Parliamentary Group. He used the stage to highlight the need for families to see loved ones and how independent living services were not being given regular testing like their care home counterparts.

A charity on the frontline

The British public witnessed the realities of life on the frontline of the pandemic in social care for the first time in a BBC Panorama documentary, which the charity helped in making. As the presence of Covid-19 first became felt, it was recognised that our colleagues – and hundreds of thousands of other social care workers like them – would be critical to the national response. With the focus largely on the NHS, we knew that we could not allow their contribution to be overlooked and the programme followed our frontline colleagues, as they worked through the day-to-day challenges presented by the pandemic.

The Panorama documentary, "The Forgotten Frontline", charted the story of four months at EachStep Blackley care home and grabbed national attention. It was the top trending topic across social media platforms, with thousands of people reaching out to share messages of thanks and support for our colleagues and their counterparts. The programme won the Best Current Affairs award at the Royal Television Society Journalism Awards 2021.

CEO, Mark Adams, said... "*The Forgotten Frontline was the first opportunity for the public to see, in any real detail, life on the frontline of social care during the pandemic. It brought into sharp focus the support that the sector urgently needed and the valiant efforts of social care workers in the toughest of circumstances. This programme made a difference, changing attitudes and increasing the focus on care. We would therefore like to thank our colleagues, the families of the people we support, and the team at the BBC for their trust in our charity and their unwavering understanding of the importance of this film.*"

Keeping people active

The pandemic impacted all aspects of the charity especially those people supported. Many faced challenges that meant they couldn't see their loved ones or enjoy their usual daily activities. As a result, a range of initiatives were introduced to help support and uplift their mental and physical wellbeing.

We Dare rainbows

Rainbows quickly became the symbol of hope throughout the pandemic, with pictures springing up in windows across the country. To mark the postponement of the charity's inaugural We Dare Day event in March, we took a moment to show our support for the wider social care sector and asked our colleagues and the people we support to design their own We Dare Rainbows, with hundreds displayed in the windows of our services and our colleagues' homes as a mark of unity.

Our virtual get-togethers

The reality of lockdown meant that people supported could not access the community groups that had become such an integral part of their personal lives, so we set out to create a virtual platform to keep people engaged and motivated. Joining forces with our partners, we delivered over 100

exciting and accessible online activity sessions. These events were great in keeping energy high amongst teams, encouraging maximum participation to combat boredom and isolation, with sessions led by Leeds Rhinos Rugby League Foundation, Portsmouth Football Club, Liverpool's creative hub (Bluecoat), and our very own DJ Ged!

Director of Partnerships and Communities, John Hughes, said... "*From chair-based exercise to live cook-along sessions, these activities have been a roaring success. They've been made possible by fundraisers who have enabled our charity to invest in exciting projects like this. A special thanks to our partners who have delivered exceptional virtual sessions and donated their time to our people*."

Care To Play

With months of lockdown in prospect, new, exciting and accessible activities were created for the people supported to enjoy from the comfort of their homes. We were proud to launch a unique table tennis training programme across hundreds of our services, so that everyone in social care could learn, play and enjoy this adaptable sport. Named "Care To Play", the programme became particularly important during periods of lockdown when being socially distanced was required and helped keep the people supported physically and mentally stimulated whilst exercise outdoors was still limited.

Throughout the past two years, we have been piloting the use of table tennis in a range of our care settings – from delivering activity sessions in specialist dementia care homes to utilising it in mental health talking therapies - proving the sport to be an inclusive, engaging and low-cost activity. The outcomes from these projects allowed us to collaborate with Table Tennis England, who helped deliver almost 200 table tennis starter packs to our care services, at a time when they were needed most. The Care To Play website provides a 13-minute training video that allows people who provide the care and support to help enable those supported to enjoy playing table tennis.

Rugby League Arts and Activity Tool

We teamed up the Rugby Football League and the Rugby League World Cup 2021 to create a special arts and activity toolkit, designed for the people we support during lockdown as a fun and entertaining resource. With plenty of interactive features, the toolkit was shared across our charity, and special prizes were awarded for sharing artwork across social media.

Active at home

In partnership with Leeds Rhinos and the Rugby Football League, the charity created the "Active At Home Activity Toolkit". This resource was designed to encourage colleagues and people supported alike to get involved in easy-to-adapt exercises at home, boosting mental and physical wellbeing at a time when it was needed most. Through a series of warm-ups, stretches and different forms of cardio exercise, the charity was able to provide an educational source that was fun, inviting and enjoyed by many.

Keeping connected

Like many throughout the year, being separated from families, friends and loved ones was one of the most difficult challenges faced by the people we support. To help combat this, we set about creating new and novel ways to keep people connected whilst they couldn't be together. These included:

- **Messages of love**
  After weeks of limited contact, our colleagues were keen to make sure that the people we support stayed in touch with their loved ones in as many ways as they could, including using social media to share special messages of love.

- **Window visits**
  Wherever possible, our colleagues arranged socially distanced window visits, even using headphones and tablets to enable people to communicate through the glass. The team at Applegarth on Teesside made Mother's Day special by setting up an outside visiting area, allowing the people we support and their parents to spend some time together – with a hot flask of tea and chocolates included!

- **Virtual visits**
  Across the country, services embraced technology and virtual visiting increased using FaceTime, Zoom and WhatsApp, with our colleagues exploring every avenue to keep people supported in contact with their loved ones.

- **An emerald anniversary**
  Despite care homes being in lockdown, the team at EachStep Blackburn was determined to help resident Norma Campbell and her husband, Harry, celebrate their 55th wedding anniversary by arranging a delivery of flowers and a special FaceTime video call. The team at the home said it was an honour to help Harry and Norma celebrate their special day using modern technology.

- **Family webinars**
  Within a few weeks of the first lockdown, a schedule of weekly webinars was established for the families of people we support to update them on the charity's response to the pandemic. Hosted by our Managing Directors via Zoom, over 500 loved ones joined the webinars to get the information and reassurance they needed.

Showing our appreciation

Throughout the year we took every opportunity to get the message across to our colleagues how much we valued them and how grateful we were for the efforts. Examples included:

- **Letters to children**
  We knew that it wasn't just the wellbeing of our teams that had been affected. Between home-schooling and lockdown restrictions, children were also having to adapt to many changes. With this in mind, we sent personalised thank you letters to our smallest, honorary members of Community Integrated Care - the children of our colleagues, who had done a brilliant job of cheering-up their parents, grandparents, siblings, aunts and uncles throughout the crisis.

- **Treat boxes**
  During the peak of the first wave, we delivered treat boxes, containing snacks, drinks and sweets to all our services. These were just a small token of appreciation for everyone's efforts on the front line.

- **Thank you e-cards**
  As we adjusted to new ways of working, we wanted to ensure that even when we were apart, we always had ways to show our colleagues some love! Special e-cards of thanks were created for people to download and send and brighten someone's day.

- **Summer Stars**
  Our seasonal reward and recognition schemes have always been an important way to shine a well-deserved light on our incredible colleagues. This year, Summer Stars took on a whole new meaning, with over 200 nominations and 40 winners. We were also grateful to Britvic, British Apple and Pears, Modibodi and Singa, for making large donations to our colleagues and services.

- **Spreading Christmas cheer**
  Christmas is usually a very special time for our teams. With everyone doing everything they could to create the festive magic in the most difficult circumstances, we wanted to do our bit to make our colleagues feel magical too. CEO, Mark Adams, hand-signed Christmas cards to all 5,794 of our colleagues and enclosed a voucher as a small thank you and we supersized our annual Christmas Crackers campaign, with double the number of winners and a special gift of a Christmas hamper. For the first twenty-four days of December, we ran a prize-a-day raffle, with jewellery, spa days and sports memorabilia offered as prizes.

Colleague wellbeing

At a time when many people were unsure how to feel in themselves, the charity sought out professionals who could offer support, advice and tips for our colleagues, partnering with health and wellbeing experts to provide a wealth of practical and engaging resources. A number of virtual activities were hosted, including:

- **Top tips for wellbeing**

  Collaborating with Tim Holmes, an independent health and wellbeing specialist, the charity formulated an interactive resource, called Top Tips for Wellbeing. The document promoted easy-to-adopt tips on how to maintain a healthy physical and mental lifestyle, both in the workplace and at home. Advice was given on creating a better environment, particularly for those working from home during the pandemic, and information was provided on building positive routines to mindfulness, such as nutrition and hydration. Each written section of the resource was accompanied by a short video clip, packed with inspirational ideas.

- **Mindfulness with Russell Treasure**

  Recognising that the impact of the pandemic was not only felt physically but mentally too, we sought the help of mindfulness coach and expert, Russel Treasure. Over a two-week period, 11 online mindfulness training sessions were held, open to all colleagues. The sessions took place throughout the day, during evenings and weekends, to ensure all teams had the chance to take part. Key skills were also provided to help colleagues adopt mindfulness techniques throughout everyday life, as well as techniques to build these into their busy routines. Through classes that taught mindfulness at home alongside mindfulness at work, around 400 people from our workforce downloaded or participated in one, or more, of the sessions. As a result of positive feedback, a follow-up event was held.

  As we headed into the year, we had big plans to mark our Charity Times "Charity of the Year 2019/20" award by holding our very first organisation-wide celebration - We Dare Day. While the pandemic initially put these plans on hold, by August we were thrilled to be able to return to the event with "The Big Walk & Talk Week", which comprised:

  - **Walk** - with lockdown restrictions easing across the UK, we challenged our teams to get outside and get walking! The goal was set for 1,092km - the distance between our most northernly service in Thurso and our most southernly service in Dorset. By the end of this incredible week, we had collectively achieved over 3,000km.

  - **Talk** - the event also had a bigger meaning too. Like many other organisations, 2020/21 saw us take a moment to stop and reflect on our approach to diversity and inclusion. We asked our teams to reflect on our charity's founding principles during their walks and share their ideas on how we could make sure that equality remains at the heart of the charity.

Diversity and Inclusion

As part of our Big Walk & Talk Week, colleagues told us that they wanted to make a clear commitment to making diversity and inclusion as one of our charity's key priorities. As a result, we appointed The Employers Network for Equality and Inclusion, independent experts in the field, to carry out a full diversity audit. This involved people from across all levels and roles within our charity, with one-to-one interviews, surveys and virtual focus groups, giving people the opportunity to share their lived experiences and tell their stories. All of this knowledge will help build a clear plan for the future to ensure we are creating a fair and equal environment for all to thrive.

Celebrating Black History Month

In October, we celebrated Black History Month, recognising the contributions and culture of our black colleagues and people supported. This included virtual movie nights honouring the seminal film "Black Panther" and an online cookery session celebrating Jamaican heritage, with colleagues and teams embracing the event.

Employment of disabled persons

The charity is a Disability Confident Employer, which means we guarantee an interview for candidates with a disability provided they meet the essential criteria for the role. If the applicant has a disability, which makes it difficult for them to submit a completed application form, a submission via an alternative format will be accepted as a reasonable adjustment. When interviewing, we will explore possible reasonable adjustments to a post taking into account a candidate's disability.

Fantastic fundraising

To give the charity a boost after an extremely tough few months, we made it our mission to get as many of our colleagues as possible involved in a whole host of exciting fundraising activities. As well as generating support from the public for the work of our incredible teams, we raised a huge £40,000 in donations. These important funds were used to put plenty of smiles on the faces of the people we support, giving them opportunities to stay active, have fun and keep in touch with their loved ones. Fundraising events included:

- **Care with Hair** - with hairdresser salons closed, we asked people to become DIY stylists, creating their very own 'lockdown looks' and donating what they would have paid at the salon to the charity. The response was incredible, with rugby stars, footballers and our own colleagues taking on the challenge. We saw everything from rainbow mohawks to multi-coloured beards, raising an incredible £22,000!

- **Care-istmas Jumpers** - the run up to Christmas saw the charity launch its £10k for Christmas Day campaign, which aimed to purchase gifts and create special seasonal moments for the people we support. For the very first time, we created limited edition Christmas jumpers & T-shirts, which quickly became the must have fashion item of the festive season! Inspiration for the festive design came from Carol Maher, a lady we support in the North West, and her Support Worker, Jennifer Wallace. The pair had submitted the winning entry in our annual internal Christmas card competition, beating hundreds of brilliant designs to the top spot.

- **'No Secret Santa' Secret Santa** – launched in December, this campaign allowed the public to donate the money they would have usually spent on a Secret Santa gift to the charity instead. CEO, Mark Adams, said… "*We wanted to give people the opportunity to make a Christmas wish come true for someone supported in social care, whilst also allowing people to make a gesture on behalf of their loved ones that would be remembered forever*. *With our 'No Secret Santa, Secret Santa' campaign, we gave people the chance to make a real difference. With lockdown and restrictions meaning that the people we support had far less access to enjoy a normal Christmas in their community, this seasonal support was never more vital."*

In 2020, we are proud to have raised over £40,000 - thanks to the huge support from our colleagues, communities, and partners.

