



Report of the Board of Trustees and the Financial Statements

For Year Ended 31 March 2019

CREATIVE SUPPORT LIMITED

31 MARCH 2019

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Status:	Community Benefit Society with Charitable Status
Register Number:	27440R
Homes and Communities Agency Number:	4689
Regulated by:	Financial Conduct Authority (FCA Mutuals)
Registered Office:	Wellington House 131, Wellington Road South Stockport SK1 3TS www.creativesupport.co.uk
Honorary Officers:	Darrell Johnson (Chair)
Principal Staff:	Anna Lunts (Chief Executive and Company Secretary)
Bankers:	Royal Bank of Scotland 35 Mosley Street Manchester M60 2BE
Solicitors:	Sintons LLP The Cube Barrack Road Newcastle-upon-Tyne NE4 6DB Trowers & Hamlins Heron House Albert Square Manchester M2 5HD
Auditors:	Hallidays Riverside House Kings Reach Business Park Yew Street Stockport Cheshire SK4 2HD

Board of Trustees Report

The Board of Trustees presents its report and the audited consolidated financial statements for the Group and the Society for the year ended 31 March 2019. The results are presented in the form of the following:

- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Reserves
- Statement of Cash Flows
- Notes to the Financial Statements

Introduction to Creative Support

Creative Support is a not-for-profit organisation with a strong commitment to developing and delivering person-centred services for people with care and support needs and preventative services for people who are at risk of social exclusion. We provide high quality supported living, community support, supported housing, residential care and other services in the North West, North East, Yorkshire & Humberside, the Midlands, London and the South East. Creative Support has a reputation for being dynamic, enterprising and customer-focused and for finding innovative ways to deliver services. We are committed to co-production with the people we support and to working in partnership with the local voluntary sector and other agencies to find creative solutions to individual and community needs.

A Brief History of Creative Support

Our organisation was founded in 1990 as 'Manchester Housing Consortium' with the aim of developing a range of housing and support services for people with mental health needs in the City of Manchester. In 1991 we registered as an Industrial and Provident Society with charitable status. We changed our name to Creative Support in 1993 to reflect our ambition to become a national provider of charitable services and to emphasise our commitment to developing creative responses to support needs.

In January 2012, we registered as a provider of social housing with the TSA (now Homes England). We are proud to have been managing high quality homes and delivering excellent services for over 20 years. As of August 2013, we became a Community Benefit Society with charitable status in line with the new Co-operative and Community Benefit Societies Act 2014.

We merged with the innovative charity known as the Space Centre in October 2013, which we have recently re-branded as Creative Space Centre. Based in Preston, Creative Space Centre provides state-of-the-art sensory experiences for children and adults with a wide range of needs. Space is well supported by the independent charity "Friends of Space" which is dedicated to raising funds for equipment and improvements for the sole benefit of Creative Space.

Creative Support purchased the private company Delos Communities Limited in 2014. Delos was well known and well regarded within Northamptonshire and the surrounding area for providing high quality, person-centred support for people with a learning disability. In January 2016 the assets and liabilities of Delos formally transferred to Creative Support. The ex-Delos services are now fully integrated into Creative Support's service provision in the East Midlands.

Range of Services

Creative Support currently provides a wide range of person-centred services for people with a learning disability, mental health needs and other support needs and for older people with care needs. Our service portfolio includes supported living services, community support, specialist outreach services, nursing and residential care, respite services and domiciliary care. Creative Support is a major provider of supported housing and we are proud of the quality of our accommodation schemes. Our supported housing for people with mental health needs has a strong reputation for promoting recovery, rehabilitation and empowering service users to move on to greater independence.

The supported living services we deliver for people with a learning disability are recognised as being innovative and person-centred. We provide a number of creative day services which offer service users the opportunity for personal development, social inclusion and pathways into work. We offer individually tailored support for people with autistic spectrum conditions and physical disabilities.

Our Extra Care services enable older people with care needs to retain their independence and to enjoy improved quality of life. We offer personalised support for people with dementia and memory loss. We are pleased to have built up our portfolio of dementia-specific services, which includes the highly regarded Wilshaw House Day Service in Tameside and the Laurels Care Home in Carlisle. We aim to be recognised as a skilled and committed provider of innovative, person-centred care for older people and people with dementia at a time when the demand for such specialist care is increasing.

We continue to provide services that enable people to grow in independence and confidence and to experience enhanced choice and control over their lives. Over the last 12 months we have supported around 7,000 people with care and support needs to enjoy independence, choice and wellbeing. A further 1,400 tenants have benefitted from the provision of high quality supported housing.

Our Philosophy & Aims

Creative Support is committed to a person-centred philosophy of service delivery. We aim to:

- Promote rights, opportunity, choice and wellbeing
- Offer respect and unconditional positive regard to the people we support
- Provide personalised, compassionate care which protects the self-esteem, dignity and safety of the people we support
- Use an assets and strengths-based approach which builds upon the abilities, resources, preferences and aspirations of service users
- Provide active support which promotes the skills and independence of individuals
- Be accountable and committed to providing high quality, safe, evidence-based care and support which achieves positive outcomes
- Promote service user empowerment, involvement and co-production in all aspects of service design, delivery and evaluation
- Facilitate meaningful activities, social opportunities and relationships, build social networks and encourage informal family and peer support, thereby reducing reliance on formal services
- Create pathways towards education, training, volunteering and paid employment
- Enable people to enjoy a valued lifestyle, to be active citizens and be fully included in their communities
- Deliver social value through working in partnership, engaging with communities and contributing to local social, environmental and economic strategies

Our Charitable Objectives

Creative Support continues to operate in accordance with our constitution and charitable objectives as stated in our charitable rules, which state that *'The association is formed for the benefit of the community. Its objects shall be to carry on for the benefit of the community:*

- *Providing and managing houses, hostels or social housing and any associated amenities for persons in necessitous circumstances upon terms appropriate to their needs.*
- *Providing for aged, disabled, handicapped (whether mentally or physically) or chronically sick persons in need thereof houses or hostels and any associated amenities specially designed or adapted to meet the disabilities and requirements of such persons.*

- *Providing services including care, support, day services, training, supported employment, counselling, advice or assistance, repairs, maintenance or improvement to property, in each case upon terms appropriate to their means, to aged, disabled, handicapped (whether mentally or physically) or chronically sick person in need together with the provision, procurement or management of facilities and amenities of any kind for such persons.*
- *Any other charitable objects that can be carried out from time to time by an Industrial and Provident Society registered as a provider of social housing with the regulator.*

How Our Activities Deliver Public Benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. As detailed in our mission statement, the driving motivation for our organisation is to achieve positive outcomes for the people we support and the wider community. This aim is inherent to all of the activities we undertake and we are required to evidence that beneficial outcomes are being achieved in order to demonstrate value for money to all stakeholders. Public benefits include:

- **Enjoying and Achieving**
We directly enhance people's quality of life through support to access a wide range of meaningful opportunities within the wider and local community. This includes activities relating to education, training, volunteering, paid work and social and leisure activities, which widen people's social networks and reduce reliance on paid services.
- **Enhanced Economic Well-being**
We promote the economic and financial inclusion of our service users through support to maximise income (i.e. benefits and welfare entitlements, access to paid work or volunteering and education opportunities which will lead to paid work), minimise debt, develop daily living skills in relation to budgeting and saving and through strong partnership working with relevant agencies.
- **Making a Positive Contribution**
Our service users experience improved levels of inclusion within their communities through support to make a positive contribution to their local community. This includes enjoying legal and civil rights, undertaking volunteering opportunities and partnership working within local neighbourhoods to promote community cohesion.
- **Staying Safe**
We work hard to keep vulnerable people in the community safe who would be at risk without our support. We support people to develop an awareness of personal safety issues and to wherever possible avoid activities which will cause them harm. We support people to access aids and assistive technologies which keep them safe whilst enabling independent living in the community.
- **Being Healthy**
We promote health and well-being for people as a key theme in all support delivery, including advice and support around good diet and nutrition, exercise and stress relaxation and a range of health initiatives, including smoking cessation. We support people to access the full range of resources available to them (including primary and secondary health care services) and to enjoy an equal, if not better, level of healthcare than the general population.
- **Equality of Opportunity**
Creative Support is committed to promoting equality of opportunity for all, including staff and service users. We ensure this through fair access to services, anti-discriminatory practice and culturally appropriate service provision and through the proactive recruitment of a diverse workforce.
- **Investing in Staff Development**
As an Investor in People (Silver award) and the employer of a significant workforce of over 5,000 people, we pride ourselves on the level of investment we make in the development of our staff. This includes targeted recruitment in deprived areas, free access to accredited training schemes and opportunities for career progression. We have also participated in a number of apprenticeship and work placement schemes to enable people to gain work experience and valuable qualifications.

The Policy Context

We continue to work within the policy frameworks of 'Valuing People' and 'Valuing People Now', 'No Health Without Mental Health', actively promote the personalisation agenda outlined within 'Our Health, Our Care, Our Say', 'Putting People First', and 'Think Local Act Personal' and ensure that all aspects of service delivery uphold 'Ordinary Life Principles'.

In our services for people with mental health and complex needs we embed the principles of Psychologically Informed Environments and Capable Environments and we continue to ensure that every aspect of a person's environment, support, relationships and support networks is conducive to their success.

We welcome the further implementation of the Transforming Care Programme which arose as a policy response to the Winterbourne View scandal. We are pleased to see CCGs and Local Authorities across the country commissioning new and bespoke services, which are enabling individuals with complex needs living in hospital and residential placements to realise their potential within a community setting.

We remain committed to a positive, holistic and enabling approach to supporting individuals whose behaviours may challenge services. This is aligned to the 'National Service Model: Supporting people with a learning disability and/or autism who display behaviour that challenges', the 'NICE Guidelines: Challenging behaviour and learning disabilities: prevention and interventions for people with learning disabilities whose behaviour challenges', 'Building the Right Support', and the principles of 'The Challenging Behaviour Charter'.

We have pledged our commitment to the STOMP Campaign (Stopping the over medication of people with a learning disability and/or autism), rolling out awareness training for all staff, as well as becoming members of the Voluntary Organisations Disability Group Health Charter. We have undertaken campaigns to raise awareness of the risks associated with constipation and the importance of good nutrition and hydration.

We have endorsed 'the Wellbeing Principle', which is enshrined within the Care Act 2014 and which puts wellbeing at the heart of care and support. We believe that wellbeing is a holistic concept which includes dignity, choice, physical and mental health and social and economic wellbeing. We have seen a continued shift towards the use of Personal Budgets and Individual Service Fund (ISF) models, which we fully endorse as an opportunity to increase flexibility and personalisation of support in line with an individual's needs, priorities and goals. However, it is disappointing to note that these personalised models of support can be threatened by reductions in commissioned care packages, which are driven by the financial pressures on local authorities rather than the increased independence of individuals.

Changes to the benefit system and rising rents following years of austerity have led to a recent surge in the number of single people and families with children experiencing homelessness. The Homelessness Reduction Act 2017 (HRA) implemented in 2018, places a duty on local authorities to prevent and reduce homelessness. Despite this welcome legislation, the number of homeless households in the UK has risen significantly. The number of households living in temporary accommodation in England is at its highest level in more than a decade and the number of rough sleepers has risen by 20% in the last 12 months, with 100 new people sleeping rough every day. Official figures only account for those whom the authorities deem homeless, and the true figure is likely to be much higher. The housing charity Shelter, whose figures include rough sleepers and people in temporary accommodation, estimates that around 320,000 people in Britain are homeless.

The Government claims that the HRA has prevented 60,000 people from becoming homeless since its introduction. However, the root causes of homelessness urgently need to be addressed. Shelter chief executive, Polly Neate states *"Cripplingly expensive private rents, frozen housing benefits and lengthy waiting lists for social homes are pushing people to the sharp edge of a housing emergency, which won't go away without genuinely affordable homes. The government must invest in a new generation of social homes, 3m more in 20 years, if they are to pull hundreds of thousands of people out of homelessness. And in the meantime they must urgently increase housing benefit so that it covers at least the bottom third of private rents."*

Accountable and Cost Effective Governance

The Board of Creative Support has assessed its compliance with the Governance and Viability Standard. The trustees have undertaken a recent compliance review and the Board certifies that it complies with the standard. This was reported to the Board in September 2019. Creative Support has adopted the NHF's Code of Governance as updated in February 2015. The Board is committed to ensuring effective governance and financial viability and to the further development of the strategic planning, risk management and control framework within which we manage our housing assets and social care services.

As a not-for profit Registered Provider of Social Housing and provider of social care services all our assets and resources are used to further our charitable objectives. Our Board and senior managers have a strong commitment to our charitable ethos and are mindful of the broader context of cuts in public funding and pay restraint. This is reflected in the remuneration policy. Our Board of Trustees do not receive any payment for their governance duties, other than for expenses incurred.

We held six full Board meetings over the year with a very successful AGM in September and two Strategy Away Days which were well attended by our Trustees and senior managers. Our four committees in the areas of Finance & Audit, Quality, Human Resources and Housing have met regularly throughout the year. In addition, 'task and finish' meetings have completed pieces of work covering a range of issues and our trustees have made informal visits to services.

Pravin Majithia stepped down as Chair of the Board of Trustees in November 2018 after 2 years of serving in this key role. He provided effective leadership and support to the Board and the Executive Team during a period of significant challenges and opportunities. We would like to thank Pravin for his wisdom, dedication and record of service as a trustee and latterly as Chair.

Darrell Johnson was elected as Chair in November 2018. He brings to the role significant experience of the social care sector as well as many years of service as a trustee of Creative Support.

We maintain a register of attendance at Board meetings which is published below. This does not fully reflect the wider work of the trustees. We would like to thank all of the trustees for attending Board meetings but also for giving their time and expertise on a voluntary basis to attend other meetings and events, present awards, undertake interviews, visit services, preside over appeals and offer constructive challenge and professional advice.

Our trustees bring with them a range of valued knowledge and experience from diverse fields, including housing, social care, business consultancy, education, finance and HR. We would especially like to thank the trustees who chaired the Committees during the year, including Paul Calland, Jools Casey, Pete Gibbs and Patrick McGhee. We would also like to wholeheartedly thank Lorraine Gainsborough who has provided excellent support and assistance to the trustees in her role as PA to the Board.

Record of Attendance at Board Meetings 2018 – 2019

The attendance of trustees at our Board meetings throughout the year is as follows:

Trustee	May 2018	July 2018	September 2018	AGM 2018	November 2018	January 2019	March 2019	Total
Kashif Ali	X	X	✓	✓	✓	X	✓	4/7
Sharon Burns	✓	✓	A	✓	X	✓	✓	5/7
Paul Calland	✓	✓	A	✓	A	A	✓	4/7
Joolz Casey	✓	✓	✓	✓	✓	A	✓	6/7
Gordon Chivers	A	A	A	X	R	R	R	0/4
Pete Gibbs	X	X	A	A	✓	✓	✓	3/7
Darrell Johnson	X	A	✓	✓	✓	✓	✓	5/7
Ann Kay	✓	A	✓	S	S	S	S	2/3
Patrick McGhee	✓	A	✓	✓	✓	✓	A	5/7
David McKnight	✓	A	✓	✓	✓	A	✓	5/7
Pravin Majithia	✓	✓	✓	✓	✓	R	R	5/5
John Rodgers	S	S	S	S	S	S	✓	1/1

Key	
✓	Attended
A	Gave apologies
X	Did not attend or send apologies
S	Sickness
R	Resigned

Principal Financial Risks and Approach to Risk Management

Our Board of Trustees and Senior Management Team have worked together to maintain and to regularly review and update our corporate Risk Register, which identifies the main areas of risk and ensures that effective controls are in place to mitigate these risks, wherever possible. We consider that the principal financial risks are broadly unchanged since the last year, although labour market pressures have intensified significantly since then.