Sporting visits

Manchester City football star, Ilkay Gündogan, enjoyed a 30th birthday with a difference when he celebrated his big day with people supported by the charity. Selflessly, the midfielder marked his milestone birthday by making special socially distanced visits to EachStep Blackley and St Anne's House in Tameside. After what had been a challenging few months for both services, seeing the star arrive with gifts for everyone lifted spirits and brought lots of smiles. Samantha Brennan, the charity's Managing Director for the North West, said… *"We were absolutely blown away when Ilkay approached us to celebrate his 30th birthday with our charity. The impact of coronavirus and lockdown on the social care sector has been very tough, so this incredible gesture provided a real boost. In these services, football is an absolute passion, so it was a dream come true for many to spend time with their football hero.*" Click on the following link to watch the moment when Ilkay surprised the people we support:

https://youtu.be/wswDKnGrD3I

Ilkay Gündoğan said… "*It was amazing to meet the teams at Community Integrated Care and to hear about their hard work during the pandemic. I had such a great time meet the people living at EachStep and St Anne's House, having a chat and sharing some gifts. They told me that it was a special day for them, but it was even more special for me! It's a birthday I'll always remember."*

St Helens RFC legend, Paul Sculthorpe, Rugby League World Cup 2021 (RLWC2021) and Rhino Rugby League teamed up to bring a special surprise marking National Learning Disability Week in June. The Saints and Great Britain star visited one of our Supported Living services, Mill Point, in St Helens, bringing gifts to the people we support and our colleagues, including a range of Rugby League activity equipment, helping them stay active throughout the pandemic. Paul Sculthorpe said... "*It was brilliant to see everyone's faces light up when I arrived. You could see how much it meant to them, being such massive fans. For me, it was important to show them some support at a tough time and to celebrate National Learning Disability Week*. *This visit shows how important the RLWC2021 partnership with Community Integrated Care is.*" Click on the following link to watch the moment when Paul made his surprise visit:

https://youtu.be/p9QKxK6FFbM

Sporting partnerships

Betfred Super League paid tribute to our key workers by prominently featuring the charity's logo in the stands at its behind-closed-doors games. Robert Elstone, CEO of Super League, said… "*Since the return to action, Betfred Super League has been proud to recognise our partnership with Community Integrated Care and celebrate the invaluable support provided by them within our communities. We have always been inspired by our partnership but in these turbulent times, we can only imagine the scale of the daily challenge faced by their teams across our communities. We are immensely proud to be associated with such life changing and much-needed interventions. The social care sector, alongside the NHS, has been on the frontline of the Coronavirus pandemic and our sport is unique in supporting an Official Social Care Partner. So, it is our privilege to highlight Community Integrated Care in our stadiums and allow the time to reflect on our gratitude for every member of the organisation."*

The Rugby League Council recognised the role played in the pandemic by the charity by awarding CEO, Mark Adams, with the RFL President's Award, presented Clare Balding OBE.

RLWC 2021 and the charity also launched a ground-breaking inclusive Volunteer Programme. This world-first project, supported by Sport England's Major Events Fund, will see the charity create a range of accessible and aspirational volunteering opportunities for hundreds of people who have care and support needs, running throughout 2021 and continuing in the months following the tournament. Early plans include the recruitment of experts to advise tournament organisers, the creation of school assemblies to educate young people on inclusion, and opportunities to volunteer with the RLWC2021 team. If you would like to learn more about this project, please contact RLWC@c-i-c.co.uk.

Caring in Covid

The National Care Forum's 'Caring in Covid' project documented the heroic efforts of the social care sector throughout the crisis and has now been published in an eBook. Everyone working in the sector faced the same universal challenge and that was to keep society's most vulnerable safe. The charity was proud to have three stories featured in this prestigious publication, highlighting the remarkable work of our colleagues and partners. In the eBook, you can read about the charity's key role in BBC Panorama's "The Forgotten Frontline", which documented the many challenges that the charity and wider care sector faced in the early stages of the battle against Covid-19.

The story of one of our colleagues, David Young, a Support Worker from Caithness in Scotland, is also highlighted. The article highlights David's own personal sacrifices, explaining why he made the extraordinary decision to move into his greenhouse for the majority of the pandemic to protect those around him. Our incredible community partners also received a tribute for lightening the load in the most difficult of times. Partners, including the sporting giants Leeds Rhinos, Widnes Vikings, Liverpool FC, Middlesbrough FC and Portsmouth FC, all gave thousands of hours of support to our charity and we share more about this in the publication.

The eBook will be included in the British Library, allowing future generations to read about the sacrifices made by care workers throughout the crisis. CEO and Non-Executive Director for the National Care Forum, Mark Adams, said… "*Throughout the pandemic, care workers have been the backbone of society, many making huge personal sacrifices to ensure they continue to deliver world-class care and support to the most vulnerable. All of these stories highlight the huge challenges many have faced, and I hope this book will raise the profile of the incredible work our frontline carers do for society every day*."

You can read the NCF's Caring in Covid eBook by clicking on the following link:

https://www.nationalcareforum.org.uk/ncf-caring-in-covid-project/

Awards Success

The charity was proud to have won or been shortlisted in twenty-one national awards and a whole host of the charity's people, teams, partnerships and projects were recognised across six different events, including the following:

National Care Awards

- Outstanding Care in a Crisis - EachStep Blackley (Winner)
- Best Care Manager - Michelle Phillips
- Best Dementia Care Manager - Michelle Phillips
- Care Personality - Mark Adams (Winner)

Great British Care Awards

- Care Employer - Community Integrated Care
- The Care Innovator Award - Community Integrated Care Learning Disability Super League
- Care Home Worker Award - Catherine Khan, Priors Court, Scotland (Highly Commended)
- Care Team Award - School Close
- The Putting People First Award - Pineview
- The Care Innovator Award - Tees Alive & Middlesbrough
- The Housing with Care Award - Audomar Bracho, Cherry Tree House
- Care Innovator - Community Integrated Care with Portsmouth FC
- Frontline Leaders Award - James Sainsbury

Skills For Care Accolades

- Best Employer
- Most effective collaborative approach to new models of care for the Learning Disability Super League (Winner)

Digital Technology Awards

- Best Non-For-Profit Digital Project

Internal Communication National Awards

- Best Crisis Response - Coronavirus (Award of Excellence)
- Best Team (Award of Excellence)

Internal Communications North Awards

- Best Campaign for #DareToShare (Commendation)
- Best video for our We Dare strategy launch (Commendation)
- Best In-House Team (Winner)
- Double win at the National Care Awards

The charity was honoured with two prestigious accolades at the 22nd National Care Awards and after a year of championing the social care sector in the national media, CEO, Mark Adams, won the 'Care Personality' award, which was selected by an independent panel and is given to the individual that the judges believe has made the biggest contribution to the care sector in the previous twelve months. The team at EachStep Blackley Care Home in Manchester was also recognised, winning the 'Outstanding Care in a Crisis' award, recognising the extraordinary efforts of everyone at the care home.

Age Exchange achievements 2020/21

Age Exchange is a charity based in Blackheath, London. It's mission is to reduce isolation and loneliness, to promote intergenerational understanding, to improve the quality of life and care for older people and those with dementia, and to support carers to maintain their own health and wellbeing through the provision of reminiscence arts.

- Finalists in the Dementia Care Awards in the Outstanding Dementia Care Resource category for the Reminiscence Arts Activity Boxes, which had been created in response to the pandemic.
- The Caring Together service supported 150 people living with dementia and their carers virtually during the pandemic. The virtual day care service:
  - provided over 109,000 minutes of support calls to our Caring Together and day care services users;
  - delivered 1,476 reminiscence arts activity boxes and singing and movement DVDs; and
  - provided 1747 hours of support through zoom groups and face to face groups in the periods they were able to meet.
- Worked in partnership with The Tower Hamlets Carers Centre and The Diamond Club in Catford to support an additional 60 older people to find their 'Happy Place' through on-line reminiscence sessions and activity boxes.
- Provided training for a range of organisations including the Imperial War Musuem Network, South London and Maudsley NHS Trust, The Centre for Social Innovation in Poland, Goldsmiths University and The Royal Museums Greenwich.
- Launched an on-line art gallery called 'Lockdown' to showcase the creativity of people living with dementia and the work they had produced from the Age Exchange activity boxes, which can be viewed by clicking on this link - www.ageexchangegallery.org.uk.
- Worked in partnership with Combat Stress to celebrate their 100-year anniversary creating a film and a series of podcasts to record the mental health journey of veterans with PTSD. The podcasts have been listened to nearly 5,000 times and the film has had seven virtual screenings during the year.
- Continued the aging volunteering programme, with 71% of volunteers saying they had made new friends volunteering at Age Exchange and 100% said they would recommend it to a family member or friend.
- Supported volunteers who were shielding, with weekly newsletters and support calls to keep them connected.

Reaching new people

The charity established itself in East Sussex for the first time, with the opening of the newly redesigned Supported Living service, Greenacres. This purpose-built service includes six one-bedroom apartments with outdoor space, offering independent community living for people with learning disabilities and autism. Having undergone a huge re-development as part of the Transforming Care agenda, the service includes a number of bespoke elements aimed at delivering the most therapeutic living environment for those living there. Curved walls and modular furniture all feature in the bespoke apartments, aligning with the Positive Behavioural Model of Support. This collaboration with East Sussex County Council, NHS England and Inclusion Housing will return people, who have for decades lived outside of the county in institutionalised settings, back to their homes in East Sussex. COO of Independent Living, Karen Sheridan said… "*Our charity was founded in 1988 as one of the pioneers of the 'Care in the Community' agenda, with the continued aim of supporting people to leaving long-stay institutionalised settings to lead fuller, better lives in the community – and over 30 years on we're honoured to continue doing that here at Greenacres*. *We exist to deliver world class support to people with care needs so they can live the best lives possible. That's why we're delighted to have worked so positively with our commissioning and housing partners, enabling people to move back to their home county alongside their family, friends and local community."*

In the past 12 months, the charity has opened another 31 new services, supporting 162 people.

Innovations in Care

For many, the events of 2020 understandably meant that opportunities for innovation were limited, however, the charity did not rest on its laurels. Instead, it continued to implement life-changing technology, forged new partnerships and met the demands of the pandemic with new ways of working. These included:

- **Nourish** - the roll-out of this digital care planning system was completed by the end of the year in all the Independent Living services, with just the Extra Care and EachStep Care teams still to reap the benefits of this transformative platform in 2021.
- **Hive** - we know that in order to do their best work, our colleagues need to feel listened to, informed and valued. Feedback is essential to making this happen, so we have always considered our engagement surveys a vital tool in this process. By partnering with engagement experts, Hive, we took our approach one step further and through Hive's survey platform put the consultation process in the hands of our leaders, which meant at a local level that colleagues could play an active role the planning process.
- **Technology Enabled Care** - over the last decade, there have been major developments in the specialist assistive technologies available to social care providers. These are now so sophisticated in their capability that they allow organisations like ours to completely transform our product and create new models of care that are flexible, tailored to the person supported and sustainable in the future. Pre-pandemic, it had been intended that this would be a two-year project but following the first wave of the pandemic, the charity was approached by one of its commissioning partners in the North West to introduce a range of technology-based

innovations. This included the creation of a virtual care centre for the people we support, which was on-hand to provide both planned and ad-hoc video support when needed. Throughout 2021, we aim to introduce Technology Enabled Care approaches throughout the organisation, so that we can meet the needs of the sector as an innovative, modern and responsive care provider.

Bringing new experience to our team

We welcomed new and familiar faces to our organisation to help continue driving the charity towards a better and brighter future, including:

John Hughes - who re-joined the charity as Director of Partnerships and Communities, having previously worked in the Marketing and Communications team for over a decade. In his new role, John leads the development and promotion of the charity's national corporate partnerships with major sporting, arts, cultural and academic institutions.

Keith Rhodes - who joined the Board of Trustees. Keith has held a number of roles throughout his career in financial services, primarily focussed on treasury activities, risk management, oversight and prudential regulation. This has included establishing appropriate frameworks and policies for the management and oversight of risks.

Remembering those we have lost

The tragic impact of the pandemic has been felt far and wide. Despite seeing the very best of our charity and what it stands for throughout the crisis, the loss of life has been devastating. Throughout the pandemic, the charity has lost 117 much-loved people - 114 people we support and 3 colleagues. Each person who has passed away made a special contribution to the lives of everyone around them and all are missed. In these most difficult of times, our teams have pulled together to be there for each other and for loved ones, as well as continuing to provide the very best care to the people we support.

Paying tribute

Whilst everyone who has lost someone special will grieve in their own way, we want to come together, as a family, to remember those we have lost, celebrate their lives and comfort the people who meant the most to them. When the time is right in 2021, we will unveil a permanent memorial to those who have passed away at our Head Office in Widnes and at our regional offices, where possible. We will open a permanent Book of Memoriam as a safe space to share feelings and memories, or simply to leave a message of condolence. Last but not least, we will be arranging a Celebration of Life Event to share our thoughts and feelings.

2.5 Supporters - thank you

We would like to express our thanks to those organisations and people who have supported the charity throughout year, including:

- Sport England
- SCVO
- Nesta
- Greater Manchester CVO
- Merseyside Sports Partnership
- Western Power
- Croda
- ACS
- Cheshire Community Fund
- B&Q
- National Lottery Foundation
- Renova
- Rugby Football League
- Super League
- Rugby League World Cup 2021
- Table Tennis England
- Widnes Vikings
- St Helens RFC
- Leeds Rhinos
- Portsmouth FC and Pompey in the Community Foundation
- Middlesbrough FC Foundation
- Liverpool FC Foundation
- EFL Trust
- Scotland RL
- NHS England
- Disability Rights UK
- Open Eye Gallery
- Alun Kirby
- Tadgh Devlin
- The Good Things Foundation
- Veolia
- Singa
- Modibodi
- Britvic
- Xiaomi
- Fane
- English Tea Shop
- BT
- Lunya
- Armitage CE Primary School
- Ilkay Gundogan
- Leroy Sane
- Peter Mata'utia
- Oliver Ashall-Bott and Georgina Stanway
- James and Ted Chapelhow
- Willie Isa
- Brian Carney
- Terry O'Connor

2.6 Financial Review

The financial results for the year are set out on pages 43 - 61.

The charity group (including Age Exchange) recorded total income for the year of £142,240k representing an increase of 8% on the year to 31 March 2020 (£131,365k). Total expenditure for the group (excluding exceptional items) increased by 7% to £141,745k (2020: £132,454k). Despite the significant headwinds faced by the charity in the year, it has seen a return to an operating surplus with net income of £495k excluding the exceptional impairment (2020: net expenditure £1,089k). It should be noted that £738k of the net income figure relates to surpluses generated on the sale of assets rather than a return on charitable activities. The charity had budged an operating surplus but in the context of the year, the charity is satisfied that its underlying activities are sustainable and that it should see a return to operational surplus in the year ahead.

The exceptional expenditure relates to the impairment of assets included in the sale of the Older Peoples Services (EachStep) division. The overall loss on sale will be £2.1m. As the assets have been separately valued in the sale, the impairment review takes place at individual asset level rather than the cash generating unit as a whole. £5.6m impairment is accounted for in the current year's accounts and a profit on sale of £3.5m will be accounted for in 2021/22

The charity group segments its results by operating division – a summary of the result for the year ended 31 March 2021 is presented below:

			£'000		
	Income	Operational staff costs	Direct costs	Support costs	Net Income
North West	35,548	28,195	2,534	4,407	412
North East	31,962	25,019	2,043	4,162	738
Scotland	24,716	18,185	1,197	3,369	1,965
South and Central	19,101	15,986	1,620	2,768	(1,273)
Older People Services	27,904	21,714	7,030	3,501	(4,341)
Coronavirus Job Retention Scheme	1,678				1,678
Grants, donations & fundraising	396				396
Other Income	935				935
Exceptional item- impairment of fixed assets				5,625	(5,625)
Loss on joint venture				12	(12)
	142,240	109,099	14,424	23,844	(5,127)

Reserve policy

Group reserves as at 31 March 2021 have reduced to £33.8 m (2020: £38.1m). Within this balance are restricted reserves of £6.4 (2019: £7.4m) represented by a mixture of freehold and leasehold land and buildings donated to the charity by several local authorities and public bodies. Disposal of these buildings is subject to the approval of the donating authority.

Free reserves of the group as at 31 March 2021 stood at £5.7m. This is calculated as the unrestricted reserves of £27.2m less the carrying value of tangible fixed assets not covered by capital grants of £21.5m.

The charity adopted a revised reserves policy during the year. The policy requires the charity to meet both a capital adequacy test and liquidity ratio. These tests have been met and the Trustees are satisfied with the size of the reserve and the structure of the balance sheet. Trustees remain

committed to the reserves policy and will look to rebuild reserves from future surpluses. Trustees review the policy and level of reserves on a regular basis and consider it prudent and appropriate to recognise the need to maintain the policy under review, as the mix of assets and liabilities changes in the balance sheet as a result of the active management of the portfolio of services.

Investment policy

The charity has the power to make investments which the Board of Trustees deem to be appropriate in meeting its charitable objectives. The Finance and Investment Committee ensures that procedures and safeguards are in place to ensure that the charity's resources are managed appropriately, are in accordance with its charitable purpose and that the return from assets and capital employed meets the expectations and approval of the Board of Trustees. The charity itself does not currently hold any financial investments but places surplus cash in interest bearing accounts with investment grade rated UK financial institutions. The group holds investments through an endowment fund within its subsidiary, Age Exchange, which is reviewed throughout the year by three of its Trustees. As at 31 March 2021, the investments were valued at £112k (2020: £94k).

Cash flow

Net cash inflows from operating activities increased to £6.2m (2020: £4.4m), with a net inflow from investing activities at £1.5m (2020: £1.4m). Cash balances as at 31 March 2021 increased to £19.9m (2020: £12.7m).

Long term borrowing

Secured loans have reduced to £3.1m (2020: 3.4m), including consolidation of long-term borrowing by Age Exchange of £328k.

Pension liabilities

The charity is obliged under FRS102 to provide for its share of any reported pension deficit at the balance sheet date from those benefit schemes of which it is a member. The Local Government Pension Scheme for Dumfries and Galloways is in surplus of £63k as at 31 March 2021 (2020: deficit of £867k). The Local Government Pension Schemes for Greater Manchester reported combined net pension assets of £1.0m as at 31 March 2021 (2020: £1.2m). The charity is unable to recover any surplus in these schemes through either reduced contributions in the future or through funds from the scheme and therefore movements have not been recognised in the statement of financial activities (SOFA) for the year.

Subsidiary undertakings

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

Related parties and interests

Details of related party transactions and interests in other group companies are set out in Note 21 on page 61.

Funds held on behalf of residents

The charity has responsibility over residents' personal monies totalling £6.7m as at 31 March 2021 (2020: 6.1m) but does not have beneficial ownership. Therefore these funds, which are held as cash by banks other than the charity's principal banker, are excluded from the financial statements.

Trustee indemnity insurance

The Board of Trustees has the benefit of Trustee indemnity insurance cover of £10m which is authorised in the Articles of Association. Such insurance was in force during the year ended 31 March 2021 and remains in force in relation to certain losses and liabilities, which the Trustees may incur to third parties in the course of acting as a Trustee (Director) of the charity or of any subsidiary undertaking.

Fundraising policy

The charity's fundraising activity is largely represented by in-house events, legacies, corporate fundraising with local companies and national partners and gifts from trusts and foundations. It does not currently use professional fundraisers or commercial partners to help it deliver its work. The charity complies with current regulations and best practice set out by regulatory and professional membership bodies - The Fundraising Regulator, the Institute of Fundraising, the Scottish Charity Regulator (OSCR) and the Scottish Council for Voluntary Organisations (SCVO). Due to the nature and logistics of delivering fundraising across multiple sites, it is aware that the potential for breaches of fundraising compliance exist and manages and minimises these risks through implementing compliance policies with a focus on training and inductions for new starters, quality checking and audits. It engages proactively and works with the Fundraising Regulator and other professional bodies to ensure that any concerns raised are addressed as a priority. There has been one reported fundraising complaint received in the 2019/20 financial year, which has been addressed and the matter has now been closed. The charity employs a code of conduct to protect vulnerable people, which all fundraisers must adhere to, and has published its Adults in Vulnerable Circumstances Policy to ensure all staff have full guidance in this area. The charity's registration with the Fundraising Regulator and commitment to following, reviewing and consulting on the Code of Fundraising Practice includes safeguarding its supporters' interests.

2.7 Risk Management

The charity's approach to risk management is based on the principle that risk management capability must be embedded across all areas of the charity to be effective. The charity operates a "Three Lines of Defence" model, through which we are clear on roles and responsibilities for managing risk. This is supported by a system of internal controls and regular assessments which are undertaken by second and third lines to confirm the effectiveness of the risk and control frameworks in relation to both the current and emerging risk profile. The Board's Audit and Risk Committee is responsible for oversight of the corporate risks and for the escalation of issues to the wider Board of Trustees.

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

The Risk Management strategy consists of:

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

Board assurance that the risk management framework is operating as expected is provided by internal audit which is conducted by a third party. As a result of the pandemic the internal audit plan was modified but nine audits were still completed, with all providing reasonable assurance, or better, that controls were operating effectively. The overall control opinion for the year provided by internal audit was that the charity had an adequate and effective framework for risk management, governance and internal control. Further enhancements were identified to ensure that it remains effective and these are being implemented.

The principal risks the charity actively monitors and manages

Principal risk category	Risk Appetite	How is this risk managed
Quality of care is the risk of not delivering the standard of care necessary to meet the needs of the people we support.	The charity is committed to providing good care and support. This involves a defined set of qualitative and quantitative objectives and supporting risk appetite measures, supported by contractual relationships with commissioners and regulatory oversight and inspection.	The effective management of this risk is at the core of the charity's purpose. To this end, it has a comprehensive framework in place across first and second lines to ensure the risk operates within appetite. Oversight is provided by the Quality and Standards Committee with matters escalated to the Board as required. Supporting management of this risk is: Quality Assurance Framework supported by appropriate management information. Adequate levels of resourcing to ensure contractual commitments can be delivered safely. A comprehensive policy framework and supporting procedures. Role specific training. Whistleblowing policy and process. Complaints management. Services of concern process and critical issues log.
Financial resilience is the risk of surplus and cash generation not meeting the operational and strategic needs of the charity and placing in	The charity business model is primarily an outsourced provider of social care to vulnerable people for local authorities. It is dependent upon public sector funding. The charity has a very limited appetite for financial risk and seeks to ensure that it retains a strong balance sheet and appropriate levels of liquidity to meet all	The Board approves the annual financial plan and supporting risk appetite measures. Ongoing oversight is provided by the Board Sub-Committees, in particular the Finance and Investment Committee. This includes the identification of non-core assets for disposal. Operational management of the risk is supported by:

Principal risk category	Risk Appetite	How is this risk managed
jeopardy the ongoing viability of the charity.	liabilities as they fall due and ensure the ongoing viability of the business through the economic cycle. The charity seeks to ensure it has a diversified portfolio of contracts and actively manages concentration risk to ensure there is no overreliance on any particular contract or commissioner. Investment to meet the changing demands of the sector is funded by surplus generated from the ongoing operations of the charity and the disposal of assets regarded as non-core.	Budget process. Monthly financial reporting including detailed and appropriate MI. Forecasting to ensure an appropriate forward-looking view. Effective risk/reward assessment for all new commitments. Continuous review of the ongoing financial viability of individual services. Clearly articulated reserve, liquidity and borrowing policies approved by the Board and overseen by the Finance and Investment Committee.
Compliance with regulatory and statutory requirements is the risk of failing to identify, monitor and comply with relevant laws, regulations and expectations in the charity's operations, failure to engage effectively with regulators or inform them in a timely way of any failure to meet expectations, providing inaccurate, misleading or false information to regulators or statutory bodies or failing to respond to requests for information in a timely way.	The charity operates in a highly regulated sector. Failure to meet these expectations would result in risk of harm to the people supported and the colleagues employed by the charity. It would result in unacceptable levels of reputational risk and could result in the closure of services and/or the charity. It therefore has no appetite for operating outside regulatory and statutory requirements or expectations.	The charity aims to operate within the letter and spirit of regulatory requirements at all times. There are clear operating guidelines within the charity setting out how engagement with regulators and other statutory agencies is to take place, whenever a new service is made available or a new initiative is undertaken. Supporting this compliance is: An open and proactive relationship with regulators and other statutory bodies at all times. Active and ongoing management of the charity's market oversight rating from the CQC. Policies and procedures which reinforce a culture of regulatory compliance. A Quality Assurance Framework which reinforces compliance with regulatory and statutory requirements. Mandatory role specific training. Appropriate levels of resource to ensure that all statutory and regulatory expectations are met and that the charity operates in a safe and secure environment for the people it supports, its staff and other stakeholders. Safeguarding policy and training. A clear governance model which ensures appropriate oversight of all regulatory requirements.
People risk is the risk of not having sufficiently skilled and motivated	The ability to manage this risk is heavily impacted by the available financial resources to recruit and retain the necessary capacity	The charity's risk management is focused on improving the quality of recruitment and improving the retention of staff. Oversight of this

Principal risk category	Risk Appetite	How is this risk managed
colleagues who have the capabilities to deliver the services which the charity has contracted to deliver, who are clear on their responsibilities and accountabilities and who behave in a way that is aligned to the values and business purpose of the charity.	and capability to deliver services to the people supported. The charity is prepared to accept a high level of turnover and the employment of agency staff as a consequence of the challenging employment market from which it sources staff, recognising that this will mean that it will not always be able to deliver the highest quality of care to which it aspires.	risk is provided by the Board's Workforce Committee. Supporting management of this risk at an operational level is: Charity-wide engagement strategies including GameChangers, recognition and long service schemes. Regular assessment of employee engagement through surveys and roadshows. Maintenance of a well-being fund to assist employees in difficulty. Implementation of an improved employee value proposition - "The Deal". Investment in Learning and Development. Investment in recruitment and onboarding and induction to improve retention.
Strategic business risk is the risk of significant loss and or damage (including to reputation) arising from the charity's decisions that impact on the long-term interests of its stakeholders, from the failure to execute strategic plans or from an inability to adapt to a changing external development.	The charity operates in a high-risk sector, with a high reliance on public sector funding and in a rapidly evolving external environment with the potential for major structural change. It is engaged in the delivery of a strategic plan aimed at responding to these challenges by refocusing the charity and creating a platform for future sustainable growth. This will include ceasing to provide services where that cannot be undertaken profitably. This necessarily involves acceptance by the Board of a higher level of strategic risk than has been the case in the recent past and places significant management stretch across the whole organisation. Failure to deliver the plan would place the ongoing financial viability of the charity at risk.	Ownership of the strategy rests with the Board. The Board provides approval and ongoing oversight of the strategy through its regular meetings and supporting committees. Individual Executive Team members have specific responsibilities for the delivery of the different strategic initiatives. The charity has a business development function responsible for retaining existing profitable contracts and winning new profitable contracts. Reputation risk arising from the execution of the strategy, for example around the decision to cease to provide a service, is managed in the first instance by the CEO with escalation to the Board as required. Strategic Business Risk is overseen at Board level as a specific item on the Strategic Risk Register. The charity actively seeks to influence the development of public policy, led by engagement by the CEO and Chair with public sector bodies and key influencers.
Operational risk (including reliance on information and information security) is the risk of loss resulting from inadequate or failed internal processes, projects and or systems or from	The charity is prepared to tolerate a level of operational risk exposure within agreed thresholds and limits. A level of resilience risk from internal and external events is tolerated. however, immediate steps are taken to minimise the impact on the people supported through recovery within defined timescales. Operational risks are likely to impact on the charity's reputation and	The charity has a comprehensive set of policies which seek to identify operational risks and set out how they are to be managed and mitigated. This is supported by an enterprise-wide communication and training programme. Investment in systems and processes to ensure a satisfactory level of operational efficiency. Specific risk tolerances are agreed by the Executive Team and the Board, as appropriate.