Principal Financial Risks	Approach to Reducing & Managing Risks
<p>Social Care Contracts</p> <p>Continued reduced funding in real terms for local authority funded social care is resulting in higher eligibility thresholds, reduced care packages and increased charges to service users. This could result in under-funded or loss-making services and unsustainable contracts.</p> <p>Prevention Services</p> <p>Prevention services are under threat as hard-pressed councils shift attention and resources towards statutory provision. There is a risk that prevention services will be further cut or de-commissioned.</p> <p>Commissioning Environment</p> <p>Some local authorities are taking outsourced services in-house or creating arms-length wholly owned care companies. Commissioners may decide to use some freedoms post-Brexit to award contracts other than by transparent and competitive processes.</p>	<ul style="list-style-type: none"> • We will work collaboratively with commissioners and care managers to remodel services so as to increase their viability while maximising outcomes • We will engage positively with initiatives such as the 3 Conversations Model, Just Enough Support and the implementation of assistive technologies which may reduce costs, whilst advocating for the people we support • We will promote the beneficial outcomes and whole system efficiencies arising from investment in preventative services • We will seek full cost recovery for commissioned services which reflect the impact of increased staff salaries and other costs • We will ensure that the customer experience for all service users, including people who pay towards or self-fund their care is positive • We will give notice on contracts which are no longer sustainable or decline to tender for services which are not viable • We will ensure that our services are considered attractive and cost-effective in comparison with in-house alternatives
<p>Supported Housing</p> <p>The loss of housing-related support funding could affect the sustainability of supported housing.</p> <p>The continued use of housing benefit to fund rents and service charges in supported housing is assured in the short run but may be subject to future review and restrictions.</p> <p>Housing surpluses contribute positively to the success of Creative Support's housing business. Customer demand and needs are changing and some models of provision such as shared housing may prove less attractive in the future, reducing occupancy levels and threatening viability.</p>	<ul style="list-style-type: none"> • We will review the sustainability of individual schemes, dispose of loss-making provision and seek to make efficiencies in the management and maintenance of our supported housing • The financial and social returns on our housing assets will be maximised through careful scrutiny and efficient management • We will ensure that our supported housing schemes are regarded as strategically relevant to local authorities and represent value for money. • We will review and invest in our housing portfolio to ensure that our schemes are fully occupied and continue to be attractive to customers and stakeholders

<p>Workforce Recruitment & Retention</p> <p>Labour market pressures driven by full employment, Brexit and reduced non-EU migration make it harder to recruit and retain staff, increasing expenditure on agency staff.</p> <p>Social care is widely perceived as hard and under-valued work, deterring new entrants to the workforce.</p> <p>Demographic changes and an ageing workforce present challenges (as well as some opportunities.)</p> <p>High quality senior staff and Registered Managers are particularly hard to recruit in a dynamic labour market.</p>	<ul style="list-style-type: none"> • Proactive recruitment strategies will be used, tailored to particular services and geographical locations • We will invest in on-line platforms and social media to recruit staff as well as an improved website • We will seek to retain our valued staff through targeted retention measures • Expenditure on agency staffing will be carefully monitored with targets for reduction and replacement with permanent staff • We will seek to double our team of flexible bank staff over the next 2 years. Regional targets will be set for bank staff recruitment and active utilisation in regions • Talent management and investment in training will create internal pathways towards management roles
<p>Increase in Staff Costs</p> <p>Regulatory changes relating to the National Living Wage and the impact of employment-related case law will drive up staff costs, alongside the increased cost of pension auto-enrolment and the imposition of the Apprentice Levy.</p>	<ul style="list-style-type: none"> • We will seek to incorporate the cost of these changes in our service budgets and to achieve full cost recovery • Services will be redesigned where possible to reduce the impact of increased workforce costs • We will seek to end contracts which cannot achieve full cost recovery
<p>Cash Flow</p> <p>Cash flow pressures arising from changes in local authority commissioning and payment processes, disaggregated funding streams and delayed payments will create liquidity problems</p>	<ul style="list-style-type: none"> • We will increase the resourcing and efficiency of our credit control processes • We will ensure that invoicing and income collection processes are tailored to the needs of people who pay towards or self-fund their care • We will undertake pre-legal and legal action more readily to recover delayed payments • We will scrutinise our debtors on a frequent basis and report outturn data against agreed targets to the Board

Achieving Value for Money

We are committed to achieving Value for Money across all our activities in accordance with Homes England's Value for Money Standard. As a registered provider we are required to:

- Adopt a strategic approach to achieving value for money in meeting our objectives
- Robustly assess the performance of our assets and resources (considering financial, social and environmental returns and taking into account the interests of our stakeholders)
- Manage our resources economically, efficiently and effectively to provide quality homes and other services
- Plan and deliver on-going improvements in value for money

We achieve Value for Money in the following principal ways:

- Developing and funding new social housing assets
- Efficient management of our housing and other assets
- Using all of our resources (including human resources) efficiently to maximise outcomes by delivering cost effective, high quality housing and social care services
- By delivering public benefit and added social value to our services users, stakeholders and the communities within which we operate

We are pleased to be able to demonstrate:

- Continued investment of surpluses in high quality, new-build social housing
- Reduced expenditure on infrastructure and back office costs
- Significant added value

We embarked on an ambitious two-year programme of efficiency and cost reduction reviews across all functions and departments in 2016 and our Board set a target of realising non-staffing savings amounting to £1 million in 2016-18, to be partly achieved by the relocation of our Head Office to more cost effective premises in Stockport. We exceeded this target by 200k. We are committed to retaining a lean and efficient infrastructure whilst protecting front line services and we have adopted a further programme of savings amounting to nearly 500k in 2019-20, which include:

- A reduction in the number and cost of local offices – five offices have closed in 2019 and a further three are marked for closure. This will achieve total full year savings of £200k in rent and office-related costs.
- The number of local and regional administrative roles will be reduced, saving around £100k.
- Further reductions in the cost of copying, printing and office related supplies, generating saving of £25k.
- Closure of local archiving and storage units and transfer of archiving to Head Office facilities, saving £10k
- Reducing the number of higher paid posts across the workforce and further restructuring of TUPE-related costs to save £150k.

Efficient and Effective Management Infrastructure

We have a cost-effective and lean central infrastructure and senior management team, which is kept under annual review to ensure efficiency and sustainability. Remuneration of the Chief Executive and Executive Team represents a much lower proportion of costs than for most comparable providers. However, we are keen to balance cost with productivity and the achievement of charitable objectives. Talent management and investment in professional and management training underpins the retention of senior staff and has created internal pathways towards management roles.

Value for Money Standard

In April 2018, the Regulator of Social Housing published a new Value for Money Standard, which stipulates that we report against a number of standardised metrics in our financial statements. The standardised metrics for Creative Support are published below. A separate VFM self-assessment is no longer required.

Reports of our performance in relation to other targets and KPIs are made to the Committees and the full Board on bi-monthly basis. Next year, it is our intention to benchmark these key metrics against a benchmarking group of similar specialist providers of social housing. This will allow us to evaluate our performance in comparison with peers and will inform our new VFM strategy.

Key VFM Metrics

Metric Description	Detail	Metric Value
Re-investment %	2018-19 saw the completion of our fifth new housing development in Warwickshire. This brought total investment in new and existing units to £1.9m, which was a re-investment rate of 2.43% on the total value of all housing properties at the year end of £78.5m	2.43%
New supply delivered (Social housing units) %	The completion of the fifth development in Warwickshire brought on line an additional 16 units. As a % of our 784 social housing units this represents a ratio of 2.15%	2.15%
New supply delivered (Non social housing units) %		0.00%
Gearing %	Net debt at the year end represents 46.02% of the total value of housing assets at the year end of £78.5m	46.02%
Earnings before Interest, Tax, Depreciation, Amortisation, Major Repairs Included (EBITDA MRI) Interest Cover	Earnings before Interest, Tax, Depreciation, Amortisation, Major Repairs Included (EBITDA MRI) of £839k represented 85.46% cover against interest costs of £982k	85.46%
Headline social housing cost per unit	Total social housing costs as defined in the Value for Money standard of £9.1m results in a headline social housing cost per unit of £6,387	£6,387
Operating margin (social housing lettings only) %	Operating surplus on social housing lettings of £2.0m gives a 16.35% margin on the associated social housing lettings income	16.35%
Operating margin (overall) %	Total operating margin including operations in the challenging social care sector was 0.71%	0.71%
Return on capital employed (ROCE) %	Annual operating surplus of £1.0m delivered a 1.72% return on capital employed	1.72%

Overview of the Business and Funding Environment

We have operated in a very challenging business context over the last twelve months. Creative Support is heavily reliant on competitively tendered contracts with local authorities and other public bodies for social care and preventative services. The noticeable trend in previous years of reduced funding for preventative services has continued, with the loss of funding for housing-related support, day services, respite services and support for people who do not meet the eligibility criteria for social care funding. Supporting People funding is no longer ring-fenced and almost all service provision previously funded by the Supporting People Programme has been de-commissioned in some areas. In the last 12 months, there has been sustained pressure to reduce care packages for people who do have eligible social care needs as local authorities struggle to balance their budgets. This has included cuts to direct payments and personal budgets, undermining the success of personalisation.

The Kings Fund has estimated that local authorities have lost around 10% of their funding in real terms for social care over the last five years at a time when demographic pressures are increasing the demand for services, driven by increased life expectancy and the increase in the number of older people with complex, long term health conditions. At the same time, the wider economy has seen continued modest real growth in GDP and a reduction in unemployment, leading to labour market pressures for all health and social care providers. This has increased staff turnover, recruitment costs and the use of expensive agency staff across the health and care sector. Brexit has added a further challenge as we have seen a sharp reduction in applications from EU nationals and the loss of existing EU staff. With health and social care staff making up 13% of the UK workforce, the question of where the skilled workforce of the future will come from remains unanswered.

In July 2015, the government announced that the National Minimum Wage would increase by 7.5% with the introduction of the National Living Wage (NLW) from April 2016; this was followed by a further increase in the NLW of 4.2% from April 2017, a 4.4% increase from April 2018 and a 4.9% increase from April 2019. This has been accompanied by other costly regulatory changes which have increased staff costs, such as pension auto-enrolment, with employers contributions now having risen to 3% of gross earnings. The introduction of the National Apprenticeship Levy for large employers such as Creative Support in April 2017 was an unexpected additional on-cost payable to HMRC of 0.5% of the total pay bill. We have also experienced increased costs associated with regulation by the CQC.

In the March 2017 Budget, the Conservative Government said that it would publish a Green Paper on social care. This followed its decision in July 2015 to defer the introduction of a cap on lifetime social care charges and a more generous means-test that had been proposed by the "Dilnot Commission" and accepted in principle by the then Coalition Government. These changes have since been postponed indefinitely. During the subsequent 2017 General Election campaign, the Conservative Party made a manifesto commitment to introduce a social care Green Paper and also made a number of pledges regarding how individuals pay for their social care. The publication of a social care Green Paper has since been delayed several times. The latest position is that it will be published "at the earliest opportunity". However, the Financial Times speculated in late-July 2019 that the Green Paper had been "ditched" and that instead a White Paper would be published in the autumn of 2019. In this policy vacuum, adult social care is increasingly reaching a tipping point, with the Kings Fund estimating a funding gap of £3.6 billion by 2025. There is a broad consensus around increasing the funding for social care, but the method for delivering this is a political decision.

In August 2018, the Government published its response to the consultation on the funding model for supported housing, which confirmed that housing costs will continue to be paid through Housing Benefit. This announcement was very welcome after a long period of uncertainty. We also welcome the recent decision to allow the housing cost component of Universal Credit to be paid directly to landlords in certain circumstances, thereby reducing the risk of homelessness due to rent arrears.

Introduction to our Audited Financial Statements for 2018-19

Since Creative Support acquired Delos Community Ltd we have produced consolidated group accounts as part of our financial statements. Separate figures have been produced for the Society and the Group for the year ending 31 March 2019, with comparisons with the year ending 31 March 2018.

Turnover

During the 2018-19 financial year the Group's total turnover arising from all activities grew by 6% with an increase of £6.59 million to £118.48 million, as compared with £111.89 million in the previous year. Total turnover included just under £12.3 million in respect of social housing lettings, £98.7 million relating to community care contracts and £6.6 million for prevention and wellbeing services.

Total operating expenditure for the year, before interest and financing costs, had increased by £7.98 million from £108.46 million to £116.44 million. Most of this increase relates to expenditure on staff salaries and on-costs, including higher employer pension contributions arising from auto-enrolment and the impact of the Apprentice Levy.

Surplus on Activities

The surplus for the Group amounted to £1.06 million. The trustees regard this as a positive outcome in a very challenging external funding environment. As a not-for-profit company, our surpluses are used to ensure that we maintain a sufficient level of working capital and to support future investment in supported housing and community assets.

Reserves and Fixed Assets

Total reserves for the group have increased by 2.4%, from £55.36 million to £56.69 million. This increase relates to the overall surplus achieved for the year in addition to actuarial gains relating to defined benefit pension schemes. Our reserves are principally represented by the equity in our fixed asset portfolio. By the end of the last financial year, tangible fixed assets for the group had reduced slightly from £80.38 million to £79.49 million.

Cash Flow

Cash flow was stronger during 2018-19 as compared with the previous year, with net cash generated from operating activities of £5.98 million. The increase in cash flow was partly associated with a reduction in trade debtors.

Social Housing Provision and Development

Creative Support is proud to have become a significant provider of social and supported housing. We have adopted a policy of re-investing surpluses generated by our business into the development of properties for rental to our service users. In 2018-19 we invested £1.4 million in acquiring, building and improving homes for people with support needs. This represents a considerable investment of our resources in developing high quality social housing. The number of social housing tenancies directly owned or leased by the Group at the end of March 2018 was 744, a reduction of 20 units. However, we acquired an additional 85 units of accommodation managed on behalf of partner landlords during the year.

In 2019, we achieved practical completion of Lanchester Court in Rugby, Warwickshire. This attractive, new build scheme provides 16 lettable units, comprising apartments, bungalows and town houses with gardens. The scheme has been purpose-designed to maximise independence and quality of life. This is the last of a portfolio of five new build schemes across Warwickshire, providing 49 units of attractive accommodation, developed as part of a strategic plan to build extra care and specialist housing to offer an alternative to residential care. We are pleased to report strong demand for our homes overall, with voids and management voids combined averaging 6% in 2018-19. We expect to bring void levels close to 5% in 2019-20, comfortably below our 6% target.

We regularly review the quality and demand for our directly owned and managed properties to ensure that all properties remain viable to manage, are attractive to customers and fit for purpose. The sale of properties that are no longer required supports our future investment in social housing. We sold properties in Bury, Northamptonshire, Halton, Manchester and Stockton-on-Tees during 2018-19, generating receipts of just over £1.5 million. We also handed back a number of properties managed on behalf of partner registered social landlords due to low demand for some shared housing. We will continue to make strategic sales and disposals in order to fund our capital expenditure plan and development strategy. Further disposals of surplus and low demand properties are planned for 2019-20, expected to generate receipts of over £1.5 million.

Capital Spending on Social Housing and other Properties

During the 2018-19 financial year, we committed £2.4 million to capital spending, much of which was spent on the development and improvement of social housing and property assets. This included £1.3 million on the development of new build housing schemes in Warwickshire, £76k on supported accommodation in South Tyneside and £7.5k creating a crisis bed in an existing housing project for people at risk of homelessness in Fleetwood. Spending on leasehold improvements on hubs and offices across the country included £170k to create the welcoming Creative Together Centre located on Swan Street in City Centre Manchester.

Capital Grants

We were delighted to be awarded Approved Development Partner status by Homes England in 2015, thereby enhancing our ability to fund the Development of new homes. In 2018-19, a capital grant of £149k was received from Homes England as a welcome contribution to the overall cost of developing new-build supported housing.

Future Capital Investment Plans

Our Board has approved planned capital expenditure of £2.1 million for 2019-20 of which around £500k is proposed for improvements to the Laurels care home in Carlisle and £150k on alterations to an existing scheme of six flats in Tameside, to provide suitable accommodation for people with complex needs. The remaining capital expenditure relates to small refurbishment projects, leasehold improvements and IT upgrades.