Principal risk category	Risk Appetite	How is this risk managed
external events including, for example, a cyber attack. It includes legal risk, and operational risks associated with the strategy. The primary responsibility for managing these risks rests in the first line in the delivery of services in accordance with the policies and procedures of the charity with oversight provided by the second line functions.	financial viability and tolerances need to be set accordingly.	Key risk tolerances are included within the annual risk appetite statement approved by the Board. Breaches of risk tolerance are escalated to the Board and its Sub-Committees as appropriate. A comprehensive information management and digital investment strategy including agreed protocols for the management of data, testing of new applications. This is supported by enterprise-wide Cyber Essentials accreditation and annual third-party penetration testing. The charity has an enterprise-wide Business Continuity Plan and Disaster Recovery Plan in place, which is tested regularly and reviewed annually by the Board.

2.8 Going concern and statutory statements

Going Concern

Accounting standards require the Board of Trustees to consider the appropriateness of the going concern basis when preparing financial statements. In early 2020, the group began to be impacted by the Covid-19 pandemic and by March 2020 had decided to invest reserves in its front-line workforce through enhanced pay and sick-pay benefits, as well sourcing additional PPE and specialist decontamination services. During the year therefore, the financial and operational resilience of the group was well-tested. Since the year end, we have seen some additional costs persist but the annual budget predicts a return to surplus and we are confident this can be achieved. In order to consider the appropriateness of the going concern basis, we have prepared forecasts to, 30 November 2022. With a net cash position of £19.9m as at 31 March 2021 and a forecast that the balance will be in excess of £35m, the group is confident that it has adequate resources to continue operational activities for 12 months from the date of this report and that it has sufficient cash to meet all loan repayment commitments.

Public Benefit

- The Board of Trustees has given due consideration to the Charity Commission's published guidance on the operation of the public benefit requirement by looking at the charity's activities undertaken during the year and can demonstrate that the services provided continue to have an identifiable benefit, are directly related to the aims of the charity, and that benefit is to the public or a section of the public. The Board of Trustees is satisfied that the charity meets the tests with regard to public benefit and that the charity provides tangible benefit to a large section of the public by providing care services for vulnerable adults, adults with learning difficulties, mental health concerns, autism or physical disabilities. It also provides care for the elderly in care homes and in the community, offering care for those with nursing, dementia and end of life palliative care requirements.

- Community Integrated Care is a not-for-profit organisation which encompasses services from northern Scotland to the south coast of England. The charity works with the vulnerable and challenging adults and does not restrict members of the public from being able to benefit by virtue of the ability to pay or where a person lives. One of the founding aims of the charity is to promote inclusion for individuals supported in the communities in which they live. This can be challenging due to the barriers relating to social exclusion such as stigma, access or discrimination. The charity helps to bridge this gap by building relationships in the community, by having a "can do" approach to integration and provides benefits to the people we support in community activities, including employment opportunities and education. It also offers opportunities to other members of the public through volunteering, community events and sharing the use of some of our facilities.
- The charity supports the establishment of social inclusion groups to empower the individual, which can be clearly identified through the care we provide and the partnerships we develop. All its services are publicly funded by Local Authorities, Health Authorities or Clinical Commissioning Groups, although it does care for a small number of self-funded members of the public. Its aim is to provide highest quality of care for anyone in need regardless of the service user's situation. Care service contracts with public sector bodies must demonstrate value for money whilst also maintaining high standards of care.
- Our recognisable benefit is to those individuals who, for whatever reason, are unable to live independently and require support to ensure that they have fulfilled lives and the people we support are encouraged to try new things and to be independent. The charity continues to innovate and meet new challenges for the services it provides by, for example, the introduction of assistive technology and support to help individuals lead independent lives.
- The charity encourages the employment of those who live with a disability within the organisation and has established forums for the people supported to hold regular meetings and participate in peer review of the services we deliver. Such peer review reports form the basis of a powerful method of quality of care provided and assist in the development of innovative approaches to how future care and support could be delivered. As user involvement is now at the heart of health and social care policy, across Community Integrated Care this is at the heart of everything we do. Ideas continue to develop which reflect this theme, based on the principles of personalisation, co-production and empowerment and Community Integrated Care will continue to harness the voice of the people who choose to be supported by us to inform every element of the charity's operations.

Post Balance Sheet Event

On 21 June 2021 Community Integrated Care merged with Life Opportunities Trust, a £6m turnover social care charity based in Herefordshire.

2.9 Reference & Administration Details

Life President:
Dr David Robertson

Board of Trustees:
Elizabeth Raper (Chair)
Greg Beales (resigned 9 October 2020)
Teresa Fenech
Shaun Gallagher
Simon Learoyd
Nigel Lemmon
David McIntosh (Senior Independent Trustee)
Amanda de Ryk
Philip Smyth (Deputy Chair)
Heather Tierney-Moore
Keith Rhodes
Jay Muthu (appointed 22 June 2021)
Wallace Dobbin (appointed 22 June 2021)
Mandy Wearne (appointed 22 June 2021)
Sue Tunmore (appointed 22 June 2021)

Company Secretary:
David Hedley

Chief Executive Officer:
Mark Adams

Charity and Company registrations:

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

Registered Office Address:

Community Integrated Care
2 Old Market Court
Miners Way
Widnes
Cheshire
WA8 7SP

Principal Bankers:

Lloyds Bank Plc
53 King Street
Manchester
M2 4LQ

Auditors:

BDO LLP

Solicitors:

Weightmans LLP

3 Hardman Street	100 Old Hall Street
Spinningfields	Liverpool
Manchester M3 3AT	L3 9QJ

Internal Auditors:	**Investment Managers:**
RSM Risk Assurance Services LLP	Cazenove Capital Management
Festival Way	12 Moorgate
Festival Park	London
Stoke-on-Trent ST1 5BB	EC2R 6DA

The charity's principal object is to promote, for the public benefit, the relief of those in need because of youth, age, ill-health, or disability throughout the United Kingdom. In December 2020, the charity's objects were amended by special resolution of the Board of Trustees and with Chairity Commission and OSCR approval, to include the ability to raise public awareness of the needs and welfare of the people it supports, their family and carers.

2.10 Structure, Management & Governance

Board of Trustees ("the Board")

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

A Trustee skills matrix is maintained by the Company Secretary and development opportunities are reviewed on a regular basis to ensure the Board continues to meet the changing needs and demands of the charity. An external governance review was commissioned in 2019 in accordance with the recommendations of the Charity Governance Code. It concluded that the Board was working effectively and the Board agreed to implement its recommendations in full. In the year, the Board has undertaken a performance evaluation of its effectiveness and of its Chair, comprising a written survey for completion by Trustees, 1:1 conversations between the Chair and Trustees, and 1:1 conversations between the Senior Independent Trustee and Trustees and the Executive Team. Its goals were to reaffirm that the governance arrangements were fit for purpose against the changing social care and charity landscape and that they remained consistent with the charity's aims and objectives.

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

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

Association. Whilst the Board retains individual and collective responsibility for ensuring compliance and Board effectiveness, it delegates elements of risk management and gains additional assurance and recommendations through a scheme of delegation and the use of Sub-Committees, all of which have written terms of reference and which are reviewed and approved on an annual basis.

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

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

		supportive of the principles of equality and diversity.
Openness and accountability		The Board ensures the charity has legitimacy in representing its beneficiaries and stakeholders and takes seriously its responsibility for building public trust and confidence in its work.

Sub-Committees

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

Audit and Risk Committee	Remuneration and Nominations Committee
Quality and Standards Committee	Workforce Committee
Finance and Investment Committee	Scotland Committee

The Audit and Risk Committee has three primary areas of responsibility: ensuring the accuracy of external financial reporting, including the relationship with external auditors; the appointment and oversight of internal auditors and oversight of the risk and control framework in the charity.

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

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

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

The Workforce Committee scrutinises organisational development and workforce strategies and recommending approval to the Board. It is responsible for taking assurance that core human resource policies are regularly reviewed and are compliant with appropriate legislation/regulatory requirements including the CQC's Well Led Framework, the Care Inspectorate's National Care Standards and the Scottish Social Services Council Fit to Practice Framework. Workforce strategies include those for reward, pay and recognition and the Committee takes assurance that arrangements are in place to manage the workforce against agreed KPIs and that there is appropriate training, engagement and feedback from staff.

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

Advisory groups

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

Executive Management structure

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

Workforce

As at 31 March 2021 the charity had a workforce headcount of 5,836 including regular bank staff. According to the report "*The state of the adult social care sector and workforce in England"* published in October 2020 by Skills for Care, the sector average colleague turnover is 30%. During the year the charity achieved retention of 80.7% giving a sector beating turnover of 19.3%. The charity uses employee Net Promoter Scores to measure employee engagement and achieved a score of +26 which is classed as "Excellence". Despite these achievements, the charity is all too aware of the workforce challenges facing the sector and will continue to invest in developing its employee value proposition.

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

The Trustees consider, both individually and together, that they have acted in the way they consider, in good faith, would be most likely to promote the success of the charity for the benefit of its members

as a whole (having due regard to the stakeholders and matters set out in s172(1) (a-f) of the Act) in the decisions taken during the year ended 31 March 2021. By reference to the strategic plan for 2018 to 2023 and the work being undertaken to refresh this with The Best Life Possible work referred to in this report:

- The plan is designed to have a long-term beneficial impact on the charity and to contribute to its success in delivering better quality, more person-centred services for the people we support. The seven indicators of success are further supported by the statement on the "Power of Three" – a strategic commitment that everything done is for the benefit of colleagues, people supported and communities.
- Colleagues are fundamental to everything the charity does and to providing the best quality care to the people it supports. We aim to be a responsible employer in our approach to the pay and benefits our colleagues receive. The health, safety and well-being of our colleagues is one of our primary considerations in the way we do business. This year the charity has continually asked what more could be done for colleagues to help with challenges they have faced and has invested in both the tangible (our coronavirus pay response) and the intangible (investment in wellbeing support and activities).
- As a charity regulated by the Care Quality Commission in England and the Care Inspectorate in Scotland, there is a duty to provide care services that are safe, effective, caring, responsive and well-led. The Trustees, in their decision making, always consider not only regulatory commitments but also what more can be done to improve the quality of services and for the people supported.
- The charity aims to act responsibly and fairly in dealing with suppliers by creating strategic relationships and operating fair payment principles, as well as open and transparent co-operation with regulators, all of whom are integral to the successful delivery of the strategic plan. We value all our suppliers and have annual contracts and quarterly service review meetings with our key suppliers.
- As Trustees are custodians of the charity, the strategic plan is intended to secure a robust and sustainable charity that will continue to be able to fulfil its purpose for many years to come. The impact upon decision making of this aim is clear delivered through Board and Sub-Committee structure, which has appropriate oversight of the both the investment and reserves policies. It is the intention to behave responsibly and ensure that management operate the business in a responsible manner and with the highest standards of business conduct and good governance by adopting a robust risk management process, setting and reviewing Board risk appetite and implementing specific measures to ensure compliance.
- With specific reference to the decision to dispose of the Older Peoples Services (EachStep) division, the Trustees have considered the historic and future markets trends related to publicly funded bed prices, the increasingly challenging regulatory environment and the surplus return generated by these assets and believe that the proceeds of sale can better serve the needs of the charity's stakeholders through investment in independent and supported living services. The additional focus brought about by the sale will also allow greater efficiencies to be driven in back-office services in the future.
- The details of how the charity approached the key decisions in response to the Covid-19 pandemic is discussed in section 2.1 of the Trustees report (page 6)

Streamline Energy and Carbon Reporting (SECR)

Under Statutory Instrument (SI 2018/1155) and the Environmental Reporting Guidelines, the charity is required to report on greenhouse gas emissions and energy consumption. In discharging duties under this and the Government's Energy Saving Opportunity Scheme, the charity engaged external expertise to review the portfolio of operating sites, calculate energy usage and provide actionable feedback on how to reduce the associated carbon footprint. The charity's energy and fuel usage were calculated at 16.9m kWh which equates to 3,340 tonnes of CO2 emitted or 6259 (2020: 8,309) kWh per person supported as at 31 March 2021. The calculation refers to all energy usage billed over the period with extrapolations used for missing periods and seasonality calculations in respect of gas usage. The charity continues to look for cost effective ways of reducing its carbon footprint and is committed as part of The Best Life Possible strategy to reduce carbon emissions. During the year, the charity has significantly reduced business mileage from 1.2 million miles claimed to less than 400,000 and we will seek to embed this within new ways of working wherever possible – this is in addition to our annual update of our owned fleet to more fuel-efficient vehicles which saw 82 (2020: 132) motor vehicles replaced.

2.11 Statement of Trustee Responsibilities

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

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 charity and of the incoming resources and application of resources, including the income and expenditure account, of the group over that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- give due consideration to Charity Commission published Guidance and The Office of the Scottish Charity Regulator on the operation of the Public Benefit requirement; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Statement as to disclosure of information to auditors

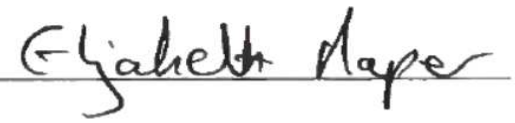
In so far as the Trustees are aware at the time of approving the Trustees' Annual Report:

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

Auditors

The Board intend to perform a competitive tender process to appoint Auditors for the year ended 31 March 2022 and beyond. A resolution to appoint will be proposed at the Trustee Board Meeting to be held on 8 December 2022.

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

Elizabeth Raper: 

Chair of Trustees

Date: 11 November 2021

2.12 Auditors Report

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF COMMUNITY INTEGRATED CARE

Opinion on the financial statements

In our opinion, the financial statements:

- Give a true and fair view of the state of the Group's and of the Parent Charitable Company's affairs as at 31 March 2021 and of the Group's incoming resources and application of resources and the Parent Charitable Company's incoming resources and application of resources for the year then ended.
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.
- Have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006, as amended in 2010.

We have audited the financial statements of Community Integrated Care ("the Parent Charitable Company") and its subsidiaries ("the Group") for the year ended 31 March 2021 which comprise the consolidated statement of financial activities, parent statement of financial activities, group and parent statement of financial position, consolidated statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Account ing Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applic able in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

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

Independence

We remain independent of the Group and the Parent Charitable Company in accordance with the ethical requirements relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions related to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and the Parent Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The other information comprises: Introduction & Trustees Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Other Companies Act 2006 reporting

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the Strategic report and the Directors' Report, which are included in the Trustees' Report, have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the Group and the Parent Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Strategic report or the Trustee's report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 requires us to report to you if, in our opinion;

- proper and adequate accounting records have not been kept by the Parent Charitable Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Charitable Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Statement of Trustees Responsibilities, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the Parent Charitable Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the Parent Charitable Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

As a part of our audit in accordance with United Kingdom Generally Accepted Accounting Practice; and requirements of the Companies Act 2006 we exercise professional judgement and maintain professional scepticism throughout the audit. Based on our understanding and accumulated knowledge of the Charity and the sector in which it operates we considered the risk of acts by the Charity which were contrary to applicable laws and regulations, including fraud and whether such actions or non-compliance might have a material effect on the financial statements. These included but were not limited to those that relate to the form and content of the financial statements, such as the Charities SORP 2019, Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice)

the UK Companies Act 2006 and those that relate to the payment of employees. All team members were briefed to ensure they were aware of any relevant regulations in relation to their work.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries, management bias in accounting estimates and improper revenue recognition associated with year-end cut-off. Our audit procedures included, but were not limited to:

• Agreement of the financial statement disclosures to underlying supporting documentation;

• Challenging assumptions and judgements made by management in their significant accounting estimates, in particular in relation to recoverability of debtors and valuation and completeness of deferred revenue;

• Revenue year end cut-off procedures;

• Identifying and testing journal entries, in particular any journal entries posted with specific unusual narrative, manual journals to revenue and cash, and review of journals posted to least used accounts;

• Discussions with management; including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;

• Obtained an understanding of how the Charity is complying with those legal and regulatory frameworks such as Companies Act 2006 & Employment Taxes Act by making enquiries to management and those responsible for legal and compliance procedures. We corroborated our enquiries through our review of board minutes and other evidence gathered during the course of the audit;

• Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Charity's internal control; and

• Evaluated the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at:
https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the Charitable Company's trustees, as a body, in accordance with the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the Charitable Company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company, the Charitable Company's members as a body and the Charitable Company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Signed: DocuSigned by: Hamid Ghafoor 81F5AA2CB0C949D...

Hamid Ghafoor (Senior Statutory Auditor)
For and on behalf of BDO LLP, statutory auditor
Manchester, UK

Date: 30 November 2021

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Community Integrated Care

Consolidated Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the year ended 31 March 2021

	Note	Unrestricted funds 2021 £'000	Restricted funds 2021 £'000	TOTAL 2021 £'000	Unrestricted funds 2020 £'000	Restricted funds 2020 £'000	TOTAL 2020 £'000
Income							
Income from charitable activities	2	140,909	396	141,305	130,211	720	130,931
Other income	3	935	-	935	434	-	434
Total income		141,844	396	142,240	130,645	720	131,365
Expenditure							
Charitable activities		146,957	398	147,355	131,884	539	132,423
- Charitable activities excluding exceptional		141,332	398	141,730	131,884	539	132,423
- Exceptional impairment of fixed assets		5,625	-	5,625	-	-	-
(Profit)/Loss on joint venture		12	-	12	31	-	31
Total expenditure	4	146,969	398	147,367	131,915	539	132,454
Net (expenditure) / income		(5,125)	(2)	(5,127)	(1,270)	181	(1,089)
Transfer between funds		840	(840)	-	409	(409)	-
Other recognised gains / (losses)							
Actuarial gains/ (losses) on defined benefit pension scheme	19c	902	-	902	(298)	-	(298)
Net movement in funds		(3,383)	(842)	(4,225)	(1,159)	(228)	(1,387)
Reconciliation of funds:							
Total fund balances at 1 April		30,674	7,382	38,056	31,833	7,610	39,443
Total fund balances at 31 March		27,291	6,540	33,831	30,674	7,382	38,056

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

Community Integrated Care

Statement of Financial Activities

(Incorporating an Income and Expenditure Account)
for the year ended 31 March 2021

	Note	Unrestricted funds 2021 £'000	Restricted funds 2021 £'000	TOTAL 2021 £'000	Unrestricted funds 2020 £'000	Restricted funds 2020 £'000	TOTAL 2020 £'000
Income							
Income from charitable activities	2	140,614	119	140,733	130,002	335	130,337
Other income	3	868	-	868	332	-	332
Total income		141,482	119	141,601	130,334	335	130,669
Expenditure							
Charitable activities		146,727	56	146,783	131,535	146	131,681
- Charitable activities excluding exceptional		141,102	56	141,158	131,535	146	131,681
- Exceptional impairment of fixed assets		5,625	-	5,625	-	-	-
Total expenditure	4	146,727	56	146,783	131,535	146	131,681
Net (expenditure) / income		(5,245)	63	(5,182)	(1,201)	189	(1,012)
Transfer between funds		840	(840)	-	409	(409)	-
Other recognised gains / (losses)							
Actuarial gains/ (losses) on defined benefit pension scheme	19c	902	-	902	(298)	-	(298)
PCH intercompany write off		-	-	-	0	-	-
Net movement in funds		(3,503)	(777)	(4,280)	(1,090)	(220)	(1,310)
Reconciliation of funds:							
Total fund balances at 1 April		29,665	7,419	37,084	30,755	7,639	38,394
Total fund balances at 31 March		26,162	6,642	32,804	29,665	7,419	37,084

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

Community Integrated Care

Statement of Financial Position

Company No. 2225727

(Consolidated and Charity)

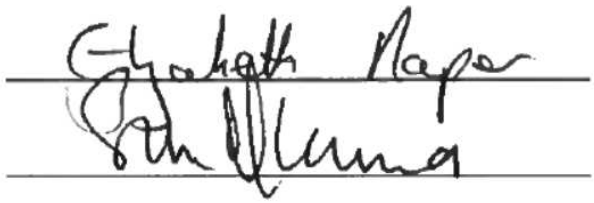
as at 31 March 2021

	Note	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Fixed assets					
Tangible assets	**9**	27,617	36,961	26,234	35,550
Intangible assets	**10**	-	-	-	-
Investments					
- Investments in group undertakings	**11 / 23**	7	19	1	1
- Other investments	**11**	112	94	-	-
		27,736	37,074	26,235	35,551
Current assets					
Stock		3	2	-	-
Debtors recoverable within one year	**12**	9,711	11,265	9,671	11,239
Cash at bank and in hand		19,894	12,678	19,756	12,616
		29,608	23,945	29,427	23,855
Debtors recoverable after one year	**12**	51	51	100	89
Creditors:					
Amounts falling due within one year	**13**	20,606	18,878	20,466	18,744
Net current assets		9,053	5,118	9,061	5,200
Total assets less current liabilities		36,789	42,192	35,296	40,751
Creditors:					
Amounts falling due after more than one year	**14**	2,958	3,269	2,492	2,800
		2,958	3,269	2,492	2,800
Net assets excluding pension liability		33,831	38,923	32,804	37,951
Defined benefit pension scheme liability	**19d**	-	867	-	867
Net assets		**33,831**	38,056	**32,804**	37,084
Reserves					
Unrestricted funds	**16**	27,291	30,674	26,162	29,665
Restricted funds	**16**	6,540	7,382	6,642	7,419
Total funds		**33,831**	38,056	**32,804**	37,084

The financial statements were approved and authorised for issue by the board of Trustees on 11 November 2021 and signed on their behalf by:

E. Raper (Chair)

S. Learoyd (Chair of Audit & Risk Committee)



Community Integrated Care

Consolidated Statement of Cash Flows

for the year ended 31 March 2021

	2021	2020
	£'000	£'000
Operating activities:		
Net (expenditure) before other recognised gains & losses	**(5,127)**	(1,089)
Depreciation	2,947	2,878
Amortisation	-	-
(Profit)/Loss on investments	(7)	43
Property impairment	5,625	-
Age Exchange fair value adj	-	-
Gifted fixed assets	-	-
Gifted intangible assets	-	-
Loan interest paid	179	368
Bank interest received	(20)	(92)
Defined benefit pension scheme staff cost charges	111	183
Defined benefit pension scheme interest	(7)	(12)
Payment to defined benefit pension scheme	(69)	(84)
Decrease in stock	(1)	(1)
Decrease in debtors	1,554	1,052
Increase in creditors	1,716	1,154
Decrease in provisions for liabilities	(5)	(5)
Profit on sale of tangible fixed assets	(738)	(44)
Net cash inflow from operating activities	**6,158**	4,351
Investing activities:		
Payments to acquire tangible fixed assets	(2,491)	(3,371)
Receipts from sales of tangible fixed assets	4,002	4,759
Investment in joint venture	-	(50)
Cash acquired on acquisition	-	-
Bank interest received	20	92
Net cash inflow/ (outflow) from investing activities	**1,531**	1,430
Financing activities:		
Loan received	-	3,300
Repayment of borrowing	(294)	(4,471)
Loan interest paid	(179)	(368)
Net cash inflow/ (outflow) from financing activities	**(473)**	(1,539)
Cash inflow / (outflow) in year	**7,216**	4,242
Cash at bank and in hand at the beginning of the reporting period	12,678	8,436
Cash at bank and in hand at the end of the reporting period	19,894	12,678

1. Accounting policies

Community Integrated Care is a charitable company incorporated in England and Wales under the Companies Act. The Charity is a Public Benefit Entity. The address of the registered office is given on the contents page and the nature of the group's operations and its principal activities are set out in the strategic report.

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and the preceding year.

(a) Basis of preparation

The financial statements have been prepared in accordance with FRS102 the Financial Reporting Standard applicable in the United Kingdom, the Companies Act 2006 and the Statement of Recommended Practice "Accounting by Charities" (the "SORP") issued in October 2019 under the historical cost convention.

The Charity has availed itself of Paragraph 4 (1) of Schedule 1 of Statutory Instrument 2008 No. 410 and adapted the Companies Act formats to reflect the special nature of the Charity's activities. The charity has taken advantage of the reduced disclosure exemption in paragraph 1.12(b) of FRS 102, meaning it does not need to produce an individual cash flow statement.

(b) Preparation of accounts on a going concern basis

In order to consider the appropriateness of the going concern basis the Charity has prepared and reviewed a scenario analysis looking at worst case, best case and expected case scenarios. In a worst-case scenario whilst it would see the Charities reserves and cash position impacted significantly it would not affect going concern over the medium and long-term. Activity since the scenario analysis review has confirmed that the expected case of achieving a break-even position in the year to March 2021 remains the most likely outcome. With a net cash position of £19.9m at 31 March 2021 and forecast gross balances that are forecast to increase to an excess of £35m the Charity is confident that it has adequate resources to continue operational activities for the foreseeable future and that it has sufficient cash to meet all loan repayment commitments and bank covenants subject to lender review of interest cover within the Age Exchange subsidiary. Thus after making enquiries and having reviewed the Charity's forecasts and projections to November 2022, the Trustees have adopted the going concern basis of accounting in preparation of the financial statements.