Fundraising and Grants Received

We have exceeded our target of £500,000 for fundraising from grants and donations over a three-year period set as part of our 2016-19 Business Plan. We have been very grateful for the award of a number of grants during 2018-19. We would like to formally acknowledge these grants and to thank the grant providers for these invaluable funds, including:

- Friends of Space - £34,253 to purchase new equipment for our sensory rooms
- Wigan Community Investment Fund - Year 3 funding of £32,566 for the peer-to-peer mentoring service
- Skills for Care Workforce Development Grant - £75,045 for delivering accredited training
- Liverpool City Council (Integrated Better Care Fund) - £154,356 to deliver a mental health crisis café.

Social Care Contracts and Services

We continue to tender for inclusion on frameworks for health and social care services. Over the year, we were awarded places on 14 frameworks and approved lists for health and social care services across the country. These frameworks are used by local authorities and CCGs to commission services for supported living, extra care, home care and community support. Success in these areas ensures continued access to the market for commissioned health and social care services.

We also had a busy programme of tendering for existing and new services and we were pleased to retain many contracts whilst being awarded new contracts to provide recovery-focused mental health support, person-centred care and supported living for people with a learning disability, home care and extra care services for older people.

We submitted proposals and tenders for 68 contracts and frameworks in total across 7 English Regions including the North West, North East, Yorkshire & Humberside, West Midlands, East Midlands, London & South East. We were successful in nearly half of these submissions (32 contracts representing 47%), which will contribute an additional income stream of £8 million per year. We retained re-tendered contracts in four local authorities, contributing £4 million to future annual revenue.

We were delighted to be awarded contracts in three new local authorities, Bedford, Worcestershire and the London Borough of Wandsworth. Setting up services and mobilising these contracts has involved forging partnerships with new commissioners, landlords, and community stakeholders and working with new service users, their families and multi-disciplinary teams.

Type	No	Description	Location
Frameworks & Approved Lists successfully applied for	13	Complex Care Services (1) Care & Support Specialist Housing (1) Extra Care Services (1) Learning Disability Support (1) Domiciliary Care Services (1) Care and Support at Home (2) Positive Behaviour Support (1) Specialist Supported Living (3) Support for People with Autism (1) Specialist Community Support ABI (1)	Barking & Dagenham Cheshire East Cheshire West Cumbria Durham Hartlepool Liverpool Enfield North East Lincolnshire North Lincolnshire North Yorkshire Northamptonshire Teesside
New contracts awarded from competitive tendering	15	Complex Needs Supported Living (1) Domiciliary Care (1) Extra Care Services (1) Floating Support (1) Supported Living Services (6) Mental Health Recovery Services (1) Supported Living/Residential Care (1) Supported Accommodation (3)	Bedford Bradford Derby Doncaster Lancashire Leicester North East Lincolnshire Salford Shropshire Stockport Tameside Trafford Wandsworth Wigan Worcestershire
Existing contracts re-awarded on tendering	4	Supported Living (2) Mental Health Recovery Services (1) Wellbeing & Resilience Support (1)	Bradford Salford South Tyneside Wigan
Total	32		

Services in the North West

We continue to enjoy growth in the North West and to implement new service developments for people with mental health needs, learning disabilities and older people.

Wigan Council awarded a further 24-hour supported living service contract for an individual with complex needs in May 2018 via the Greater Manchester Ethical Purchasing Framework. In February 2019, we were pleased to be re-awarded our contract to provide a preventative Community Wellbeing & Resilience Service, delivered by a consortium with two partner charities, Imagine Independence and Catch 22. We were also awarded a contract to provide outreach support for people with mental health needs across the borough.

In Chorley, Lancashire an established 24 hour supported living service transferred to our employment from another provider as did a small mental health outreach service to people living in dispersed housing. Bredon Lodge, a residential respite service in Runcorn transferred to our management in April 2018. Commissioned by Halton Council this service provides much needed respite support to over 50 people with a learning disability and their families. Creative Support now provides highly flexible and responsive respite services in four North West Local Authorities including Halton, St Helens, Lancashire and Trafford.

We were awarded a contract in Trafford, to provide supported living for two women with a learning disability. One of the service users was fully involved in the selection process. Our daily sensory sessions for people with a learning disability in the Trafford office have proved very popular and we have recently launched a Zumba class.

We are currently embarking on the redevelopment of a scheme of six flats in Tameside using our own capital funding of £150,000 and a £25,000 grant from NHS England, creating a bespoke environment for people who have complex needs who are supported via a contract with Tameside Council. Also in Tameside, we were awarded a significant contract to provide recovery focused support for up to 28 people with mental health needs in supported accommodation in the Hyde area.

We worked in partnership with Liverpool City Council to launch and develop The Liverpool Light in April 2018. This mental health crisis café runs in the evening from our Liverpool Links Hub and provides a warm, welcoming alternative to A&E for people with mental health needs who are experiencing mental distress or crisis. The café aims to reduce the use of emergency services and in-patient admissions. Due to the success of the service we have been awarded grant funding of £154,000 for a further year.

In Cumbria, we continue to provide a wide range of services. Our home care service in Barrow-in-Furness has expanded, increasing weekly care hours by 50% and our Social Inclusion Community Service now provides over 500 hours of preventative support across the Barrow area. A local community learning disability nurse wrote to thank the staff team for providing a responsive service to a service user who had experienced a relapse in her mental health *"The support provided was excellent and really assisted my service user to avoid hospital admission and to use positive mental health strategies to remain in the community"*.

During the year we were delighted to open Bay House in Blackpool, working in partnership with Places for People. This 10 unit supported housing scheme provides 24-hour recovery-focused mental health support and rehabilitation for residents of Blackpool and Fylde. The scheme was fully occupied by the summer of 2019. In Fylde and Wyre, we were awarded a contract to support homeless people with complex needs linked to our existing short stay accommodation at Warrenhurst Court, which has been adapted to include an emergency bed. We have also entered into a small lease with a local landlord to further expand the number of move-on housing units for this contract.

In Salford, we submitted a tender for supported living services for people with a learning disability and we were delighted to be awarded a significant contract to provide support to 62 service users living in 21 properties in the Swinton locality. We already supported service users in 9 of these houses so we were pleased to be able to provide continuity of support for these individuals. We were also awarded a contract to provide a very bespoke service in Salford for four people with complex care needs which is expected to open in September 2019, working in partnership with Irwell Valley Housing Association.

The Mayor of Greater Manchester, Andy Burnham, opened our amazing new Creative Together Centre located on Swan Street in Manchester city centre, this followed investment of 150k of our own funds in a full refurbishment and fit-out of the premises. The Creative Together Centre offers nutritious meals and refreshments, peer support, holistic health & wellbeing services, meaningful activities (including art, music, drama and social groups) and a warm welcome. The Centre promotes co-production, with the active involvement of members and volunteers. It also provides an accessible base for our Manchester Recovery Service and has well-equipped meeting rooms which are used for Creative Support training or can be hired out by voluntary and community groups.

Our Manchester Recovery Service provides short-term mental health recovery-focused support. The team has exceeded their annual target of supporting 120 people to better self-manage their mental health, develop coping skills and pathways to independence. A service user wrote to us to thank us for our support; *"having experienced a crisis in my state of mental health due to cutbacks in my support services leading to isolation, I was referred to Creative Support. The service has helped to move the mountains of fear and pain I have been experiencing in the way it has supported me. The work Creative Support are doing in this day and age is nothing short of miraculous and has been, I feel, literally a life saver for me. I could not have gone on any longer without this support. The service really does live up to its name in being both creative and supportive"*.

We have enhanced our services for people in Stockport by acquiring an allotment with four accessible raised beds at Webb Lane Allotments. We have received a very warm welcome from the other allotment holders who have donated plants and planters. The service users have decided to call the plot 'The Together Garden'.

As devolution for Greater Manchester progresses, we are beginning to see an increase in joint-funding and shared commissioning across the 10 authorities, underpinned by local priorities, strategies to address social disadvantage and health inequalities and increasing opportunities for innovation. We were pleased to gain a place on the Greater Manchester Ethical Purchasing Framework, one of the initiatives to emerge from increased collaboration by the 10 local authorities.

Across the North West region, we were successful in our applications for frameworks for Liverpool City Council (Care and Support in Extra Care Housing), Cumbria County Council (Additional Needs, Learning Disability and Autism) Stockport Council (Care at Home) Cheshire East Council (Complex Care Services) and Cheshire West (Services for People with a Learning Disability, Mental Health Needs and Autism).

Services in the North East

We continue to develop and extend our services in the North East. We now provide services in 10 local authorities, including North Tyneside, Gateshead, South Tyneside, Sunderland, Durham, Hartlepool, Redcar & Cleveland, Stockton-on-Tees, Middlesbrough and Darlington. We also deliver support services from this region to people living in the town of Whitby on behalf of North Yorkshire Council.

During the year we consolidated the supported living service that had transferred to our management in the previous year from South Tyneside Council's in-house provision. We successfully supported a young person with very complex needs to move into this service from long-term hospital provision, resulting in a significant increase in her independence and quality of life. We were also delighted that the contract for our existing supported living service for ten people with a learning disability in Jarrow was re-awarded to us following competitive tendering.

The contract for our well-respected prevention service in Gateshead was further extended based on the positive outcomes we achieved for people with complex support needs, including mental ill-health, substance misuse, homelessness and risk of offending. The funding for our highly regarded support service for disabled people in Darlington was extended for a further 12 months. In North Tyneside we have restructured and retained our mental health supported accommodation provision.

We also successfully applied for approved lists and frameworks for the provision of home support and supported living in Hartlepool, Sunderland, Durham and North Yorkshire and to provide services for people with complex needs who need positive behaviour support in Teesside.

In the North-East we aim to be an employer of choice for social care and we have had a successful partnership with Stockton College, recruiting trainees who are new to social care from their Care Academy. Our use of agency staff in the North East is now the lowest of all Creative Support's regions and we hope to drive it down even further in the year ahead.

Services in Yorkshire and Humberside

Creative support is pleased to provide prevention and social care services in Calderdale, Kirklees, Bradford, Leeds, Sheffield, Doncaster, North Lincolnshire and North East Lincolnshire for people with a learning disability, autism and mental health needs.

We were delighted to be re-awarded a contract commencing in October 2018 to provide recovery-focused mental health supported accommodation in Bradford. This large service involves the support of 60 individuals with mental health needs across seven services in Bradford and Keighley. Also in Bradford we were awarded the contract to provide support to service users at Sutton House, followed by the transfer of the domiciliary care service provided by Allied Health Care to our management.

We act as the contract manager for the Youth in Mind service, an integrated, community-based mental health service for young people in Bradford, Airedale, Wharfedale and Craven, funded by three CCGs. The service is a partnership between health, local authority and voluntary sector organisations working closely to help young people feel less isolated, more connected, safer and more in control of their lives and wellbeing. The Youth in Mind partnership offers a menu of support that can be accessed by young people as soon as they need it. This contract sits alongside our existing Safer Spaces Project which offers an alternative crisis pathway for young people experiencing mental distress.

We were delighted to be awarded a large contract in Doncaster in October 2018, with a £2.5 million annual value, to provide a range of person-centred supported living services for 74 people with a learning disability. Over 120 staff transferred to our employment from the previous provider in January 2019. We have acquired a welcoming office base from which to run this service and offer local training. Since the contract commenced we have successfully restructured the management team, improved the on-call provision and recruited 25 new staff to vacancies in the service. We are now working with Doncaster Council to deliver efficiencies and to promote the independence of the people we support.

Following this, we were awarded a contract to provide supported accommodation for 8 people with mental health needs in Doncaster. The service transferred to our management in February 2019, complementing our existing contract for the provision of floating support to people with mental health needs. The latter service has been enhanced with additional funding for a specialist Mental Health Pathways Coordinator to enable people with mental health needs to access timely advice and support to access a pathway of housing and support options. We are pleased that we are now exceeding our targets for service delivery in this contract.

Our services in North East Lincolnshire were enhanced by the award of a contract to provide supported living in Grimsby, involving the transfer of 7 staff from a private home care provider. We were awarded places on frameworks for commissioning services in North Lincolnshire and North East Lincolnshire.

Services in the West Midlands

Services in the West Midlands are provided in 10 local authorities in Stoke-on-Trent, Staffordshire, Wolverhampton, Dudley, Sandwell, Birmingham, Telford & Wrekin, Shropshire, Warwickshire and latterly Worcestershire. In 2018, we successfully launched our first service in Worcestershire, known as Bryson Place. This newly developed scheme of apartments in Bromsgrove offers core and individualised support to 14 people with a learning disability and/or autism.

After several months of transition work we opened a new-build personalised supported living service in Shrewsbury in early 2019, enabling four young women with a learning disability to move from family homes and residential placements into a high quality newly built property in Shrewsbury.

In July 2018 we launched our welcoming new mental health recovery service hub in East Birmingham, following a full conversion and fit-out of a shop front property in Yardley. We completed an upgrade of the South Birmingham hub in Northfield and opened a further base for recovery support on Harborne High Street. The hubs provide individual recovery planning and support, activity groups, peer support and pathways to employment, with the aim of promoting recovery and independence and increasing the number of people with mental health needs in paid employment. Our services form part of the wider Birmingham Mental Health Recovery & Employment Service contract, commissioned by the CCG and delivered by a consortium of voluntary agencies including Better Pathways and Birmingham Mind.

Services in the East Midlands

By the end of the year we were providing services for people with mental health needs, learning disabilities and autism in six local authorities in the East Midlands including Bedford, Central Bedfordshire, Derby, Leicester, Leicestershire and Northamptonshire.

In Derby, we were awarded a new contract to deliver an existing supported living service for 16 individuals with a learning disability. The service transferred to our management in November 2018, with the transfer of 28 staff from the previous provider. We have been working to develop the quality of this service and to recruit to staff vacancies. The communal areas have been improved and now offer an attractive space for peer support. We continue to provide mental health support across Derby to around 40 service users with personal budgets.

In 2017, we were appointed as the lead provider for supported living and community support for people with a learning disability and mental health needs in an area of Leicestershire including Wigston and Market Harborough. This has involved the retention of existing services, the transfer of services from other providers and the development of three new schemes providing support in Market Harborough and Wigston.

Our contract in Leicester for the delivery of floating housing related support for people with mental health needs was extended following a full review of provision. Our Community Support service has flourished and now supports over 70 people living in dispersed housing across Leicester who have a learning disability or mental health needs.

In Northamptonshire, we continued our partnership with Commsortia to provide preventative support services across the county, funded by public health. We relocated our Northampton office to better premises. A review of our portfolio of small care homes in Wellingborough resulted in the decision to sell two of these. We are investing in improvements to our day centre in Wellingborough which provides highly valued day opportunities for around 40 people with a learning disability, ensuring that this popular service remains attractive to current and future customers.

At the end of 2018-19 we were awarded a large contract in Bedford, valued at over £3.5 million, to provide supported living and residential care services for 83 people with a learning disability and autism living in 12 services. This was a complex contract to mobilise, involving the transfer of 152 staff from three providers. We anticipate the need for significant investment in quality improvement in order to ensure that all services meet our high standards.

Services in London and the South East

During the year we moved to a new more accessible and cost effective London Office located in Islington. Our Services are currently provided in five London boroughs, including Barnet, Bromley, Camden, Tower Hamlets and Wandsworth. We also support older people and people with a learning disability or mental health needs in West Berkshire, Wokingham, Reading, Slough and latterly, Essex.

We gained places on the London Borough of Enfield and London Borough of Barking & Dagenham frameworks and we look forward to expanding our services to other London Boroughs. The new Transforming Care contract in Essex has broadened our range of service delivery and expertise within the South East region.