(c) Group consolidated financial statements

The Group financial statements consolidate the funds of the Charity and its subsidiary companies. The subsidiary companies consolidated within the Group financial statements include Person Centred Housing Limited and Age Exchange, whose results and net assets have been included on a line by line basis as the Charity controls the subsidiaries. Technology Integrated Care, a subsidiary acquired during the year, has also been included within the Group results. No subsidiaries were disposed of in the year, or the preceding year.

(d) Company status

The Charity is a company limited by guarantee and has no share capital. The Trustees are elected from the members of the company. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £5 per member of the Charity.

(e) Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees, in furtherance of the general objectives of the Charity and which have not been designated for other purposes.
Designated funds are transferred from general unrestricted funds for specific purposes, based on available cost information. These amounts are monitored annually.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors, or which have been raised by the Charity for particular purposes. This fundraising has created the expectation that resources generated would be used for specific purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

(f) Incoming Resources

All incoming resources are included in the SOFA when the Charity is legally entitled to the income, when the amount can be quantified with reasonable accuracy and when the amount is likely to be received.

Income from charitable activities includes all income that directly supports the Charity's primary purpose of trading. This is largely made up of, but is not limited to, grants receivable from Local Government bodies and the National Health Service as well as privately funded care. The analysis of income from charitable activities (note 2) is reported on by geographical region for independent living services with older people services (Eachstep) and Government Coronavirus Job Retention Scheme income being reported on seperately.

All grants, donations, rental income and contractual payments are included on a receivable basis. Income received for expenditure in future accounting periods is deferred.

Other Grants are recognised as and when conditions for their release are fulfilled.

(g) Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on the same basis as expenditure incurred directly in undertaking an activity. Overheads are apportioned to each operational scheme in accordance with the terms of the contract.

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity, and are allocated to each category based upon the relevant proportion of turnover.

Governance costs are those incurred in connection with the administration of the Charity and compliance with constitutional and statutory requirements.

A liability is recognised when the Charity is legally committed at the balance sheet date as a result of a past event.

(h) Intangible assets

Goodwill arising on an acquisition of a business is the difference between the fair value of the consideration paid and the fair value of the assets and liabilities acquired. Positive goodwill is capitalised and amortised through the SOFA over the Trustees' estimate of its useful economic life which will not be more than 5 years.

(i) Tangible fixed assets and depreciation

Capitalisation:
Tangible fixed assets costing more than £1,000 are capitalised and included at cost along with any incidental expenses of acquisition.
Valuation:
Tangible fixed assets are measured at historical cost.
Depreciation:
Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost less estimated residual value on a straight line basis over their expected useful economic lives, as follows:

Freehold buildings- 50 years
Leasehold land and buildings- over the lease term
Fixtures and fittings- 5 years or 10 years
Motor vehicles- 4 years
Computer equipment- 3 -10 years

Assets under construction are not depreciated until completion of the build.
Impairments are separately identified and charged to the funds of the Charity when the carrying amount is greater than the recoverable amount.

(j) Donated assets

Assets donated to the group are recognised at their fair value at the date they are gifted. Where assets are donated from another charitable entity, the fair value of any donated assets and liabilities is recognised within Donations within the SOFA.

(k) Operating leases

Rentals applicable to operating leases are charged to the SOFA over the period in which the cost is incurred.

(l) Leased assets - Lessor

Where assets are leased to a third party and give rights approximating to ownership (finance leases), the assets are treated as if they had been sold outright. All other leases are treated as operating leases. The annual rentals are credited to the SOFA on a straight line basis over the term of the lease, with the leased asset accounted for in accordance with the policy for tangible fixed assets.

(m) Cash at bank and in hand

Cash at bank and in hand is classified as a basic financial instrument and is measured at face value.

(n) Pension contributions

The Company's participating employees are either members of the Group's defined contribution scheme or members of one of the defined benefit schemes.

For defined benefit schemes the amounts charged in resources expended are the current service costs and gains and losses on settlements and curtailments. They are included as part of staff costs. Past service costs, to the extent that they have not previously been recognised, are recognised immediately in the SOFA if the benefits have vested. If the benefits have not vested immediately, the costs are recognised over the period until vesting occurs. The interest cost and the expected return on assets are shown as a net amount within finance costs which are included in resources expended. Actuarial gains and losses are recognised immediately in the 'Other recognised gains and losses'.

(o) Pension contributions (continued)

Defined benefit schemes are funded, with the assets of the scheme held separately from those of the Group, in separate trustee-administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. Pension scheme assets are included in the balance sheet, but surpluses in any scheme (i.e. the amount by which assets exceed liabilities) are only included to the extent that the surplus may be recovered by reduced further contributions or to the extent that the Trustees have agreed a refund from the scheme at the balance sheet date. Pension scheme liabilities are recognised to the extent that the Group has a legal or constructive obligation to settle the liability.

(p) Judgements in applying accounting policies and key sources of estimation of uncertainty

In preparing these financial statements the directors have made judgements where appropriate. The judgement subject to the greatest uncertainty is the impairment of property values associated with the post balance sheet sale of the care homes that make up our Eachstep division. Each individual asset has been separately valued and individually assessed for impairment as part of the sale. In instances where the recoverable amount is less than the carrying amount, an impairment loss has been recognised.

Other key sources of estimation uncertainty include: the actuarial assumptions in respect of defined benefit pension schemes - The application of actuarial assumptions relating to defined benefit pension schemes is incorporated in the financial statements in accordance with FRS 102. In applying FRS 102, advice is taken from independent qualified actuaries. In this context, significant judgement is exercised in a number of areas, including future changes in salaries and inflation, mortality rates and the selection of appropriate discount rates.

Classification of leases - whether leases entered into as lessee, is operating leases or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.

Depreciation of tangible fixed assets and impairment – Tangible fixed assets are depreciated over their useful lives taking into account residual lives, where appropriate. The actual lives of the assets and residual lives are assessed annually and may vary depending upon a number of factors. In assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. In considering whether indications of impairment exist, factors taken into consideration include the economic viability and expected future performance of the asset.

(q) Financial Instruments

Financial instruments of the Group are measured at amortised cost. Financial assets comprise cash, trade debtors and other debtors. Financial liabilties comprise bank loans, trade creditors, other creditors and accruals. Financial assets and financial liabilities are recognised when Community Integrated Care becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). Community Integrated Care only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors and provisions are recognised where Communtiy Integrated Care has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Notes to the financial statements

for the year ended 31 March 2021

2 Analysis of income from charitable activities

	GROUP		CHARITY	
	2021	2020	**2021**	2020
Unrestricted	**£'000**	£'000	**£'000**	£'000
North West	35,548	30,908	35,548	30,908
North East	31,962	30,346	31,937	30,334
Scotland	24,716	21,199	24,716	21,199
South and Central	19,101	14,772	18,831	14,575
Older People Services	27,904	32,986	27,904	32,986
Coronavirus Job Retention Scheme	1,678	-	1,678	-
	140,909	130,211	140,614	130,002
Restricted				
Grants, donations and fundraising	396	720	119	335

3 Other income

	GROUP		CHARITY	
	2021	2020	**2021**	2020
	£'000	£'000	**£'000**	£'000
Management Fee	-	-	6	10
Sundry	177	298	108	191
Net gain on disposal of fixed assets	738	44	738	44
Bank interest	20	92	16	87
	935	434	868	332

4 a) Analysis of expenditure

GROUP

Costs of charitable activities	**Operational staff costs £'000**	**Direct costs £'000**	**Support costs £'000**	**2021 Total £'000**
Exceptional impairment of fixed assets	-	-	5,625	5,625
(Profit)/Loss on joint venture	-	-	12	12
North West	28,195	2,534	4,408	35,137
North East	25,019	2,043	4,162	31,224
Scotland	18,185	1,197	3,369	22,751
South and Central	15,986	1,620	2,768	20,374
Older People Services	21,714	7,030	3,500	32,244
	109,099	14,424	23,844	147,367

Costs of charitable activities	**Operational staff costs**	**Direct costs**	**Support costs**	**2020 Total**
(Profit)/Loss on joint venture	-	-	31	31
North West	23,979	2,167	3,877	30,023
North East	23,630	1,651	4,003	29,284
Scotland	15,747	1,071	3,063	19,881
South and Central	11,761	1,417	2,606	15,784
Older People Services	25,401	7,914	4,136	37,451
	100,518	14,220	17,716	132,454

CHARITY

Costs of charitable activities	**Operational staff costs £'000**	**Direct costs £'000**	**Support costs £'000**	**2021 Total £'000**
Exceptional impairment of fixed assets	-	-	5,625	5,625
North West	28,195	2,534	4,410	35,139
North East	25,019	2,025	4,164	31,208
Scotland	18,185	1,197	3,370	22,752
South and Central	15,700	1,536	2,578	19,814
Older People Services	21,714	7,030	3,501	32,245
	108,813	14,322	23,648	146,783

Cost of charitable activities	**Operational staff costs**	**Direct costs**	**Support costs**	**2020 Total**
North West	23,979	2,167	3,878	30,024
North East	23,630	1,637	4,003	29,270
Scotland	15,747	1,071	3,063	19,881
South and Central	11,494	1,203	2,357	15,054
Older People Services	25,401	7,915	4,136	37,452
	100,251	13,993	17,437	131,681

5 Analysis of support costs

The charity allocates its support costs as shown in the table below. Regional Office costs are allocated to the relevant region. Support Service costs are apportioned between the regions based on the percentage of income per region.

	GROUP					
	Finance & Legal £'000	Human Resources & Training £'000	Information Technology £'000	Facilities Management £'000	Administration £'000	Total 2021 £'000
Exceptional impairment of fixed assets	5,625	-	-	-	-	5,625
(Profit)/Loss on joint venture	12	-	-	-	-	12
North West	392	1,257	641	191	1,926	4,407
North East	352	1,130	576	172	1,932	4,162
Scotland	273	873	446	133	1,644	3,369
South and Central	210	670	350	138	1,400	2,768
Older People Services	308	987	503	149	1,554	3,501
	7,172	4,917	2,516	783	8,456	23,844

	Finance & Legal £'000	Human Resources & Training £'000	Information Technology £'000	Facilities Management £'000	Administration £'000	Total 2020 £'000
(Profit)/Loss on joint venture	31	-	-	-	-	31
North West	382	1,167	491	170	1,667	3,877
North East	375	1,145	482	166	1,835	4,003
Scotland	262	800	337	116	1,548	3,063
South and Central	203	550	242	149	1,462	2,606
Older People Services	407	1,245	524	180	1,780	4,136
	1,660	4,907	2,076	781	8,292	17,716

	CHARITY					
	Finance & Legal £'000	Human Resources & Training £'000	Information Technology £'000	Facilities Management £'000	Administration £'000	Total 2021 £'000
Exceptional impairment of fixed assets	5,625	-	-	-	-	5,625
North West	394	1,257	641	191	1,926	4,409
North East	354	1,130	576	172	1,932	4,164
Scotland	274	873	446	133	1,644	3,370
South and Central	208	667	339	101	1,263	2,578
Older People Services	309	987	503	149	1,554	3,502
	7,164	4,914	2,505	746	8,319	23,648

	Finance & Legal £'000	Human Resources & Training £'000	Information Technology £'000	Facilities Management £'000	Administration £'000	Total 2020 £'000
North West	382	1,168	491	170	1,667	3,878
North East	375	1,145	482	166	1,835	4,003
Scotland	262	800	337	116	1,548	3,063
South and Central	180	550	232	80	1,315	2,357
Older People Services	407	1,245	524	180	1,780	4,136
	1,606	4,908	2,066	712	8,145	17,437

Analysis of governance costs	GROUP 2021 £'000	GROUP 2020 £'000	CHARITY 2021 £'000	CHARITY 2020 £'000
Audit and accountancy fees	63	59	49	45
Legal costs	14	90	14	90
	77	149	63	135

Audit and non audit services	2021 £'000	2020 £'000
Statutory audit of parent and consolidated accounts	56	52
Tax Services	4	7
Other	-	-
	60	59

6 Other costs and income	GROUP 2021 £'000	GROUP 2020 £'000	CHARITY 2021 £'000	CHARITY 2020 £'000
Operating leade rentals plant & machinery	96	93	92	89
land & buildings	864	640	864	640
Depreciation - Owned assets	2,636	2,559	2,608	2,529
leased assets- land & buildings	311	319	311	319
Loan interest	179	368	172	358
Defined benefit pension- expected return on assets less interest on obligation	(7)	(12)	(7)	(12)
Rent received	(190)	(317)	(158)	(250)
Net gain on disposal of fixed assets	(206)	(180)	(206)	(224)

The loan interest includes an annual payment made for two donated Salford services which totals £107k.