During the year we were very pleased to be awarded a new contract to develop and provide a new supported living scheme known as Melody Road in the London Borough of Wandsworth for people with a learning disability, including individuals with complex needs. Melody Road is an attractive, new build scheme developed by Optivo Housing which comprises seven bright and spacious apartments. We have planned and implemented transitions for service users and successfully recruited a new team of staff, despite the challenging recruitment environment. A Consultant Psychologist wrote to our Manager: *I have been very impressed by the staff team working with service user Errol (*not his real name) at Melody Road. He has been a really complex and challenging person to work with, but all of the staff members I've worked with so far have shown great care, kindness and compassion towards him, in spite of all the challenges. Our team have also been very grateful for how open you have been to sharing information with us, and to taking on board advice or suggestions that we have given. I hope that your organisation recognises what a skilled and dedicated team they have got at Melody Road, and I look forward to continuing to work with you all in future."*

We continue to develop the quality of our extra care services in London and we have provided a very wide range of stimulating and enjoyable activities for the people we support in our services in Tower Hamlets and Bromley over the last 12 months, delivered in partnership with tenants, local voluntary organisations and businesses. These included a 'Men in Sheds' programme in our Bromley services aimed at reducing loneliness and providing meaningful activity through woodworking. Our Tower Hamlets services have benefitted from input and resources from corporate volunteers and support from local companies (including Canopus, ISS facility services, Markel, Nasdaq and the RSA). We have also developed partnerships with local schools to encourage inter-generational friendship and interaction.

Prevention Services

Overall funding for prevention and floating support services has reduced due to loss of local authority funding from the Supporting People programme. However, we were pleased to have secured extensions to existing contracts for many such valued services. These included the extension of existing well-regarded prevention contracts in Gateshead, Rochdale and North Lincolnshire.

The Liverpool Floating Support service for socially excluded groups delivers targeted interventions to people at risk of homelessness and exclusion in an area of significant deprivation. We were pleased that the contract for our prevention services in Wigan was re-awarded, albeit with reduced funding. This service is provided on a consortium basis with Creative Support leading a highly effective partnership of three voluntary agencies, working from our Community Hub.

Our prevention services have supported more than 3,000 people across the country by providing advice, enablement and short-term support to prevent homelessness, promote inclusion, resilience and wellbeing. Many of these services incorporate co-production, peer support and volunteering as part of the delivery model and reduce the demand for statutory health and social care services.

Transforming Care Services

Creative Support is keen to contribute to the national Transforming Care policy agenda which has pledged to improve health and care services so that more people with a learning disability and/or autism who have complex needs or challenging behavior can live in the community, with the right support, rather than in hospitals and institutions. During 2018-19 we have developed and begun delivering two new Transforming Care services in Essex and Lancashire as part of contracts to enable people with a learning disability who have complex needs and a history of offending or challenging behavior to move from hospital and institutional settings into domestic accommodation re-configured and personalised to meet their unique needs. In the previous year, we assembled a specialist in-house Transforming Care Team of senior staff and practitioners to co-ordinate the significant development work involved in bringing these schemes to fruition.

The first of these contracts was awarded by Essex County Council for the provision of a specialist supported living service in Braintree for 10 people who have a learning disability and/or autism. This high quality scheme comprises ten self-contained bespoke apartments with additional communal facilities set in an attractively landscaped site. Since early 2018 we have recruited and trained a brand new staff team, planned transitions and enabled 5 of the individuals to move into their new homes from hospital and out-of-county placements. A sixth individual will move in by the end of September and a seventh person by the end of 2019. We continue to work with the County Council around the allocation of other priority service users to fill the remaining vacancies. The service has made great progress for the people who have moved in and has received compliments from professionals, acknowledging the compassionate, skilled and person-centred support offered to very complex individuals. Since the service became operational in January 2019, Essex County Council have asked us to work with them to develop further accommodation around the unique needs of other individuals with complex needs.

The second service, located near Lancaster has been commissioned by Lancashire County Council. Our Transforming Care Team sourced a bespoke property in partnership with specialist supported housing developer, Merstons and their partner social landlord, Inclusion Housing. The property has been extensively adapted and refurbished to create an appropriate environment to meet the needs of individuals with challenging behavior and forensic histories. After a year of development work and transition planning four of the six individuals have now signed tenancy agreements, with one person having moved into the scheme and three people due to move into their homes during the next two months. We continue to work with Lancashire Council to identify the last two individuals. Similarly to the Essex Contract, the Morecambe and Cumbria CCGs responsible for part-funding and transitioning individuals out of hospital placements have asked Creative Support to work with them to identify housing development opportunities and to create bespoke support packages for individuals on the Transforming Care Pathway that have proved difficult to place. To date we are working on four assessments for such placements and envisage services in this area continuing to grow as a result of our recent work.

The Creative Space Centre

It has been a busy year for the Space Centre in Preston. In the Spring, we re-branded to reflect our role within the organisation and we are now known as the 'Creative Space Centre'. We have been on tour, providing mobile sensory experiences at the Autism Show in Manchester and the Accessible Festival in Bury. We received very positive feedback from the organisers and visitors to both events. The Friends of Space continue to generously support the centre and have helped us maintain our position as the largest and most versatile multi-sensory centre in the country. We are delighted to attract and welcome visitors from across the country. Their comments have included:

"I came to your centre all the way from Hertfordshire. We took our clients with complex needs to 4 sessions. It's an amazing place, and all the clients and staff alike had a tremendous time. If only there was something like this in the south east!"

"With an autistic 10 year old, a 6 year old and a 6 month old, I'm quite limited in places that appeal to them all. This is perfect for all of them, so many different ways to play and use the equipment, they all think it's a treat"

"We are always here and the staff are wonderful. My children, youngest to the oldest, LOVE space centre - I have twins with a disability and children that don't have a disability, it's a place we can all go and enjoy as a family,"

"The Space Centre has been a life line to us in recent times. I honestly don't know where we would be without it. My son's difficulties have increased massively since starting full time school and a session at the centre helps him reset."

"A wonderful supportive sensory experience in a non-judgmental and safe environment. Immaculate facilities and great equipment. A super special place for our super special kids".

In addition to continuously investing in our indoor sensory equipment we want to improve the use of our heritage gardens designed by Mawson and listed due to their historical significance. The new Sensory Walk, designed to reflect the changing seasons, will officially open in October 2019. The launch event will be the perfect opportunity to thank all our sponsors and volunteers who have made this ambitious project possible. Work to make the rest of this amazing garden fully accessible is about to begin. A ramp will connect the path to an area of raised beds containing plants with a strong fragrance, foliage that flows in the wind and leaves that create different shapes in contrast to the sky. We are in the early stages of redesigning the Mawson Garden to create a path connecting the lower and upper garden so that this is also accessible to people who use wheelchairs. We have taken inspiration from a garden in Barcelona to use plants in the space colours across the Mawson flower beds creating a vibrant, contemporary way of connecting the historic gardens with people who use it today. Our aspiration is to create a covered area that can be used all year round to complement the sensory experience in the rooms.

We would like to take this opportunity to thank the inspirational founder, Alison Birch, who is retiring at the end of October 2019. Alison has been instrumental in making the Creative Space Centre the success it is and we are delighted that she will continue to support our work on a consultancy basis.

Events and Added Value

Creative Support has worked with service users, volunteers, community members and partner agencies to add value to the services we provide and the communities we work in. Some examples from this year include:

- In 2018 we caught up with service users who starred in our Autism stories from 2014. The new film can be found on our YouTube channel and builds on our Autism Stories series.
- In April 2018 we launched Creative ARC (Active Relaxation Centre) based at our Reading Office. The facility provides a safe and relaxing space with sensory equipment and is open to service users and members of the public and received positive press and social media coverage including interviews on ITV news.
- In May 2018 we celebrated Befriending and Volunteering Month and worked to promote our befriender roles. We now have 30 active befrienders across the country. This was followed by Volunteering Week which was celebrated in June.
- The 'Summer of Sport' month in 2018 encouraged indoor and outdoor activities, building on World Cup excitement and our Happy and Healthy challenge. Our 'Walk this Way' week saw service users get active outdoors, with 20 service users taking part in a 3.5 mile North West Canal walk.
- In July 2018 we continued to build on our partnership with NCS The Challenge with young volunteers decorating the garden of the Burkhart Centre and co-producing the Summer Sizzle event promoting links with the local community.
- The 2018 Art Competition was a great success with over 60 entries received. All entries were on show at the September AGM with attendees voting for their favourite, the top 12 was then used in our 2019 Annual Calendar.
- We held taster sessions and activities at our new mental health hubs in Birmingham and Dudley to celebrate World Mental Health Day in October 2018.
- We celebrated Black History Month in October 2018, linking in with local communities, and recording stories shared by service users.
- In November 2018, we held a Celebration Gala in Manchester, bringing together our Housing, Volunteer, Service User Achievement and staff Achieve Q award winners and the Opportunity, Choice and Wellbeing grant winners. Over 100 awards were made and we were entertained by a magic show, choir, poetry and inspirational speakers from Islington and our Blackburn social Inclusion Football League.
- Halton Lodge partnered with the 10,000 Hours Foundation and Creamfields hosting a taster day encouraging people to give back to their local communities bringing together music fans and local charities.
- In January 2019 we filmed at the Creative Coffee shop located at Police Head Quarters in Northallerton. The coffee shop provides 12 supported placements to create pathways for future employment.

- Our 'Be Involved' campaign continued into 2019, encouraging service users to be actively involved in Creative Support, our calendar of events and their local community. All 12 services receiving money as part of our grants programme regularly keep us updated with how this money has helped their services.
- We launched our Mind Matters Campaign in March 2019 inviting staff and volunteers to share resources and experiences that have helped them maintain good mental health.
- April 2019 saw the official launch of Creative Together, our national co-production centre and an inspirational, inclusive space for the Creative Support Community. The launch was attended by Andy Burnham, Mayor of Greater Manchester.
- We launched our Green Goals campaign in May 2019, an ongoing campaign aimed at encouraging service users and staff to reduce their single-use plastic usage.
- As part of our Green Goals campaign we also launched a Sunflower Challenge, encouraging service users to plant the supplied sunflower seeds; we received regular updates and pictures from services about the progress of their sunflowers.
- In August 2019, we celebrated LGBT+ equality, friendship and community at Manchester Pride. Service users and staff travelled from as far as the North East and Cumbria to help decorate a red double decker bus with a 'Deep Space Pride: A Future World of Equality' theme and to join us in the parade. We also took part in Stockport Pride. Our Pride branded t-shirts, badges and lanyards have been widely admired.
- On 31 August 2019, we were informed at an awards gala that the Blackburn Social Inclusion Football League had been awarded the Lancashire FA award for 'Project of the Year', from hundreds of nominations across the County. Our service users proudly collected the award and enjoyed a wonderful celebratory evening.

Creative Arts and Wellbeing

Creative Support has responded proactively and progressively to the growing, strong evidence base for the place of Arts in supporting health and wellbeing. We aim to be a leading agency in promoting and growing the role of the creative and performing arts in health and social care. Having appointed an 'in-house' Artist in Residence, we have planned and delivered a range of Applied Arts projects, focusing on the transformative power of the Arts to increase wellbeing with some great results.

Trafford Theatre Residency – we delivered a 12 week residency allowing service users to develop new skills and friendships, try something new and explore what 'Opportunity, Choice and Wellbeing' meant to them creatively. We sought to provide an opportunity for participants to explore their own circumstances and experiences, providing a platform for participant's voices and stories to be heard. The residency culminated in creating a short play, which was enjoyed by an audience of family members and staff. The response from participants was overwhelmingly positive, with demonstrable positive outcomes, including participants visibly developing their communication skills, self-esteem, confidence and soft skills.

Creative Together Theatre Company – we have established a Theatre Company based in Manchester, made up of service users with varied support needs. The group meet weekly and create new theatre about subject matter which is important to them. The group devised a fairy-tale themed play exploring social inclusion. The group have also, through exploring their own experiences, using applied theatre methods, have acted as consultants to us when relaunching our Code Red Campaign for reporting poor practice. The scenarios used in the campaign came directly from the group, demonstrating a co-produced approach to improving practice.

Doncaster Theatre Residency - we delivered a nine week residency with our service users with a learning disability in Doncaster. The residency focused on using sensory, applied theatre methods to support participants to have fun, improve communication, coordination and soft skills. The residency culminated in participants creating a play which celebrated them as individuals including celebrating diversity and supporting our service users to do the things they love and to be themselves, from cross-dressing to going on holidays. The group performed their play to an appreciative audience of over 60 families and staff.

Arts Residency at The Laurels Care Home - we consulted with residents living with dementia in our care home in Carlisle to develop an innovative programme. The residents will use nature, digital tools and photography to create works of visual art, which will culminate in an exhibition. Designed and developed with the most up-to date research in the arts, dementia and wellbeing at its core, the residency focuses on 'in the moment' experience, rather than the more typical reminiscence, which research shows can significantly improve the wellbeing of people with dementia.

Dance and Dementia in Tower Hamlets - residents living with Dementia in our Tower Hamlets extra care services have been engaging in Dance workshops with the Green Candle Dance Company. The workshops use music and movement as a means of expression and communication, with the aim of reducing social isolation and improving physical and mental wellbeing.

Employing and Retaining a Large and Diverse Workforce

At the end of March 2019, Creative Support employed over 5,000 contracted full time, part time and sessional employees amounting to around 3,500 whole time equivalents. The average length of service of our permanent employees is just under 5 five years (previous TUPE service is included) and over 3 years (TUPE service is not included). This is a strong indicator of high employee satisfaction and retention and demonstrates that Creative Support has a lower rate of staff turnover than the average for the sector. We continue to build our team of relief workers to ensure that we can manage peaks in workload in an efficient manner and prevent the use of more expensive agency staff.

Our HR team successfully managed 15 TUPE transfers over the financial year and welcomed 223 staff into the company. We also completed a number of staff restructuring exercises, which will deliver cost savings in 2019/20 of over £250,000. A new payroll system was successfully implemented during 2018-19. This was a major undertaking requiring careful project management and cross-department co-ordination. The new system has delivered a number of improvements, including better analysis of staff costs and improved reporting functionality as well as enhanced customer care for staff. We have also introduced a last working day payroll in order to provide a better experience for staff TUPE'ing from other employers.

During 2018-19, we experienced intensified competition for good staff in a tight labour market. Despite these challenges we employed over 1,000 new staff, many of whom were selected by recruitment processes that included service users or carers. We use multiple assessment methods and rigorous recruitment checks to ensure that we recruit compassionate people with person-centred values as well as relevant skills and experience. We continue to look at creative ways of attracting the best quality staff. In summer 2019 we launched our new on-line recruitment website which has more than doubled the number of job applications received and has contributed to a 50% increase in the number of job offers. We expect this to contribute significantly to our target of reducing agency staff use in 2019-20 by 20%.

We are pleased to have increased the recruitment of young apprentices and participated in a number of initiatives to enable socially excluded people to join our workforce and to experience high quality vocational training. Work trials are used to give people without experience of social care the opportunity to gain supported work experience and training. We have successfully employed graduate interns in our Extra Care Services and have recruited apprentices for trainee roles in our finance team as well as our care services.

We aim to provide structured career pathways which enable our staff to flourish and develop their career in social care. For example, staff member Katie had never worked in care before her employment with Creative Support. She came to a recruitment event aimed at parents seeking to return to paid work and started working part-time in an extra care service close to her home, allowing her to combine paid work with family responsibilities. She subsequently completed an NVQ Level 2 in Care, decided to work full time and successfully applied for a supervisory role. She is now undertaking a Health & Social Care Level 3 Diploma and completing a Certificate in End of Life Care. She has completed 'train the trainer' training with Age UK so that she can deliver training in promoting good nutrition with older people and is a Dementia Champion for the service. Katie is a fantastic role model for her colleagues and a great ambassador for Creative Support.

Staff from BME groups made up over 20% of our permanently employed workforce on 31 March 2019, reflecting the diverse profile of our service users and the vibrant communities in which we work. We are pleased to report that our gender pay gap was slightly in favour of female employees in contrast with the national picture. This reflects the number of senior roles in our organisation which are filled by women.

Retaining our valued staff continues to be a high priority. Our salaries and benefits are competitive and are benchmarked positively against similar organisations. We know that our staff appreciate our person-centred values, high quality training, structured career opportunities and the support and coaching they receive from highly motivated managers. Our staff awards scheme 'Achieve Q' seeks to acknowledge the hard work and many achievements of our staff. Creative Support was nominated for a Stockport Business Award in the category of Best Non-Profit and Best Employer Categories in 2018. We were pleased to be commended and recognised as being a major employer in the area and a number of our staff, volunteers and service users enjoyed a fantastic evening at the Stockport Business Awards Gala.

Supporting and Developing our People

Investors in People

We have maintained our Investors in People Silver status and we are preparing for our full IIP review which will commence in early 2020. We continue to develop our workforce communications strategy and have regularly published 'Creative People' our monthly Staff Newsletter

Stonewall Workforce Equality Index

We have just submitted our Stonewall Workforce Equality Index application for 2019 and look forward to receiving our results later in the year. We were incredibly pleased that we jumped up over 100 places in last year's assessment to 327th in the country (of circa 700 businesses). This was a great achievement, enhancing our reputation for diversity and inclusion.

Promoting Positive Mental Health at Work

We plan to roll out Mental Health First Aid training across our organisation over the next 12 months. In preparation for this one of our trainers has qualified as an accredited Mental Health First Aid Trainer. We have promoted our Employee Assistance Programme which offers free on-line and face-to-face counselling for all staff. Our aim is to increase the staff awareness as to how we can support them to be resilient and to maintain their mental health.

Creative Academy

In the financial year 2018-19 our Creative Academy training team have delivered classroom based training to 16,483 staff, clients and volunteers. Nationally we have delivered and supported 2,167 classroom sessions and 204 supported e-learning sessions. We have introduced a new staff incentive by offering a £50 gift voucher to employees who complete 10 e-learning courses within a 12 month period. We have seen completion of e-learning increase by 20% in the last six months due to a combination of publicity, increased awareness and the incentive. We proud to maintain the Skills for Care endorsement which is the quality badge for health and social care training.

We have continued to work positively with external providers to deliver qualifications and training to our staff. A total of 246 staff completed Level 2 Certificates in Autism, Learning Disabilities, Mental Health Awareness and Diabetes Awareness with the Learning Curve. We have also commissioned highly regarded training in Psychologically Informed Environments (PIE) for staff supporting individuals with mental health needs.

In response to the strong public health focus for the Greater Manchester Ethical Framework for Commissioning we are working with Salford Council to deliver Health Promotion qualifications to our staff in the Greater Manchester area. This qualification is certificated by the Royal Society for Public Health and reflects our organisational commitment to a philosophy of 'Opportunity, Choice and Wellbeing'. This investment reflects our commitment to reducing health inequalities, promoting a healthier workforce and achieving positive health outcomes for the people we support.

As part of our commitment to business efficiency we have reviewed our training offer for the upcoming year. We have comprehensively assessed the needs for specific training sessions nationally and in line with the requirements of our services in specific geographic areas. In order to reduce reliance on external training companies we have supported our trainers to complete 'Train the Trainer' qualifications such as First Aid, Manual Handling, Infection Control and Food Hygiene. Further efficiencies have been created within the team by restructuring some job roles and extending the training repertoire of our trainers.

Higher Level Apprenticeships

We are working in partnership with universities to access degree level apprenticeships, using funding drawn from our Apprentice Levy account. Nine senior staff are currently undertaking higher qualifications with UCLAN, MMU and the OU. Two managers are completing the Chartered Manager Masters Degree; five are completing the Chartered Manager Degree and two are completing the Social Work Degree Apprenticeship. Ten other senior staff have applied for the Social Work Degree, Chartered Manager Degree and Nursing Foundation Degree at various universities. We have developed a competitive application process to ensure that only highly motivated staff are put forward for these qualifications.

Care Certificate

The Care Certificate is the national induction standard for all health and social care staff. To support this effectively we have created a training video, reformatted the assessment document and delivered briefing support sessions in each region where staff can access information and guidance.

Our Diploma Programme

We have had 106 Health and Social Care Diploma completions in the financial year, including Level 2 and 3 Diplomas and the Level 5 Diploma in the leadership of health and social care services. Our services continue to see the benefits of our internal diploma programme as the staff can be assessed and supported in our services. We are accredited by Highfield Qualifications, Training Qualifications UK and Edexcel/Pearson to deliver, assess and moderate these qualifications. We have had four successful external quality audits of our Diploma programme, passing these with no requirements or recommendations.

Student Placements

We are delighted to have appointed a new Student Placement Coordinator who will focus on building relationships with Universities and training providers across the country. Our aim is to significantly increase the number of social work, nursing, occupational therapy and social care placements. We are also committed to providing great placements for students and trainees and to maximising the income and added value from the programme. Having students and trainees on placement enhances the quality of our provision, boosts our reputation and awareness of our work, creates new opportunities for the people we support and often leads to students returning to work for Creative Support when they have completed their qualification.

Investors in Volunteering

Creative Support received Investing in Volunteers Accreditation in May 2017, demonstrating that our volunteer services meet the UK quality standard for good practice in volunteer management. Since then we have continued to invest in our volunteering programme. We currently have 125 active volunteers across 46 services and we are actively advertising and promoting a further 30 volunteer roles. The diversity of volunteer roles across Creative Support includes Volunteer Café Assistants, Communication Assistants, Administrators and bespoke Activity Assistant roles supporting a diverse range of activities including cooking, coffee mornings, karaoke events and craft sessions. Over the last year volunteers have contributed more than 5,000 hours of volunteering to add value to our services.

Since September 2019 we have had a campaign to recruit befrienders to support individual service users. We currently have 30 active befrienders. Sarah, a befriender in Manchester told us: *"I now have a greater understanding of the barriers faced by people with mental health and learning disabilities. It makes me happy that I am part of this service that clearly supports and helps people. I want to help promote a positive lifestyle, build confidence and engage the person I am supporting back in to the community."*

We have also continued to develop our Meet & Greet role for service users of Creative Support. Initially piloted at our Head Office in Stockport, we now also have Meet & Greet volunteers assisting at our Creative Together Centre in Manchester and the regional office in Reading. Gillian, one of our Meet & Greet volunteers in Stockport was featured undertaking the role in a news feature by Granada Reports earlier this year. When asked about her motivation to do the role, Gillian said: *"I want to stop being scared of talking to people"*. It has been wonderful to see Gillian's confidence grow during her time volunteering. Several of our Meet & Greet volunteers have now progressed on to more challenging volunteer roles within the community and we enjoy staying touch with them to hear about their journey.

In November 2018 we held the Annual Volunteer Awards as part of Creative Support's Celebration Gala and many volunteers were invited along to the event. We received 14 nominations and awarded 3 top prizes and 6 runner up prizes to amazing volunteers. Matt, who received an award, shared his story; *"I have been volunteering for Creative Support as a Communications Assistant for a year. During that time I have helped with a variety of communications tasks including newsletters, leaflets and designing a website for the new sensory room. I have enjoyed the tasks and have learned a great deal about working in this sort of role. I started nervously but have grown in confidence over the year. I am grateful for the opportunity to volunteer and would recommend it highly to anyone who is interested in developing their skills."*

The Volunteer Team have continued their commitment to encouraging and celebrating individual volunteer personal and professional development. There has been active promotion of volunteer training with new courses on offer as both classroom-based training and e-learning, such as Meet & Greet Volunteer Training, Keeping Safe, and Manual Handling. These courses are also a great way for volunteers to meet their peers across the organisation.

Volunteering at Creative Support has been a positive stepping stone for ten volunteers who gained external paid employment in 2018 - 19. Chris, previously a Volunteer Activity Assistant delivering fitness sessions at our Creative Together Centre in Manchester, secured paid employment supporting people in the community to improve their health and wellbeing. Five volunteers have joined the Creative Support workforce. Amy, a Befriender in Alcester gained paid employment as a support worker with Creative Support in June 2019: *"Volunteering at Creative Support has taught me so much about myself and has cemented my decision to begin a career in care in the future. I have worked in various different roles and environments. However, volunteering at my local service is by far the most rewarding opportunity that I have taken and I could not imagine pursuing a role in any other field now!"*

This year has also seen the Volunteer Team focusing on supporting and mentoring our volunteer supervisors across the country. These supervisors juggle operational management commitments alongside the recruitment and supervision of volunteers. To support Creative Support's commitment to a consistent volunteer journey, the Volunteer Team have been completing volunteer supervisor visits to review volunteer development portfolios and to offer support and guidance to volunteer supervisors. Supervisors are also offered the opportunity to complete training in Recruiting and Engaging Volunteers. In June 2019 a survey was sent to all Volunteer Supervisors to offer a further opportunity for feedback. This survey elicited some wonderful responses from supervisors about the value of volunteers in their services: *"They bring a sense of freedom as they are not paid staff and they can undertake a different type of relationship with service users"* (Kaldip, Team Leader of our service in Horsforth, Leeds).

Service User Achievement Awards

Creative Support's Service User Achievement Awards are held every month, aiming to recognise, celebrate and share the achievements of service users and tenants. Service user achievements vary from reaching a personal goal, to getting involved in the community or going out of their way to help someone else. The judging panel is entirely made up of service users and is held at a different service each month. We have hosted panels at services across the country including Scunthorpe, Derby, Grimsby, Birmingham and St Helens. Creative Support made awards to 110 service users for their fantastic achievements between 2018 and 2019.

Examples of the many worthy winners include:

Eddie from Scunthorpe was awarded the Top Prize in June 2019 within the Community Champion category, for his quick thinking and caring nature during a medical incident with his friend. *'Eddie promptly alerted staff when his friend became unwell with a cough and breathing difficulties. When the member of staff entered his friend's flat they quickly realised that he was in distress and needed an emergency doctor's appointment. An appointment was swiftly made and Eddie's friend got the antibiotics he needed. By taking the initiative and handling the situation promptly, Eddie was able to get his friend the professional care he needed in time. If it wasn't for Eddie's involvement, his friend's chest infection wouldn't have been picked up as early as it was and the consequences would have been very different.'*

Lesley Ann from Jarrow was recognised for her achievements in March 2019. She was nominated in all three categories for making many life changes over the past 12 months. *'Lesley Ann has lost a substantial amount of weight, has become more mobile and independent and also works alongside local groups at workshops to promote health and wellbeing. An advocacy group called Your Voice Counts recently asked Lesley to be involved in a discussion around cancer awareness and she has also spoken about her achievement at a recent Opportunity, Choice and Wellbeing event in the North East.'*

Charlotte from Birmingham was a prize winner in November 2018. *'Charlotte recently took a huge stride out of her comfort zone when she applied for a job with the NHS, overcoming social anxieties to follow her dream of working to support deaf students. Charlotte created a slide show presentation, which she bravely delivered to staff on her NHS placement, a great achievement! Charlotte was successful in her application and has now been taken on as a permanent member of staff. Further to this, she has enrolled onto a sign language course to improve her skills and to help her to support others.'*

Achieve Q - Our Awards Scheme for Staff

Recently published research into the Wellbeing of Social Care Staff has highlighted the high percentage of care staff who placed a strong value on their own work in contrast with their perceived low value to society. Creative Support aims to contribute to closing this gap through initiatives such as our Achieve Q award, which shows our appreciation for our staff and promotes the excellent work they do. We also give feedback to our staff teams regarding the many compliments and positive comments that we receive.

The Achieve Q Awards aim to acknowledge individual staff and teams for their values, ethos and hard work, to promote inspirational standards of care and to share good quality practice. Individual staff and teams are nominated for exemplifying one or more of the following qualities: **A**spirational, **C**ompassionate, **H**ardworking, **I**nclusive, **E**ffective, **V**alue-based and **E**mpowering. Nominations can be made by colleagues, managers, service users, their families and other stakeholders. Our Achieve Q Panel, co-produced by staff and service users, judges the nominations and grants awards in three categories: Quality Mark, Silver and Gold. We have had a fantastic response to **Achieve Q** this year. We have hosted six panels and have given out 107 awards (27 team and 80 individual awards) to our wonderful staff. These included 33 Silver and 3 Gold awards for exceptional commitment and performance. Notable recipients of our Achieve Q awards include:

Dominique Blackwood, a Support Worker from the West Midlands received a Silver award in June 2019 for providing compassionate and person-centred care to a service user. Dominique started supporting Vincent (*not his real name) in February 2019. Vincent did not prioritise attending to his personal care or domestic tasks, did not engage with staff, and rarely went out. During the time Dominique has been supporting Vincent there has been some great progress. Dominique has been actively encouraging and supporting Vincent to maintain the cleanliness and tidiness of his house, to change his clothes and complete his laundry. She is also actively supporting Vincent to meet his cultural needs, encouraging him to purchase a dutch pot to cook healthy Caribbean food. Vincent has also recently visited Birmingham City Centre with Dominique, a massive achievement for Vincent who had been disinclined to venture very far. Dominique was recognised for her hard work, dedication and support to Vincent over the last few months which has helped to result in a number of positive changes to Vincent's quality of life, independence and wellbeing.

Toni Carty, a Team Leader in our Grimsby Services, was awarded Gold in October 18 for going above and beyond for her team. Toni was nominated for advocating strongly for a service user during a difficult time, and ensuring that this service user's needs and rights were at the centre of the multi-disciplinary approach to his care. Toni's knowledge and understanding about the people we support was noted in the NAS Accreditation Peer Review for Scartho Road. She has also been commended by an employee from the NE Lincolnshire Intensive Support Team who has worked with Toni for the past 6 years '*I have never seen a more dedicated member of staff in all of my 25 years' experience working in this area*'.

An Achieve Q Team Award was given to the hardworking staff team at Highfield Road in Halifax. The staff team and tenants at Highfield Road hosted a Macmillan coffee morning for the second year running. Last year they raised an impressive £160. The event was co-produced with staff and tenants planning the event and sharing fabulous ideas on how to make the 2018 event even bigger and better. Following the "Be involved" campaign they contacted local companies asking for small gifts to support the event and the response from the local community was fantastic. On the day Highfield Road was dressed with purple and green balloons and banners and smelled of freshly baked cakes which all staff and tenants had worked hard to prepare. Over 45 people attended and everybody said how much they had enjoyed the day – as well as raising lots of money it was a great way of getting together with others. The event raised £478.17 for Macmillan.

Ensuring Quality and Effective Social Care Governance

Our Quality Team has worked incredibly hard to support our services to provide the highest quality of care and support and to achieve the best possible outcomes in CQC and local authority inspections. During the 12 month period the team carried announced and unannounced internal Quality Audits across the country. They also provided consultancy and interim management support to a number of services. They gave focused input to local management teams of services which had been identified as requiring improvement with excellent results, for example, turning a Warwickshire service from 'Needs Improvement' to a resounding 'Good'.

The Quality Team takes an overview of social care governance, CQC compliance, Internal Quality Auditing, safeguarding, customer care, complaints & suggestions and person-centred review processes. The Quality Team also provide practical support to managers to improve services, raise standards and promote good practice.

Social care governance (SCG) meetings take place to review concerns, data and any trends arising from quality indicators such as safeguarding alerts, complaints, incidents, accidents and the outcome of external inspections. At social care governance meetings we proactively identify services which may benefit from a quality audit, intensive monitoring or additional Quality Team input or management input. The SCG meetings report into our Board sub-committee for Quality and Practice Development.

Care Quality Commission Inspections

The CQC carried out 36 inspections of our services in the 2018-19 financial year. The results of the inspections are set out in the table below:

	Good		Requires Improvement		Total Overall	
	Number	%	Number	%	Number	%
Nursing and Residential Care	3	8%	1	3%	4	11%
Domiciliary/Extra Care and Supported Living	28	78%	4	11%	32	89%
Total	31	86%	5	14%	36	100%

Our Blackburn Service, which is registered with the CQC to provide care and support to adults who have learning disabilities was rated 'Outstanding' for being 'Effective'. The CQC report notes that:

- *People received person-centred holistic care. The registered manager told us how one staff member had effectively challenged a consultant around a person's prognosis and treatment. Medical treatment was not offered to an individual with cancer simply because of their disability. This discrimination was challenged and the staff team currently support the individual to access appropriate treatment afforded to the wider public. This clearly demonstrated the strong value base embedded within the service and the recognition of the equality of people with learning disabilities.*
- *There was a person-centred ethos permeating the whole of the service and the service had been promoting this even more through their 'One person at a time, person centred practice campaign 2018.'*
- *The service worked proactively in partnership with other professionals to deliver care based on good practice. One professional commented, "I have found that they provide a supported living service that is person centred and tries its best to achieve an optimum quality of life and positive experiences." There was acknowledgement that the service supports some individuals with extremely challenging needs and they managed to achieve this in a person-centred way. One professional commented, "The organisation from my personal experience has worked in a collaborative and inclusive way. Staff worked extremely hard in very difficult circumstances."*

Complex Care Team & Positive Behaviour Support

During 2019, Creative Support has been developing the capacity and expertise of our Complex Care Team. During the last year the number of dedicated Positive Behaviour Support (PBS) Practitioners who provide consultancy and support across our organisation has grown to four, with one PBS Practitioner based in Essex. Our Senior Practitioner with a Forensic Focus has returned to full time work from further professional training and we have recruited a Practice Lead role with a focus upon PBS for the Yorkshire area.