7 Staff costs

	GROUP		CHARITY	
	2021	2020	**2021**	2020
	£'000	£'000	**£'000**	£'000
Wages and salaries	104,412	94,225	104,032	93,855
Social security costs	8,369	7,437	8,344	7,410
Other pension costs - contributions to defined contribution schemes	2,198	1,989	2,184	1,975
- defined benefit pension scheme charges	111	183	111	183
	115,090	103,834	114,671	103,423

The figures shown above represent all staff costs for the Group and Company including operational staff costs, as shown in Note 4, together with costs relating to staff who work in support services and regional offices, which are incorporated within the support cost figures in note 5.

Redundancy costs incurred by CIC amounting to £247,594 (2020: £129,519) are included in the above figures.

Employee benefits incurred by CIC, comprising company cars and health insurance, amounting to £33,178 (2020: £43,330) are included in the above figures.

Agency costs incurred by CIC amounting to £6,669,724 (2020: £8,193,022) are not included in the analysis above. These costs are incurred to provide cover for staff on annual leave or additional hours required on contracts.

The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000 in the year was as follows:

	GROUP		CHARITY	
	2021	2020	**2021**	2020
	number	number	**number**	number
£60,001 - £70,000	2	6	1	5
£70,001 - £80,000	6	3	6	3
£80,001 - £90,000	5	3	5	3
£90,001 - £100,000	2	1	2	1
£100,001 - £110,000	1	1	1	1
£110,001 - £120,000	2	3	2	3
£120,001 - £130,000	-	-	-	-
£130,001 - £140,000	1	-	1	-
£140,001 - £150,000	2	-	2	-
£180,001 - £190,000	-	1	-	1
£190,001 - £200,000	1	-	1	-
	22	18	21	17

All employees earning more than £60,000 contributed to a personal pension scheme. The Charity contributed £116,690 (2020: £112,072) on their behalf.

Total earnings of key management personnel in the year amounted to £1,810,377 (2020: £1,514,655).

No directors are part of the defined benefit pension scheme.

The Trustees did not receive any remuneration from the charity. Trustees are reimbursed for expenditure incurred in attending Trustee meetings or visiting the Group's homes and facilities in their roles as Trustees. These costs related to 9 Trustees and amounted to £752 in the year (2020: £19,277).

The number of full and part-time employees, calculated on a monthly average basis, was;

	GROUP		CHARITY	
	2021	2020	**2021**	2020
	number	number	**number**	number
Operational staff	5,312	5,050	5,299	5,038
Administration and support	500	440	495	434
	5,812	5,490	5,794	5,472

8 Indemnity insurance

The Charity purchases Directors and Officers Liability insurance. The cost of the premium in the year was £10,920 (2020: £10,920).

9 Tangible fixed assets

	Freehold land & buildings £'000	Leasehold land & buildings £'000	Fixtures & fittings £'000	Motor vehicles £'000	Computers £'000	Assets under construction £'000	TOTAL
GROUP							
Cost							
At 1 April 2020	44,720	7,978	10,006	3,407	3,388	72	69,571
Additions	10	-	670	986	669	181	2,516
Disposals	(3,827)	-	(1,112)	(1,122)	(66)	-	(6,127)
Transfer	4	-	8	-	60	(72)	-
At 31 March 2021	40,907	7,978	9,572	3,271	4,051	181	65,960
Depreciation							
At 1 April 2020	18,780	3,883	6,570	1,395	1,982	-	32,610
Provided during the year	703	311	852	438	643	-	2,947
Impairment	2,407	2,775	419	-	24	-	5,625
Disposals	(1,640)	-	(764)	(386)	(49)	-	(2,839)
At 31 March 2021	20,250	6,969	7,077	1,447	2,600	-	38,343
Net Book Value							
At 31 March 2021	20,657	1,009	2,495	1,824	1,451	181	27,617
At 31 March 2020	25,940	4,095	3,436	2,012	1,406	72	36,961
CHARITY							
Cost							
At 1 April 2020	42,985	6,525	9,948	3,408	3,384	72	66,322
Additions	10	-	670	986	669	181	2,516
Disposals	(3,827)	-	(1,112)	(1,122)	(66)		(6,127)
Transfer	4	-	8	-	60	(72)	-
At 31 March 2021	39,172	6,525	9,514	3,272	4,047	181	62,711
Depreciation							
At 1 April 2020	18,452	2,430	6,518	1,394	1,978	-	30,772
Provided during the year	679	311	848	438	643	-	2,919
Impairment	2,407	2,775	419	-	24	-	5,625
Disposals	(1,640)	-	(764)	(386)	(49)	-	(2,839)
At 31 March 2021	19,898	5,516	7,021	1,446	2,596	-	36,477
Net Book Value							
At 31 March 2021	19,274	1,009	2,493	1,826	1,451	181	26,234
At 31 March 2020	24,533	4,095	3,430	2,014	1,406	72	35,550

Included in freehold land and buildings for the Group are 29 buildings which were donated by local authorities. They have a net book value of £5,088K. Disposal of these buildings is subject to the approval of the donating authority.

Included in leasehold land and buildings for the Group are two properties funded by Salford LA with a net book value of £2,926K that are held on leaseholds of 23 years. Disposal of these buildings is subject to the approval of the donating authority.
Assets under construction comprises costs incurred relating to property upgrades. These assets will be fully constructed in future periods at which point depreciation will commence.
Motor vehicles include 153 vehicles with a net book value of £1,517K which are leased to people we support.

9 Tangible fixed assets (continued)

Included in freehold land and buildings is land at a cost of £2,010K that is not depreciated.

Certain assets are owned by the Group and leased on an operating lease to Reside Housing Association Limited, with the following values:

	2021	2020
	£'000	£'000
Cost	1,553	1,553
Accumulated depreciation	(516)	(485)
	1,037	1,068

10 Intangible Assets

	CHARITY	
	2021	2020
Goodwill	**£'000**	£'000
Cost B/f	800	800
Additions in year	-	-
Amortisation B/f	(800)	(800)
Amortisation in year	-	-
	-	-

Goodwill represents an amount paid on the acquisition of two services in 2014 from Seashell Trust. This was amortised over five years and fully released in August 2018.

11 Investments

Investments in group undertakings

	Control %	Type	Company number	Country of incorporation	Company Status
Person Centred Housing Limited	100	Subsidiary	4578121	England & Wales	Active
Age Exchange	100	Subsidiary	1929724	England & Wales	Active
Inspirit Care Ltd	100	Subsidiary	4180614	England & Wales	Dormant
Technology Integrated Care Ltd	100	Subsidiary	12071990	England & Wales	Active

Person Centred Housing Limited ("PCH") is a company limited by guarantee. The Charity has the right to appoint and remove members. The registered address is: Old Market Court, Miners Way, Widnes, WA8 7SP.

Age Exchange is a company limited by guarantee. The registered address is: 11 Blackheath Village, Blackheath, London, SE3 9LA.

Inspirit Care is dormant and ceased to trade from the start of the 2014/15 Financial Year. As such it is exempt from preparing financial statements by virtue of S394 of Companies Act 2006
The registered address is: Old Market Court, Miners Way, Widnes, WA8 7SP.

Technology Integrated Care (TIC) is a private company limited by shares. CIC holds shares of £1.
The registered address is: Old Market Court, Miners Way, Widnes, WA8 7SP.
TIC has a joint venture in Preparing4Care LLP (P4C) (OC427880) and invested £50k in the prior financial year. P4C made a loss of £24k in the year.

Other financial investments

	GROUP	
	2021	2020
	£'000	£'000
At 1 April 2020	94	105
Unrealised gain/ (loss) on investments	18	(11)
Charges		
Market value at 31 March 2021	112	94

These global investments are held in the Age Exchange Endowment Fund which was set up by Deed of Trust on 31 December 2010. The income accruing from the fund is to be applied for the purpose and charitable objectives of Age Exchange.

12 Debtors

	Group		Charity	
	2021	2020	**2021**	2020
	£'000	£'000	**£'000**	£'000
Amounts due within one year				
Trade debtors	5,618	7,486	5,595	7,481
Other debtors	113	158	107	142
Prepayments & accrued income	3,980	3,621	3,969	3,616
	9,711	11,265	9,671	11,239
Amounts due after more than one year				
Amounts due from JV/subsidiary undertakings	51	51	100	89
Total	9,762	11,316	9,771	11,328

13 Creditors: amounts falling due within one year

	Group		Charity	
	2021	2020	**2021**	2020
	£'000	£'000	**£'000**	£'000
Trade creditors	1,829	2,455	1,821	2,446
Other taxes and social security	1,733	1,576	1,726	1,566
Other creditors	4,202	2,752	4,140	2,691
Bank loans due within one year	332	318	309	295
Accruals	12,510	11,777	12,470	11,746
	20,606	18,878	20,466	18,744

Included within accruals is an amount for deferred income. Deferred income comprises income received in advance of the delivery of the service as contracted.

The movement in the period is as follows	**Group**	**Charity**
	£'000	**£'000**
Opening deferred income	1,508	1,495
Amounts charged for the year	2,355	2,331
Amounts released in the year	(1,508)	(1,495)
Closing deferred income	2,355	2,331

The Charity is the Custodian Trustee of residents' personal monies totalling £6.7M at 31st March 2021 (2020: £6.1M). These personal monies are held by banks other than the Charity's principal banker and although the Charity has corporate governance over the balances it has no beneficial ownership. As a result the funds are excluded from the financial statements.

14 Creditors: amounts falling due in more than one year

	Group		Charity	
	2021	2020	**2021**	2020
	£'000	£'000	**£'000**	£'000
Bank loans	2,797	3,103	2,492	2,800
Deferred Capital Grants	161	166	-	-
	2,958	3,269	2,492	2,800
Repayments fall due as follows:				
In the second to fifth year inclusive	1,400	1,348	1,310	1,266
After 5 years	1,397	1,755	1,182	1,534
	2,797	3,103	2,492	2,800
Bank loans due within one year (above)	332	318	309	295
Total loans and overdrafts	3,129	3,420	2,801	3,095

The charity previously held two loans with the Royal Bank of Scotland plc which were both paid back in full in March 2020 at a combined value of £4M.

The charity took out a new loan in July 2019 with the Charity Bank for £3.3m. This is a 10 year loan and carries a variable rate of interest at 2.1% above the Bank of England base rate. At the balance sheet date security is held via charges on freehold land and buildings owned by the Group and also through a Debenture.
The properties were disposed of as part of the sale of the Eachstep division and security converted to cash held in a Charity bank account. Monthly repayments of £31k are due.

15 Other financial commitments

At 31 March 2021 the group had commitments under non-cancellable operating leases as follows:

	GROUP Equipment		CHARITY Equipment	
	2021	2020	**2021**	2020
	£'000	£'000	**£'000**	£'000
Expiry date:				
Within one year	118	110	108	104
Between two and five years	307	417	306	416
	425	527	414	520

The total future minimum lease commitment for the group at 31 March 2021 is £425k (2020: £527k).

At 31 March 2021 the amounts payable to the group under non-cancellable operating leases as follows:

	GROUP Rental Income		CHARITY Rental Income	
	2021	2020	**2021**	2020
	£'000	£'000	**£'000**	£'000
Expiry date:				
Within one year	(190)	(317)	(156)	(250)
Between two and five years	-	-	-	-
	(190)	(317)	(156)	(250)

The total future minimum lease commitment for the group at 31 March 2021 is £190k (2020: £317k).

16 Statement of funds

		Profit for the year		Other comprehensive income			Profit for the year		Other comprehensive income		
GROUP	**31 March 2019 £'000**	**Income £'000**	**Expenditure £'000**	**Transfers £'000**	**DB Pension adj £'000**	**31 March 2020 £'000**	**Income £'000**	**Expenditure £'000**	**Transfers £'000**	**DB Pension adj £'000**	**31 March 2021 £'000**
Unrestricted funds	31,833	130,645	(131,915)	409	(298)	30,674	141,844	(146,969)	840	902	27,291
Restricted funds											
Capital grants	7,327	-	-	(409)		6,918	-	-	(840)		6,078
Fundraising and grant	283	720	(539)	-	-	464	396	(398)	-	-	462
Total restricted funds	7,610	720	(539)	(409)	-	7,382	396	(398)	(840)	-	6,540
Total funds	39,443	131,365	(132,454)	-	(298)	38,056	142,240	(147,367)	-	902	33,831

The capital grants fund of £6,078k comprises two elements. Firstly, £3,240K relating to the market value of the buildings donated to the Charity by Local Authorities at the date of their transfer. The fund is written off over the estimated useful life of the buildings which is 50 years.
Secondly, £2,838K relating to the Salford Homes fund represents monies provided to build the Salford homes, which is being written off over the useful economic life of the properties which is 23 years.
The transfers made between Restricted Funds and Unrestricted Funds represent the depreciation on the Group's fixed assets, to the extent that the assets were acquired using capital grants, which are part of Restricted Funds. Depreciation is initially calculated as part of the Group depreciation, and is then transferred to Restricted Funds.