We are continuing to develop local PBS Leads to champion excellent practice in PBS. Five staff members are undertaking PBS Facilitator Courses in the North East and Cumbria, funded jointly by NHS England and local authorities. The PBS Leads have held 'Opportunity Choice and Wellbeing' events in Cumbria and the North East which have contributed to an increased level of co-production to find ways to support complex individuals to be meaningfully involved in their own review processes. This has challenged perceptions about whether an individual would be willing or able to engage at this level, with two people with complex needs from the Ulverston Autism Service attending and enjoying the event.

As we have been building on work started in previous years we have been mindful of the recent shocking BBC Panorama programme in which undercover reporters filmed staff intimidating, mocking and restraining people with learning disabilities and autism at Whorlton Hall in County Durham. This flagrant abuse and mistreatment of vulnerable adults prompted us to review and further strengthen our own processes for the governance of the use of physical intervention and restrictive practices.

We share the National Restraint Reduction's pledge to reduce the use of restraint in health and social care services. The Restraint Reduction Network notes that *"the over-reliance on Restrictive Practices when supporting vulnerable people who become distressed is an ongoing and significant concern. In recent years there have continued to be a number of scandals associated with the abuse of such practices as well as a number of deaths associated with physical restraint. There is a clear need for cross sector collaboration to reduce reliance on restrictive practices, improve support for people in vulnerable situations, and ensure people's human rights are respected and protected. Our aim is to support organisations to reduce reliance on restrictive practices whilst keeping people safe and protecting their human rights."*

We have created an Online Behavioural Event Form, developed to inform us about events so that we can collate data, scrutinise the functions of behavior and identify helpful interventions. We have improved the event form by including more behavioural functions, enabling us to gather better data to inform our practice in a more sophisticated way. We have also improved the way we record Citrus Events (use of breakaway and physical intervention) and this has enhanced the reporting and review of the use of physical interventions. We have adopted a Reflect and Review Process in which every instance of the use of physical intervention (PI) is reviewed by a PBS practitioner and further scrutinised at a meeting of the Executive Management Team. This has improved our corporate governance of the use of PI and the learning from this process is fed back to improve practice and to inform the further development of our training and support for local services.

We have improved the Complex Care Risk Register and now hold better evidence of positive change and the reduction in the use of restrictions, including breakaway and physical interventions. The Risk Register holds information on service users assessed as needing breakaway (which is a non-invasive form of support) and those who are assessed as needing physical intervention. The Complex Care Lead Manager reviews the Risk Register weekly. In the last 6 months, the number of individuals with physical intervention prescribed in their Care Plan has reduced from 23 to 17, despite the increase in our services supporting people who can challenge services. Of the 17 individuals with PI in their Care Plan 4 have experienced a reduction in the use of PI during the last 6 months, with plans to remove PI altogether for these individuals in the next six months.

As we continue to work with very complex individuals, the Complex Care Team has received 7 new referrals during the last 5 months, 3 of whom were existing service users receiving support and 4 for new service users coming through transitions on the Transforming Care Pathway. Given the changing needs of our service users and the type of Transforming Care referrals coming to our organisation we envisage a continual process of reducing and removing the use of PI and putting it in place for new service users.

We have received compliments in Essex from a Lead Psychiatrist about the caring, compassionate and professional approach of our staff when using physical intervention to maintain the safety of a service user. We have also had positive feedback about the quality of our data capture which has provided excellent evidence of the occurrence and management of incidents and the well-informed and professional involvement of local managers and the Complex Care Team.

We supported Sarah (*not her real name) who lives in Trafford, by utilising the 'Opportunity, Choice and Wellbeing' review and identified a goal for her to go horse riding, something she had done when she was younger. Sarah's weight had increased due to medication, poor diet and staff interpreting Sarah asking for food as hunger. We recognised that asking for something to eat was Sarah's way of initiating social interaction. We implemented a Person-Centred Action Plan that identified a number of actions including enhancing activities, within and outside her home. This included a plan to introduce Sarah to horse riding. Staff were given support and training around Makaton, visual communication and the implementation of proactive strategies in Sarah's PBS Plan. Staff now understood that Sarah asking for food meant 'hello' and interacted with her in a different way, this supported Sarah to regulate her sensory needs, which meant that she was less anxious and enabled a reduction in medication. Her team focused on developing her engagement and skills around the house and Sarah was able to spend more time in the kitchen interacting with staff to prepare healthier meals and was more physically active. As a result Sarah lost weight and has achieved her goal and regularly enjoys goes horse riding. Sarah's mum felt this was *"a very positive experience...by far and away the best review my daughter has had. My daughter's quality of life has really improved"*.

Ensuring Safety and Business Continuity

Our Health and Safety Team continues to support the safe provision of our supported housing and social care services through undertaking planned and unannounced health and safety audits, providing up-to-date health and safety advice and liaising with statutory bodies including the fire service and environmental health. We have retained our CHAS accreditation (Contractors Health and Safety Accreditation Scheme), demonstrating compliance with nationally recognised standards in respect of health and safety.

During 2018-19, our Health and Safety Team carried out a total of 178 fire risk assessments and health and safety inspections were carried out by our Health & Safety Team, ensuring compliance with safety standards. The number of RIDDOR reportable incidents decreased by a small number compared to the previous 12 months, from 30 to 27. All of these incidents are carefully scrutinised, to identify root causes and any learning or actions which can prevent reoccurrence.

We have reviewed our training for staff in Health & Safety and introduced a three day accredited IOSH Managing Safely Course for managers. Twenty managers attending this successful course and we intend to make this training available to all senior staff with safety responsibilities.

A major focus over the past 12 months has been fire safety, with improved assessment documentation and an increase in bespoke on-site training for specific services, such as extra care. We have established the specialist post of Fire Risk Assessor to enhance our work on fire prevention and fire safety. Post Grenfell, we are investing in fire safety improvement work in our own properties and working with partner landlords to improve fire safety.

Business Continuity plans and robust 24-hour management systems are in place and are regularly evaluated to ensure that we can maintain continuous service delivery in the event of unexpected events and emergencies. Latterly this has included planning for the risks associated with a potential No-deal Brexit.

Membership and Links with Other Organisations

To aid the development of our practice, we are members of many national organisations and networks, including ACEVO, BILD, Homeless Link, Housing and Support Alliance, Mind, Mencap, NCVO, NAPA, Nacro, National Autistic Society, Sitra, Values into Actions, VODG and many others. We greatly value our membership of the National Housing Federation which represents our sector so well at all levels of local and central government.

We have maintained formal partnerships with a number of voluntary organisations with which we deliver services on an innovative consortia basis. These include: Better Pathways, Birmingham MIND, Catch 22 and Imagine Independence. We provide prevention services on behalf of the voluntary sector coalition group named Commsortia in Northamptonshire. We are members of Councils for Voluntary Service in many areas and aim to contribute to the wider work of the voluntary and not-for-profit sector. Wherever possible we seek opportunities to work collaboratively with smaller charities, social enterprises, community and advocacy agencies and service user led groups.

A National Provider of Quality Support Services and Supported Housing

We are pleased to be working with a very wide range of local authorities including Borough Councils, City Councils and County Councils and we are now experienced in operating in a wide range of environments, ranging from inner cities to rural areas. During 2018-19, Creative Support provided or was developing new services in 66 local authorities across England:

Bedford Council	London Borough of Wandsworth
Birmingham Council	Manchester City Council
Blackburn with Darwen	Middlesbrough City Council
Blackpool Council	Newcastle City Council
Bolton MBC	North East Lincolnshire County Council
Bradford City Council	Northamptonshire County Council
Bury MBC	North Lincolnshire County Council
Calderdale MBC	North Tyneside MBC
Central Bedfordshire Council	North Yorkshire Council
Cumbria County Council	Reading Borough Council
Darlington Borough Council	Redcar with Cleveland MBC
Derby City Council	Rochdale MBC
Derbyshire County Council	Salford City Council
Doncaster Metropolitan Borough Council	Sandwell Metropolitan BC
Dudley MBC	Sheffield City Council
Durham County Council	Shropshire County Council
Essex County Council	Slough Borough Council
Gateshead MBC	South Tyneside MBC
Halton Borough Council	St Helens MBC
Hartlepool Council	Staffordshire County Council
Kirklees Council	Stockport MBC
Knowsley Council	Stockton-on-Tees Borough Council
Lancashire County Council	Stoke-on-Trent City Council
Leeds City Council	Sunderland City Council
Leicester City Council	Tameside MBC
Leicestershire Council	Telford & Wrekin Council
Liverpool City Council	Trafford Council
London Borough of Barnet	Wakefield Council
London Borough of Bromley	Warrington Borough Council
London Borough of Camden	Warwickshire County Council
London Borough of Harrow	Wigan Council
London Borough of Islington	Wokingham Borough Council
London Borough of Tower Hamlets	Wolverhampton City Council

In addition to the above, Creative Support has been admitted to commissioning frameworks to provide services commissioned by Cheshire East, Cheshire West, Cambridgeshire County Council, Gloucestershire County Council and the London Boroughs of Enfield and Barking & Dagenham.

Over the last 12 months, Creative Support has demonstrated a growing national profile and geographical reach as well as an ambition for providing high-quality person-centred services. We are recognised as being one of the largest national not-for-profit providers of prevention and social care services operating in England. Our current strategy is to build on our existing portfolio of supported housing, social care services and community partnerships. We are committed to the co-production model of service delivery in which service users are actively empowered as citizens in their community and as co-producers of their support. We will continue to develop new services where we believe we can offer value for money and work in partnership to enable service users to make positive changes in their lives.

A Message from the Chair

2018-19 was another successful year for Creative Support during which we helped even more people to enjoy and live a better life. Despite the pressures on local authority funding, we look forward to continuing this success in 2019-20 with the delivery of additional social care contracts, the development of new supported housing and the provision of personalised care and support for individuals.

As a not-for-profit organisation we are resolutely focused on the needs of the people we support. We aim to continuously improve the quality of our services and to enhance the positive experience of our service users and stakeholders. We will continue to create and sustain partnerships which add value to communities. Through efficient stewardship of our resources, effective leadership and the work of our dedicated staff and volunteers we will maximise the delivery of positive outcomes, enhancing our reputation as a provider of quality care and support. I would like to take this opportunity to thank my fellow trustees for their commitment, expertise and support over the year.

It is with great pleasure and satisfaction that we look back at our achievements over the last twelve months, which have included developing and growing our business at a time of funding constraints. There have been many challenges and successes during the year and I would like to pay tribute to our senior management team as well as all our talented and committed staff and volunteers who work incredibly hard to deliver the best possible service.

It is a privilege to play a small part in these achievements and I have every confidence that Creative Support will meet the challenges of the year ahead. Looking ahead, our service users will remain at the heart of everything we do and we will continue to promote 'Opportunity, Choice and Wellbeing'.

Darrell Johnson
Chair of the Board of Trustees

September 2019

Statement of the Board's Responsibilities in Respect of the Accounts

The Co-operative and Community Benefit Societies Act 2014 and registered social housing legislation require the Board to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Society and of the Income and Expenditure for the period of account.

In preparing these financial statements, the Board is required to:

- Select suitable accounting policies and then apply them consistently,
- Make judgements and estimates that are reasonable and prudent,
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Society will continue in business.

The Board is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Society and enable it to ensure that the financial statements comply with the Co-operative and Community Benefit Society Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2015. It has general responsibility for taking reasonable steps to safeguard the assets of the Society and to prevent and detect fraud and other irregularities.

Members of the Board of Trustees

The following served as members of the Board of Trustees during the year and up to the date of this report:

Kashif Ali	
Sharon Burns	
Paul Calland	
Joolz Casey	
Gordon Chivers	Resigned 17 October 2018
Peter Gibbs	
Darrell Johnson	
Ann Kay	
Pravin Majithia	Resigned 29 November 2018
Patrick McGhee	Resigned 5 August 2019
John Rodgers	
David McKnight	

Opinion

We have audited the financial statements of Creative Support Limited (the 'parent society') and its subsidiaries (the 'group') for the year ended 31 March 2019 which comprise the Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Reserves, 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 of the parent society's affairs as at 31 March 2019 and of the group's and of the parent society's 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 Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2015.

Basis of 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 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Board's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Board have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent society's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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 Board is responsible for the other information. Our opinion on the financial statements does not cover the other information and 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 in this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Co-operative and Community Benefit Societies Act 2014 require us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained; or the association has not kept proper accounting records; or
- The financial statements are not in agreement with the books of account, or
- We have not received all the information and explanations we require for our audit.

Responsibilities of the Board

As explained more fully in the Statement of Board's Responsibilities set out on page 35, the Board is 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 Board 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 Board is responsible for assessing the group's and the parent society'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 Board either intend to liquidate the group or the parent society or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain 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 group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- Conclude on the appropriateness of the Boards' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's or the parent society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or the parent society to cease to continue as a going concern.
- Evaluate 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the society's members as a body, in accordance with Section 87 of the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the society'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 society and the society's members as a body, for our audit work, for this report, or for the opinions we have formed.

Statutory Auditor:

Hallidays

**Date :**

19

September 2019

Address:

Kings Reach Business Park

Yew Street

Stockport

SK4 2HD

	Note	Year ended 31 Mar 19		Year ended 31 Mar 18	
		Group £'000	Society £'000	Group £'000	Society £'000
Turnover	2	118,481	118,481	111,891	111,891
Operating expenditure		(116,441)	(116,710)	(108,464)	(108,464)
Operating surplus		2,040	1,771	3,427	3,427
Interest receivable		5	5	1	1
Interest and financing costs	5	(982)	(982)	(838)	(838)
Surplus for the year	6	1,063	794	2,590	2,590
Actuarial gains on defined benefit pension schemes	17	267	267	240	240
Transfer from restricted reserve		-	-	20	20
Total comprehensive income for the year		1,330	1,061	2,850	2,850

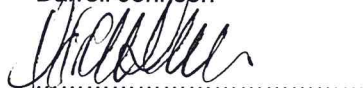
The consolidated and parent results relate wholly to continuing activities and the notes on pages 43 to 63 form an integral part of these accounts.

CREATIVE SUPPORT LIMITED
Statement of Financial Position

		Year ended 31 Mar 19		Year ended 31 Mar 18	
	Note	Group £'000	Society £'000	Group £'000	Society £'000
Fixed assets					
Intangible assets and goodwill	9	536	536	640	640
Tangible fixed assets	10	79,490	79,490	80,375	80,375
Investment in subsidiaries	11	-	-	-	1,292
		80,026	80,026	81,015	82,307
Current assets					
Trade and other debtors	12	16,273	16,273	17,616	17,616
Cash and cash equivalents	13	5,270	5,270	125	125
		21,543	21,543	17,741	17,741
Less: Creditors: amounts falling due within one year	14	(39,867)	(39,867)	(7,742)	(8,765)
Net current assets		(18,324)	(18,324)	9,999	8,976
Total assets less current liabilities		61,702	61,702	91,014	91,283
Creditors: amounts falling due after more than one year	15	(2,633)	(2,633)	(33,376)	(33,376)
Provisions for liabilities and charges					
Pension provision	17	(2,238)	(2,238)	(2,130)	(2,130)
Other provisions	18	(144)	(144)	(151)	(151)
Total net assets		56,687	56,687	55,357	55,626
Reserves					
Non-equity share capital	21	-	-	-	-
Revenue reserve		57,010	57,010	55,947	56,216
Pension reserve		(1,063)	(1,063)	(1,330)	(1,330)
		55,947	55,947	54,617	54,886
Restricted reserve		7	7	7	7
Revaluation reserve		733	733	733	733
Total reserves		56,687	56,687	55,357	55,626

The financial statements on pages 43 to 63 were approved and authorised for issue by the Board on 19 September 2019 and were signed on its behalf by:

Board Member:
Darrell Johnson



Board Member:
David McKnight



Company Secretary:
Anna Lunts



The notes on pages 43 to 63 form an integral part of these accounts

	Group				Society
	Revenue reserve	Restricted reserve	Revaluation Reserve	Pensions reserve	Total
	£'000	£'000	£'000	£'000	£'000
Balance at 31 March 2018	55,947	7	733	(1,330)	55,626
Surplus from Statement of Comprehensive Income	1,063	-	-	-	794
Other Comprehensive Income for the year:					
Actuarial gains on defined benefit pension schemes	-	-	-	267	267
Transfer between reserves	-	-	-	-	-
Balance at 31 March 2019	57,010	7	733	(1,063)	56,687

The notes on pages 43 to 63 form an integral part of these accounts.

	Note	Year ended 31 Mar 19 £'000	Year ended 31 Mar 18 £'000
Net cash generated from operating activities	Note (a)	5,982	1,459
Cash flow from investing activities			
Purchase of tangible fixed assets		(2,393)	(2,391)
Proceeds from sale of tangible fixed assets		1,534	629
Grants received		149	656
Purchase of goodwill			
		<u>(710)</u>	<u>(1,106)</u>
Cash flow from financing activities			
New bank loans		-	-
Repayment of borrowings		(24)	(2,180)
		<u>(24)</u>	<u>(2,180)</u>
Net change in cash and cash equivalents		5,249	(1,827)
Cash and cash equivalents at beginning of the year		21	1,848
Cash and cash equivalents at end of the year		5,270	21
		<u><u>5,270</u></u>	<u><u>21</u></u>
Note (a)		Year ended 31 Mar 18 £'000	Year ended 31 Mar 17 £'000
Cash flow from operating activities			
Surplus/(deficit) for the year		1,063	2,590
Adjustments for non-cash items:			
Depreciation and impairment of tangible fixed assets		1,743	2,120
Amortisation of intangible assets		104	104
Actuarial movement on defined benefit pension scheme		267	240
Decrease/(increase) in trade and other debtors		1,343	(4,031)
(Decrease)/increase in trade and other creditors		1,384	822
Increase/(decrease) in provisions		101	(365)
Adjustments for investing or financing activities:			
Government grants utilised in the year		(23)	(21)
Net cash generated from operating activities		<u><u>5,982</u></u>	<u><u>1,459</u></u>

The notes on pages 43 to 63 form an integral part of these accounts.

Legal Status

Creative Support Limited is incorporated in England under the Co-operative and Community Benefit Societies Act 2014 (Group Accounts) and is registered with the Homes and Communities Agency as a Private Registered Provider of Social Housing. The registered office is Wellington House, 131 Wellington Road, Stockport, SK1 3TS.

The group comprises the following entities:

Name	Incorporation	Registered/Non-registered
Creative Support Limited	Co-operative and Community Benefit Societies Act 2014	Registered
Delos Community Limited	Companies Act 2006	Non-registered

1. Principal Accounting Policies

Basis of Accounting

The Group's financial statements have been prepared in accordance with applicable United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) and the Statement of Recommended Practice for registered housing providers: Housing SORP 2014. The Group is required under the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969 to prepare consolidated Group accounts.

The financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2015. The accounts are prepared on the historical cost basis of accounting and are presented in sterling £.

Parent company disclosure exemptions

In preparing the separate financial statements of the parent company, advantage has been taken of the following disclosure exemptions available in FRS102:

- No cash flow statement has been presented for the parent company,
- Disclosures in respect of the parent company's financial instruments have not been presented as equivalent disclosures have been provided in respect of the group as a whole, and
- No disclosure has been given for the aggregate remuneration of the key management personnel of the parent company as their remuneration is included in the totals for the group as a whole.

The Group elected to measure certain housing properties held for letting at fair value at the date of transition to FRS 102 and use the fair value as deemed cost.

Basis of consolidation

The consolidated financial statements incorporate the results of Creative Support Limited and all of its subsidiary undertakings as at 31 March 2019 using the acquisition method of accounting as required. Where the acquisition method is used, the results of subsidiary undertakings are included from the date of acquisition, being the date the Group obtains control.

Going concern

The Group's financial statements have been prepared on a going concern basis which assumes an ability to continue operating for the foreseeable future. Continued austerity measures and the impact of the National Living Wage continue to impact on the Group accounts. However, no significant concerns have been noted and we consider it appropriate to prepare the financial statements on a going concern basis.

1. Principal Accounting Policies (continued)

Judgements and key sources of estimation and uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

- a. **Categorisation of housing properties**
The Group has undertaken a detailed review of the intended use of all housing properties. In determining the intended use, the Group has considered if the asset is held for social benefit or to earn commercial rentals.
- b. **Impairment.**
The Group has identified a cash generating unit for impairment assessment purposes at a property scheme level.

Other key sources of estimation and assumptions:

- a. **Tangible fixed assets.** Other than investment properties, tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.
- b. **Goodwill and intangible assets.** The Group establishes a reliable estimate of the useful life of goodwill and intangible assets arising on business combinations. This estimate is based on a variety of factors such as the expected use of the acquired business, the expected usual life of the cash generating units to which the goodwill is attributed, any legal, regulatory or contractual provisions that can limit useful life and assumptions that market participants would consider in respect of similar businesses.
- c. **Impairment of non-financial assets.** Reviews for impairment of housing properties are carried out when a trigger has occurred and any impairment loss in a cash generating unit is recognised by a charge to the Statement of Comprehensive Income. Impairment is recognised where the carrying value of a cash generating unit exceeds the higher of its net realisable value or its value in use. A cash generating unit is normally a group of properties at scheme level whose cash income can be separately identified.

Following a trigger for impairment, the Group perform impairment tests based on fair value less costs to sell or a value in use calculation. The fair value less costs to sell calculation is based on available data from sales transactions in an arm's length transaction on similar cash generating units (properties) or observable market prices less incremental costs for disposing of the properties. The value in use calculation is based on either a depreciated replacement cost or a discounted cash flow model. The depreciated replacement cost is based on available data of the cost of constructing or acquiring replacement properties to provide the same level of service potential to the Society as the existing property. The cash flows are derived from the business plan for the next 30 years and do not include restructuring activities that the Group is not yet permitted to or significant future investments that will enhance the asset's performance of the cash generating unit being tested. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash flows and the growth rate used for extrapolation purposes.

Following the assessment of impairment, no significant impairment losses were identified in the reporting period.

1. Principal Accounting Policies (continued)

Acquisition accounting

Delos Community Limited has been included in the group financial statements using the purchase method of accounting. Accordingly the group statement of comprehensive income and statement of cash flows include the results and cash flows of Delos Community Limited for the financial year. The purchase consideration has been allocated to the assets and liabilities on the basis of fair value at the date of acquisition.

Goodwill

Goodwill arising on an acquisition of a subsidiary undertaking is the difference between the fair value of the consideration paid and the fair value of the assets and liabilities acquired. Subsequently goodwill is carried at cost less accumulated amortisation and impairment losses.

Amortisation is calculated on the straight line basis over the estimated useful life. The Group establishes a reliable estimate of the useful life of goodwill arising on business combinations based on a variety of factors such as the expected use of the acquired business, the expected useful life of the cash generating units to which the goodwill is attributed, any legal, regulatory or contractual provisions that can limit useful life and assumptions that market participants would consider in respect of similar businesses. Goodwill is written off over a period of 10 years.

Turnover and revenue recognition

Turnover represents amounts due for the provision of care and support, rental income receivable, amortised capital grant, revenue grants, and other income and are recognised in relation to the period when the goods or services have been supplied.

Rental income is recognised when the property is available for let, net of voids. Contract income for support services and Supporting People Income is recognised under the contractual arrangements.

Service charges

Service charge income and costs are recognised on an accruals basis. The Group operates fixed service charges on a scheme by scheme basis in full consultation with residents.

Where periodic expenditure is required a provision may be built up over the years, in consultation with the residents; until these costs are incurred this liability is held in the Statement of Financial Position within long term creditors

Loan interest costs

Loan interest costs are calculated using the effective interest method of the difference between the loan amount at initial recognition and amount of maturity of the related loan.

Loan finance issue costs

These are amortised over the life of the related loan. Loans are stated in the Statement of Financial Position at the amount of the net proceeds after issue, plus increases to account for any subsequent amounts amortised.

Taxation

The society is incorporated with charitable status under the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969. No charge to Corporation Tax arises as a result of the society's activities. Delos Community Limited, the sole subsidiary of Creative Support Limited, is a private limited company that is subject to Corporation Tax.

Operating leases

Costs in respect of operating leases are charged to the Statement of Comprehensive Income on a straight line basis over the term of the lease.

Valuation of investments

Investments in subsidiaries are measured at cost less accumulated impairment

1. Principal Accounting Policies (continued)

Tangible fixed assets and depreciation

Housing properties

Tangible fixed assets are stated at cost, less accumulated depreciation.

Certain housing properties held for letting are included at deemed cost following election to use fair value on transition for those assets.

Housing properties under construction are stated at cost and are not depreciated. These are reclassified as housing properties on practical completion of construction.

Freehold land is not depreciated.

Where a housing property comprises two or more major components with substantially different useful economic lives (UELs), each component is accounted for separately and depreciated over its individual UEL. Expenditure relating to subsequent replacement or renewal of components is capitalised as incurred.

The Society depreciates freehold housing properties by component on a straight-line basis over the estimated UELs of the component categories.

UELs for identified components are as follows:

	Years
Kitchens	10
Bathroom	15
Roofs	50
Heating	20
Windows	30
Structure	100

The Society depreciates housing properties held on long term leases in the same manner as freehold properties, except where the unexpired lease term is shorter than the longest component life envisaged, in which case the unexpired term of the lease is adopted as the useful economic life of the relevant component category.

Depreciation is charged on other tangible fixed assets on a straight-line basis over the expected economic useful lives which are as follows:

	Years
Motor vehicles	5
Furniture and equipment	5
Short leasehold improvements	5

1. Principal Accounting Policies (continued)

Short-term debtors and creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the income statement in other operating expenses.

Non-government grants

Grants received from non-government sources are recognised under the performance model. If there are no specific performance requirements the grants are recognised when received or receivable. Where grant is received with specific performance requirements it is recognised as a liability until the conditions are met and then it is recognised as Turnover.

Social Housing and other government grants (SHG)

Where developments have been financed wholly or partly by social housing and other grants, the amount of the grant received has been included as deferred income and recognised in Turnover over the estimated useful life of the associated asset structure (not land), under the accruals model. SHG received for items of cost written off in the Statement of Comprehensive Income Account is included as part of Turnover.

SHG must be recycled by the Group under certain conditions, if a property is sold, or if another relevant event takes place. In these cases, the SHG can be used for projects approved by the Homes and Communities Agency. However, SHG may have to be repaid if certain conditions are not met. If grant is not required to be recycled or repaid, any unamortised grant is recognised as Turnover. In certain circumstances, SHG may be repayable, and, in that event, is a subordinated unsecured repayable debt.

Holiday pay accrual

A liability is recognised to the extent of any unused holiday pay entitlement which has accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the balance sheet date.

Impairment of Financial Assets

Financial assets are assessed at each reporting date to determine whether there is any objective evidence that a financial asset or group of financial assets is impaired. If there is objective evidence of impairment, an impairment loss is recognised in profit or loss immediately.

The following financial instruments are assessed individually for impairment:

- (a) All equity instruments regardless of significance; and
- (b) Other financial assets that are individually significant.

Other financial instruments are assessed for impairment either individually or grouped on the basis of similar credit risk characteristics.

An impairment loss is measured as follows on the following instruments measured at cost or amortised cost:

- (a) For an instrument measured at amortised cost, the impairment loss is the difference between the asset's carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate.
- (b) For an instrument measured at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount that the entity would receive for the asset if it were to be sold at the reporting date.

If, in a subsequent period, the amount of an impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed either directly or by adjusting an allowance account. The reversal cannot result in a carrying amount (net of any allowance account) which exceeds what the carrying amount would have been had the impairment not previously been recognised. The amount of the reversal is recognised in profit or loss immediately.

1. Principal Accounting Policies (continued)

Retirement benefits

There are eleven pension schemes, seven of which are Local Government defined benefit pension schemes based on final pensionable salary, one is the NHS pension scheme also based on final pensionable pay, and one of which is a Group-wide auto enrolment scheme. Details of the schemes are set out in Note 17. Contributions from the Group and participating employees are paid into independently administered funds.

Employees joining the Group from 1 October 2013, who are eligible, are auto enrolled in the Company defined contribution scheme to which the company contributes in line with statutory requirements for auto enrolment. The company also operates 2 additional defined contribution schemes which are closed to new members.

The costs of the defined contribution pension schemes is charged to the Statement of Comprehensive Income in the year in which paid.

Payments into the NHS pension scheme are determined by the Department of Health and charged to the Statement of Comprehensive Income in the year in which paid.

Payments in relation to the seven Local Government defined benefit pension schemes are made in accordance with triennial calculations by professionally qualified independent actuaries. All of the Group's defined benefit schemes arose following transfers in of staff under TUPE regulations and no members have eligibility to enter the schemes after the date of the TUPE transfer.

As at 31 March 2019, the Directors have obtained FRS 102 valuations of assets and liabilities. Scheme assets are measured using market values. Scheme liabilities are measured using a projected unit method and discounted at the current rate of return on a high quality corporate bond of equivalent term and currency to the liability. The total pension scheme deficit on these Local Government Pension Schemes at 31 March 2019 is recognised in full in the financial statements. The movement in scheme deficit is split between operating charges, finance items and, in other comprehensive income, actuarial gains and losses.

Financial Instruments

Financial assets and financial liabilities are measured at transaction price initially, plus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

At the end of each reporting period, financial instruments are measured as follows, without any deduction for transaction costs the entity may incur on sale or other disposal:

Debt instruments that meet the conditions in paragraph 11.8(b) of FRS 102 are measured at amortised cost using the effective interest method, except where the arrangement constitutes a financing transaction. In this case the debt instrument is measured at the present value of the future payments discounted at a market rate of interest for a similar debt.

Financial instruments held by the Group are classified as follows:

- Financial assets such as cash, current asset investments and receivables are classified as loans and receivables and held at amortised cost using the effective interest method,
- Financial liabilities such as bonds and loans are held at amortised cost using the effective interest method,
- Loans to or from subsidiaries including those that are due on demand are held at amortised cost using the effective interest method,
- Commitments to receive or make a loan to another entity which meet the conditions above are held at cost less impairment.

Financial assets and financial liabilities at fair value are classified using the following fair value hierarchy:

- (a) The best evidence of fair value is a quoted price in an active market.
- (b) When quoted prices are unavailable, the price of a recent transaction for an identical asset, adjusted to reflect any circumstances specific to the sale, such as a distress sale, if appropriate.
- (c) Where there is no active market or recent transactions then a valuation technique is used to estimate what the transaction price would have been on the measurement date in an arm's length exchange motivated by normal business considerations.

2 Turnover

Group and Society	Note	2019 Turnover £'000	2018 Turnover £'000
Social housing lettings	3	12,277	11,626
Other social housing activities			
Community Care		98,707	92,746
Prevention and wellbeing		6,588	6,910
Activities other than social housing			
Revenue grants		387	141
Donations		79	57
Other income		443	411
Total		118,481	111,891

Revenue grants includes grants received from Skills for Care amounting to £75,045 (2018: £106,035).

3 Income and Expenditure from Social Housing Lettings

All income from social housing lettings arises in relation to supported Housing and housing for older people.