16 Statement of funds (continued)

		Profit for the year		Other comprehensive income				Profit for the year		Other comprehensive income		
CHARITY	**1 April 2019 £'000**	**Income £'000**	**Expenditure £'000**	**Transfers £'000**		**DB Pension adj £'000**	**31 March 2020 £'000**	**Income £'000**	**Expenditure £'000**	**Transfers £'000**	**DB Pension adj £'000**	**31 March 2021 £'000**
Unrestricted funds	30,755	130,334	(131,535)	409	-	(298)	29,665	141,482	(146,727)	840	902	26,162
Restricted funds												
Capital grants	7,327	-	-	(409)	-	-	6,918	-	-	(840)	-	6,078
Fundraising and grant	312	335	(146)	-	-	-	501	119	(56)	-	-	564
Total restricted funds	7,639	335	(146)	(409)	-	-	7,419	119	(56)	(840)	-	6,642
Total funds	38,394	130,669	(131,681)	-	-	(298)	37,084	141,600	(146,783)	-	902	32,804

17 Analysis of group net assets between funds

	31 March 2021 GROUP			31 March 2020 GROUP		
	Unrestricted funds £'000	**Restricted funds £'000**	**Total £'000**	Unrestricted funds £'000	Restricted funds £'000	Total £'000
Fund balances at 31 March 2021 are represented by						
Tangible fixed assets	21,658	6,078	27,736	30,156	6,918	37,074
Current assets	29,608	-	29,608	23,945	-	23,945
Current liabilities	(21,068)	462	(20,606)	(19,342)	464	(18,878)
Long-term liabilities	(2,958)	-	(2,958)	(3,269)	-	(3,269)
Long-term debtors	51	-	51	51	-	51
Pension provision	-		-	(867)	-	(867)
	27,291	6,540	33,831	30,674	7,382	38,056

	31 March 2021 CHARITY			31 March 2020 CHARITY		
	Unrestricted funds £'000	**Restricted funds £'000**	**Total £'000**	Unrestricted funds £'000	Restricted funds £'000	Total £'000
Fund balances at 31 March 2021 are represented by						
Tangible fixed assets	20,157	6,078	26,235	28,633	6,918	35,551
Current assets	29,527	-	29,527	23,944	-	23,944
Current liabilities	(21,030)	564	(20,466)	(19,245)	501	(18,744)
Long-term liabilities	(2,492)	-	(2,492)	(2,800)	-	(2,800)
Pension provision	-	-	-	(867)	-	(867)
	26,162	6,642	32,804	29,665	7,419	37,084

18 Pension scheme obligations- Defined contribution schemes

The group operates two defined contribution occupational pension schemes for employees. The support services and management staff pension fund is held with Aviva (3% standard employer contributions). The operational staff pension fund is held with The People's Pension (1% employer contributions). All assets of the schemes are held in independent funds with the aforementioned pension providers.

Pension costs charged in the SOFA represent the contributions payable by the charity in the year.

	2021 £'000	2020 £'000
Contributions paid	2,198	1,989

19 Pension scheme obligations- Defined benefit schemes

The defined benefit schemes to which the Group is a contributor, comprise final salary schemes of the Local Government Pension Schemes ("LGPS") for Dumfries & Galloway and Greater Manchester. The LGPS are funded schemes, with the assets held in separate trustee administered funds. The pension cost is assessed every three years in accordance with advice from independent qualified actuaries, using the projected unit method. The latest actuarial valuations of the schemes were as at 31st March 2019 for Greater Manchester and 31st March 2020 for D&G.

The figures in the following tables include relevant information provided by the Local Authorities who are the administering authorities for the funds. On 31st March 2019 the Teesside pension scheme, previously classified as defined benefit, was settled and transferred to Hartlepool Borough Council along with the responsibility for current and future assets and liabilities associated with the scheme. It was agreed with Hartlepool that from this date the scheme would remain with the Group but under a defined contribution arrangement with a fixed contribution rate of 23% for the duration of the remaining employees' employment.

The Group is also a contributor to the National Health pension scheme and the rate of contribution for 20/21 was 20.6%. The NHS scheme is a multi employer defined benefit scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the Group. The scheme is therefore accounted for as a defined contribution scheme, and the contributions made by the Group are included under this heading above.

19a Assumptions

	D&G		Greater Manchester	
	2021 %pa	2020 %pa	2021 %pa	2020 %pa
Salary increase rate	3.7	2.7	3.6	2.7
Pension increase rate	2.9	2.0	2.9	1.9
Discount rate	2.0	2.3	2.0	2.3

Mortality assumptions

	D&G		Greater Manchester	
Average number of years lived after 65:	Male	Female	Male	Female
Current pensioners	20.8	23.4	20.5	23.3
Future pensioners	21.9	25.3	21.9	25.3

Life expectancy is based on actuarial tables PFA92 and PMA92.

19b Amounts included in the Group Statement of Financial Activities

	D&G		Greater Manchester		Total	
	2021 £000	2020 £000	2021 £000	2020 £000	2020 £000	2020 £000
Current service cost	(14)	(23)	(97)	(143)	(111)	(166)
Past service cost (including curtailments)	-	-	-	-	-	-
Net interest income on plan assets	170	208	199	232	369	-
Net interest cost on defined benefit obligation	(190)	(223)	(172)	(209)	(362)	(432)
	(34)	(38)	(70)	(120)	(104)	(598)

19c Amounts included in other recognised gains and losses (Group).

	D&G		Greater Manchester		Total	
	2021 £000	2020 £000	2021 £000	2020 £000	2021 £000	2020 £000
Return on assets exc. amounts included in net interest	1,457	(1,228)	1,786	(1,125)	3,243	(2,353)
Remeasurements:						
Changes in demographic assumptions	79	310	(66)	229	13	539
Changes in financial assumptions	(1,202)	500	(1,790)	673	(2,992)	1,173
Other experience	553	64	85	423	638	487
Settlement	-	-	-	-	-	-
PY surplus restriction adj	-	-	-	-	-	-
Surplus restrictions in year	-	-	-	(144)	-	(144)
Actuarial gains/ (losses) on DB pension scheme	887	(354)	15	56	902	(298)

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19d Pension scheme assets and liabilities

	D&G		Greater Manchester		Total	
	2021	2020	2021	2020	2021	2020
	£000	£000	£000	£000	£000	£000
Fair value of scheme assets	9,326	7,623	10,439	8,719	19,765	16,342
Present value of scheme liabilities	(9,263)	(8,490)	(9,385)	(7,530)	(18,648)	(16,020)
Net Assets/(Liabilities)	63	(867)	1,054	1,189	1,117	322
Surplus Restriction	(63)	-	(1,054)	(1,189)	(1,117)	(1,189)
Net Assets/(Liabilities) included in Group balance sheet	-	(867)	-	-	-	(867)

Pension schemes with net surplusses are not recognised within these accounts because recovery of these assets from the schemes is not certain. The surplusses are removed from the accounts in the lines annotated as 'Surplus restriction'.

19e Fair value of scheme assets - movements in year

	D&G		Greater Manchester		Total	
	2021	2020	2021	2020	2021	2020
	£000	£000	£000	£000	£000	£000
Opening fair value of plan assets	7,623	8,984	8,719	9,710	16,342	18,694
Net interest income on plan assets	170	208	199	232	369	440
Plan participant's contributions	2	3	17	20	19	23
Employer contributions	14	20	55	64	69	84
Return on assets exc. amounts included in net interest	1,947	(1,228)	1,651	(1,125)	3,598	(2,353)
Benefits paid to members	(430)	(364)	(202)	(182)	(632)	(546)
Settlements	-	-	-	-	-	-
Closing fair value of plan assets	9,326	7,623	10,439	8,719	19,765	16,342
Opening fair value of plan assets	7,623	8,984	8,719	9,710	16,342	18,694
Opening surplus restrictions	-	-	(1,189)	(1,045)	(1,189)	(1,045)
Opening fair value of plan assets (net of restrictions)	7,623	8,984	7,530	8,665	15,153	17,649
Closing fair value of plan assets	9,326	7,623	10,439	8,719	19,765	16,342
Closing surplus restrictions	(63)	-	(1,054)	-	(1,117)	-
Closing fair value of plan assets (net of restrictions)	9,263	7,623	9,385	8,719	18,648	16,342

19f Analysis of fair value of scheme assets

	D&G		Greater Manchester		Total	
	2021	2020	2021	2020	2021	2020
	£000	£000	£000	£000	£000	£000
Equities	6,715	5,184	7,516	6,016	14,231	11,200
Gilts and bonds	1,585	2,363	1,253	1,308	2,838	3,671
Property	1,026	76	731	610	1,757	687
Cash	-	-	940	785	940	785
	9,326	7,623	10,439	8,719	19,765	16,342

19g Defined benefit obligation - movements in year

	D&G		Greater Manchester		Total	
	2020	2020	2020	2020	2021	2020
	£000	£000	£000	£000	£000	£000
Opening value of liabilities	(8,490)	(9,466)	(7,530)	(8,665)	(16,020)	(18,131)
Current service cost	(14)	(23)	(97)	(143)	(111)	(166)
Past service cost (including curtailments)	-	(13)	-	-	-	(13)
Net interest cost on defined benefit obligation	(190)	(223)	(172)	(209)	(362)	(432)
Plan participant's contributions	(2)	(3)	(17)	(20)	(19)	(23)
Remeasurements:						
Changes in demographic assumptions	79	310	(66)	229	13	539
Changes in financial assumptions	(1,202)	500	(1,790)	673	(2,992)	1,173
Other experience	126	64	85	423	211	487
Benefits paid to members	430	364	202	182	632	546
Closing value of liabilities	(9,263)	(8,490)	(9,385)	(7,530)	(18,648)	(16,020)

19h History of experience gains and losses

	D & G		Greater Manchester	
	2021 **£'000**	2020 £'000	2021 **£'000**	2020 £'000
Asset experience gains / (losses)	**1,947**	(1,228)	**1,651**	(1,125)
Value of assets	**9,326**	7,623	**10,439**	8,719
Percentage of assets	**20.9%**	(16.1%)	**15.8%**	(12.9%)
Liability experience gains / (losses)	**(997)**	874	**(1,771)**	1,325
Present value of liabilities	**(9,263)**	(8,490)	**(9,385)**	(7,530)
Percentage of present value of liabilities	**10.8%**	(10.3%)	**18.9%**	(17.6%)
Actuarial gains/(losses) before surplus restrictons	**950**	(354)	**(120)**	200
Present value of liabilities	**(9,263)**	(8,490)	**(9,385)**	(7,530)
Percentage of the present value of liabilities	**(10.3%)**	4.2%	**1.3%**	(2.7%)

20 Financial Instruments

	Group		Charity	
	2021 £'000	2020 £'000	**2021 £'000**	2020 £'000
FINANCIAL ASSETS				
Cash	19,894	12,678	19,756	12,616
Trade debtors	5,618	7,486	5,595	7,481
Other debtors	113	970	107	949
Accrued income	3,980	2,809	3,969	2,809
	29,605	**23,943**	**29,427**	**23,855**
FINANCIAL LIABILITIES				
Trade creditors	1,829	2,455	1,821	2,446
Other creditors	4,202	2,752	4,140	2,691
Bank Loans	332	318	309	295
Accruals	12,510	11,777	12,470	11,746
Total	**18,873**	**17,302**	**18,740**	**17,178**

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21 Related Party Transactions

Person Centred Housing Limited
Community Integrated Care rent a property from Person Centred Housing at a normal commercial value. Related party transactions include rent payments to PCH totalling £20k (2020: £20k), a management charge from PCH of £6k (£8k in 2020) and a Gift Aid donation from PCH to CIC for £nil (2020: £13).
At the end of the year, PCH owed CIC £15k (2020: £25k).

Age Exchange Limited
In year CIC loaned Age Exchange £nil (2020: £20k), recharged support costs of £16k (2020: £1k) and made VAT payments £2k (2020: £nil) on behalf of its subsidiary.
Age Exchange recharged staff costs to CIC of £nil (2020: £7k).
At the end of the year, Age Exchange owed CIC £34k (2020: £13k).

Preparing4Care LLP
At the end of the year, P4C owed CIC £1k (2020: £1k) for recharged support costs.

22 Analysis of changes in net debt

GROUP	At 31 Mar 2020	Cash flows	Other non-cash changes	At 31 Mar 2021
Cash and cash equivalents				
Cash	12,678	7,216	-	19,894
	12,678	7,216	-	19,894
Borrowings				
Debt due within one year	(318)	(14)	-	(332)
Debt due after one year	(3,103)	305	-	(2,798)
	(3,421)	291	-	(3,130)
Total	9,257	7,507	-	16,764

23 Investment in associate

During the prior year, Technology Integrated Care Limited invested £50k in a joint venture, Preparing4Care LLP.

	£'000
Balance at 1 April 2020	19
Share of profit/ (loss) in the year	(12)
Balance at 31 March 2021	7

There was no premium on acquisition relating to the associated joint venture.

24 Events after the balance sheet date

The Eachstep division of the Charity has been sold in October 2021 with the overall loss on disposal to be £2.1m. As each individual asset has been separately valued as part of the sale they have also been individually assessed for impairment at the balance sheet date rather than as a cash generating unit as a whole. As a result of this prudent approach an impairment loss of £5.6m has been recognised in the period with a gain on disposal of £3.5m expected in 21/ 22 to arrive at the overall loss of £2.1m for these assets.

On the 21st June 2021 Community Integrated Care merged with £6m turnover Social Care charity based in Herefordshire, Life Opportunities Trust.

On the 13th September 2021 Community Integrated Care acquired Access Community Services (including Access Community Training), a Social Care limited company based in Merseyside, for a purchase price of £3.4M plus a £1.3M performance related deferred consideration.