Group and Society	2019 £'000	2018 £'000
Income		
Rent receivable net of identifiable service charge	7,105	7,370
Service charge income	5,149	4,235
Amortised government grants	23	21
Turnover from Social Housing Lettings	12,277	11,626
Operating expenditure on Social Housing Lettings	10,270	9,566
Operating Surplus on Social Housing Lettings	2,007	2,060
Void losses (being rental income lost as a result of property not being let, although it is available for letting)	511	594

4. Accommodation in Management

As at 31 March 2019, the Society had 1,427 units of supported housing under management (2018: 1,362) as set out below:-

	2019		2018	
	Owned	Managed / leased	Owned	Managed / leased
Supported Housing - Other	744	632	764	547
Supported Housing - Older people	-	51	-	51
	744	683	764	598

5. Interest and financing costs

	Group and Society	
	2019	2018
	£'000	£'000
On loans repayable within five years	923	773
On loans wholly or partly repayable in more than five years	11	11
Defined benefit pension charge	48	54
	982	838

6. Surplus on ordinary activities

	Group and Society	
	2019	2018
	£'000	£'000
The operating surplus is stated after charging/(crediting):-		
Auditors remuneration (including VAT):		
Audit of the group financial statements	60	55
Operating lease rentals:		
Land and buildings	696	564
Plant and machinery	87	65
Depreciation of housing properties	1,121	1,141
Depreciation of other fixed assets	841	988
Rent losses from bad debts	35	141

7. Employee information

	Group and Society		Group and Society	
	2019	2018	2019	2018
	Full time equivalents	Full time equivalents	No.	No.
The average number of persons employed during the year expressed in full time equivalents (37.5 hours per week) and headcount was :-				
Chief Executive, Senior Managers	34	39	36	41
Project Managers, Deputy Managers	172	164	178	170
Team Leaders	98	128	102	138
Support Coordinators	160	163	175	177
Outreach and Referral Workers	8	47	11	58
Training Officers	23	24	26	27
Administration and Finance Staff	180	203	217	233
Senior Support Workers, Support Workers	2,736	2,856	4,357	4,761
Household Assistants, Cleaners	22	15	38	32
Wardens, Night Caretakers	4	12	5	15
Maintenance Staff	15	18	16	19
	3,452	3,669	5,161	5,671
			£'000	£'000
Staff costs (including directors' emoluments detailed in note 8)				
Wages and salaries			91,258	83,793
Social Security costs			5,911	6,181
Other pension costs			1,605	1,252
			98,774	91,226
Aggregate number of full time equivalent staff whose remuneration exceeded £60,000 in the period (including directors detailed in note 8):				
			No.	No.
£60,001 - £70,000			4	7
£70,001 - £80,000			3	1
£80,001 - £90,000			1	1

8. Key management personnel and directors' remuneration

The aggregate remuneration for key management personnel charged in the year is:

	Group and Society	
	2019	2018
	£'000	£'000
Salary	856	865
Benefits in kind	70	54
Pension contributions	17	17

The emoluments of the highest paid director, the Chief Executive, excluding pension contributions, were £88,000 (2018: £88,000) and are included in the above analysis. Employer contributions of £0 (2018: £0) were made during the year to a personal pension plan on behalf of the Chief Executive. The pension scheme is a defined contribution scheme funded by annual contributions by the employer and employee. No enhanced or special terms apply. There are no additional pension arrangements.

Directors and key management personnel are defined as members of the Board, the Chief Executive and any other person who is a member of the Senior Management Team or its equivalent.

None of the Trustees received emoluments. Nine trustees received reimbursed expenses totalling £3,754 (2018: £5,171, 10 trustees).

9. Intangible assets and goodwill

	Group and Society
	2019
	£'000
Cost or valuation	
At 1 April 2018	1,040
Additions	-
At 31 March 2019	1,040
Amortisation	
At 1 April 2018	400
Amortisation in year	104
At 31 March 2019	504
Net book value	
At 31 March 2019	536
At 31 March 2018	640

10. Tangible fixed assets

[illegible]

11. Fixed asset investments

Group Companies

The group comprises the following entities, all registered in England:

Name	Incorporation and ownership	Regulated/ non-regulated	Nature of Business	
Delos Community Limited	Company – 100%	Non-regulated	Provision of care and support for people with learning disabilities and other needs	
			2019	2018
			£'000	£'000
Delos Community Limited				
Aggregate share capital and reserves			-	1,023
(Loss)/Profit for the year			-	-

12. Trade and other debtors

		Group and Society	
		2019	2018
		£'000	£'000
Rent arrears		848	888
Less: provision for bad debts		(207)	(210)
		641	678
Grants, supported tenancy and other contract fees receivable		8,478	10,895
Less: provision for bad debts and credit notes		(380)	(460)
Other debtors		324	245
Prepayment and accrued income		7,210	6,258
		16,273	17,616

Debtors are all due within one year.

13. Cash and cash equivalents

		Group and Society	
		2019	2018
		£'000	£'000
Cash at bank short term deposits		5,270	125
		5,270	125

14. Creditors: amounts falling due within one year

	Note	Group		Society	
		2019	2018	2019	2018
		£'000	£'000	£'000	£'000
Loans and overdrafts	16	30,867	126	30,867	126
Trade creditors		3,314	2,688	3,314	2,688
Other taxation and social security payable		1,906	1,591	1,906	1,591
Accruals and deferred income		3,098	2,894	3,098	2,894
Deferred Capital Grant	20	26	26	26	26
Other creditors		656	417	656	1,440
		39,867	7,742	39,867	8,765

15. Creditors: amounts falling due after more than one year

	Note	Group		Society	
		2019	2018	2019	2018
		£'000	£'000	£'000	£'000
Loans	16	-	30,869	-	30,869
Deferred Capital Grant	20	2,633	2,507	2,633	2,507
		2,633	33,376	2,633	33,376

16. Debt analysis

	Group and Society	
	2019	2018
	£'000	£'000
Loans repayable by instalments:		
Within one year	30,867	126
In more than one year but less than two years	-	30,567
In more than two years and less than five years	-	66
In more than five years	-	236
Total loans	30,867	30,995

The loans are secured by specific charges on the Society's property portfolio and trade debtors. As at 31 March 2019, loans totalling £30, 867,000 were outstanding (2018 - £30,995,000) with high street lenders at normal commercial rates. The loans are repayable monthly/quarterly at varying rates of interest and are due to be repaid in 2020, utilising new loan finance currently under review.

17. Pension obligations (Group and Society)

The cost of providing retirement pensions and related benefits is charged to the accounts over the periods benefitting from the employees' services. The group makes contributions to thirteen pension schemes.

(i) Membership details

Scheme	Active members at 31 March 2019	Type of scheme
Legal & General Group Personal Pension Scheme	89	Defined contribution
Royal London Group Personal Pension Scheme	25	Defined contribution
NHS Pension Scheme	136	Defined benefit
Local Government schemes	58	Defined benefit
Peoples Pension (auto-enrolment)	3,793	Defined contribution

(ii) Defined Contribution pension schemes

The Society makes contributions of up to 6% gross salary to employees' money purchase pension schemes. The actual percentage contribution is dependent upon length of service.

(iii) Money Purchase Occupational Pension Scheme

All eligible staff who are not in one of the other schemes are auto enrolled into a money purchase occupational pension scheme operated by the Peoples' Pension. Membership of this scheme fluctuates as staff members have the right to opt out.

(iv) Defined Benefit pension schemes

The Society has employees in eight defined benefit schemes, arising as a result of TUPE transfers of staff. Details of the defined benefit schemes are set out below.

(v) NHS Pension Scheme

Pension Costs

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities.

Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years". An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and are accepted as providing suitably robust figures for financial reporting purposes.

17. Pension obligations (Group and Society) (continued)

The valuation of scheme liability as at 31 March 2016, is based on valuation data as 31 March 2015, updated to 31 March 2016 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the scheme actuary report, which forms part of the annual NHS Pension Scheme (England and Wales) Pension Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The last published actuarial valuation undertaken for the NHS Pension Scheme was completed for the year ending 31 March 2012. The Scheme Regulations allow for the level of contribution rates to be changed by the Secretary of State for Health, with the consent of HM Treasury, and consideration of the advice of the Scheme Actuary and appropriate employee and employer representatives as deemed appropriate.

(vi) Local Government Pension Schemes

LGPS Scheme	Administering body
Lancashire County Pension Fund	Lancashire County Council
West Midlands Pension Fund	The City of Wolverhampton Council
West Yorkshire Pension Fund	City of Bradford Metropolitan District Council
London Borough of Camden Pension Fund	Pension Shared Service
The Royal County of Berkshire Pension Fund	Royal Borough of Windsor and Maidenhead
Bedfordshire Pension Fund	Bedford Borough Council
London Borough of Bromley Pension Fund	London Borough of Bromley

Each LGPS is a multi-employer scheme, administered under the regulations governing the Local Government Pension Scheme, and a defined benefit scheme. The most recent formal actuarial valuation was completed as at 31 March 2016 and rolled forward allowing for the different financial assumptions required under FRS102, to 31 March 2019 by a qualified independent actuary.

The employer's contributions to the LGPS by the Society for the year ended 31 March 2019 were £157,000 (2018:£174,000) at a contribution rate between 0.0% and 27.5% of pensionable salaries. The employers' contribution rate for the year ended 31 March 2020 has been set at between 0% and 27.5%. Estimated contributions to the LGPSs during the accounting period commencing 1 April 2019 are £168,000.

17. Pension obligations (Group and Society) (continued)

Principal actuarial assumptions
Financial assumptions

	31 March 2019	31 March 2018
	% per annum	% per annum
Discount rate	2.4% - 2.7%	2.6% - 2.7%
Future salary increases	2.7% - 3.9%	2.7% - 3.8%
Future pension increases	2.1% - 2.4%	2.0% - 2.4%
Inflation assumptions	2.3% - 3.2%	2.1% - 3.1%

The post-retirement mortality assumptions adopted to value the benefit obligation at 31 March 2019 and 31 March 2018 are based on different assumptions within each scheme including SP2A, CIM2013, and actual recent mortality of members within the Fund.

The assumed life expectations on retirement at age 65 are:

	2019	2018
	No. of years	No. of years
Retiring today:		
Males	20.7 - 23.5	21.9 - 26.1
Females	23.2 - 26.2	24.3 - 28.4
Retiring in 20 years:		
Males	21.7 - 26.1	23.1 - 25.3
Females	24.7 - 28.4	26.1 - 28.1

Amounts recognised in surplus or deficit

	2019 £'000	2018 £'000
Current service costs	327	481
Amounts charged to operating costs	327	481
Net interest	48	54
Amounts charged to other finance costs	48	54

17. Pension obligations (Group and Society) (continued)

Reconciliation of opening and closing balances of the present value of scheme liabilities

	2019	2018
	£'000	£'000
Opening scheme liabilities	15,971	14,133
Recognition of present value of scheme liabilities (new schemes)	-	1,429
Current service cost	475	647
Past service cost	4	-
Interest cost	399	395
Remeasurements	456	(498)
Members contributions	83	113
Benefits paid (net)	(269)	(248)
Closing scheme liabilities	17,119	15,971

Reconciliation of opening and closing balances of the fair value of plan assets

	2019	2018
	£'000	£'000
Opening fair value of plan assets	13,841	12,298
Recognition of fair value of plan assets (new schemes)	-	1,084
Administration expenses	(5)	(5)
Interest income	351	341
Return on plan assets (in excess of interest income)	723	87
Contributions by employer	157	171
Members contributions	83	113
Benefits paid (net)	(269)	(248)
Closing fair value of plan assets	14,881	13,841

	2019	2018
	£'000	£'000
Actual return on scheme assets	1,074	419

Amounts recognised in the Statement of Financial Position

	2019	2018
	£'000	£'000
Fair value of plan assets	14,881	13,841
Present value of scheme liabilities	(17,119)	(15,971)
FRS 102 deficit in the schemes	(2,238)	(2,130)

17. Pension obligations (Group and Society) (continued)

Major categories of plan assets as a percentage of total plan assets

	2019	2018
	%	%
Equities	44.1% - 74.0%	44.4% - 78.0%
Gilts	3.5% - 11.2%	0.0% - 13.9%
Bonds	1.2% - 16.0%	1.8% - 15.0%
Properties	4.7% - 14.0%	0.0% - 13.0%
Cash	0.5% - 8.0%	0.0% - 20.0%
Other	3.8% - 41.4%	4.9% - 42.3%

18. Provisions for liabilities and charges

	At 1 April 2018 £'000	Additional provision £'000	Released/ utilised £'000	At 31 March 2019 £'000
Dilapidations provisions	151	-	(7)	144
	151	-	(7)	144

The dilapidations provision relates to amounts payable to return leased properties to their former state upon surrender of the lease.

19. Contingent liabilities

The Society has a contingent liability at 31 March 2019, the value of which it is impracticable to ascertain. The possibility of an outflow is not considered probable, therefore no provision has been made in relation to the potential liability in these financial statements. The amount and timing of any outflow is dependent on the outcome of pending legislative review. The Society considers it unlikely that there is any possibility of the reimbursement of any outflows.

20. Deferred capital grant

	Group and Society	
	2019	2018
	£'000	£'000
At start of the year	2,533	1,898
Grant received in the year	149	656
Released to income in the year	(23)	(21)
At the end of the year	2,659	2,533
Amount due to be released in less than 1 year	26	26
Amount due to be released after more than 1 year	2,633	2,507
	2,659	2,533

21. Non-equity share capital

	2019	2018
	£	£
Association		
Allotted Issued and Fully Paid		
At the start of the year	67	63
Issued during the year	1	4
At the end of the year	68	67

The par value of each share is 1. The shares do not have a right to any dividend or distribution in a winding-up, and are not redeemable. Each share has full voting rights. All shares are fully paid.

22. Capital commitments

	2019	2018
	£'000	£'000
Capital expenditure that has been contracted for but has not been provided for in the financial statements	-	1,431
Capital expenditure that has been authorised by the Board but has not yet been contracted for	-	140
	<u>-</u>	<u>1,571</u>
	<u><u>-</u></u>	<u><u>1,571</u></u>

23. Operating leases

The future minimum lease payments of non-cancellable operating leases are as follows:

	Group and Society	
	2019	2018
	£'000	£'000
Within one year	935	741
Between one and five years	1,626	1,749
Later than five years	67	-
	<u>2,628</u>	<u>2,490</u>
	<u><u>2,628</u></u>	<u><u>2,490</u></u>

24. Grant and financial assistance (Group and Society)

	Group and Society	
	2019	2018
	£'000	£'000
The total accumulated government grant and financial assistance received or receivable at 31 March:		
Held as deferred capital grant	2,659	2,533
Recognised as income in statement of Comprehensive Income	23	21
	<u>2,682</u>	<u>2,554</u>
	<u><u>2,682</u></u>	<u><u>2,554</u></u>

25. Related parties

Creative Support Limited is the Parent entity in the Group and ultimate controlling party. The Group has taken advantage of the exemption available under Section 33 FRS 102 not to disclose transactions with wholly owned subsidiary undertakings.

The following are related parties:

The Board has service user members who are in receipt of services from Creative Support Limited on normal terms, and cannot use their position to their advantage.

There is one tenant Board member, with a tenancy on normal commercial terms and the tenant is not able to use their position to their advantage. The total amounts payable were £10,647 (2018: £10,210), and the total amount due at 31 March 2019 was £1,063 (2018: £541).

26. Financial instruments

	Group		Society	
The Group's and Society's financial instruments may be analysed as follows:	2019	2018	2019	2018
	£'000	£'000	£'000	£'000
Financial assets				
Financial assets that are debt instruments measure at amortised cost	21,543	17,741	21,543	17,741
Financial liabilities				
(a) Financial liabilities measured at amortised cost	11,633	10,123	11,633	11,146
(b) Loan commitments measured at cost less impairment	30,867	30,995	30,867	30,995
	42,500	41,118	42,500	42,141

Financial assets measured at amortised cost comprise cash at bank and in hand, trade debtors, other debtors, accrued income.

Financial liabilities measured at amortised cost comprise bank loans and overdrafts, trade creditors and other creditors.