



Report of the Board of Trustees and the Financial Statements

For Year Ended 31 March 2022



Providing housing and personalised support for 30 years

CREATIVE SUPPORT LIMITED

31 MARCH 2022

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CREATIVE SUPPORT LIMITED
Legal and Administrative Details
as at 31 March 2022



Status:	Community Benefit Society with Charitable Status
Register Number:	27440R
Regulator of Social Housing:	No 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:	Joolz Casey (Chair)
Principal Staff:	Anna Lunts (Chief Executive and Company Secretary)
Bankers:	Barclays Bank PLC UK Banking 1 Churchill Place London E14 5HP
Solicitors:	Trowers & Hamlins Heron House Albert Square Manchester M2 5HD
Auditors:	Beever & Struthers St George's House 215/219 Chester Road Manchester M15 4JE

Board of Trustees Report

The Board of Trustees presents its report and the audited financial statements for the Society for the year ended 31 March 2022. The financial 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 established 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 emphasize our commitment to developing creative responses to support needs. In January 2012, we registered as a provider of social housing with the TSA (now the Regulator of Social Housing), after managing high quality homes for over 20 years. We became a Community Benefit Society with charitable status in accordance 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 is now re-branded as the Creative Space Centre. Based in Preston, the Creative Space Centre provides amazing sensory experiences for children and adults with a wide range of needs. We are well supported by the independent charity "Friends of Space" which is dedicated to raising funds for equipment and improvements for the sole benefit of the Creative Space Centre.

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 and Delos no longer exists as a registered company.

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, 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 recognized 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, while our complex needs services support individuals with a wide range of needs, including experience of trauma and behaviours of concern. 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 highly personalised 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. During the last 12 months, we have supported over 6,000 people with care and support needs to enjoy independence, choice and wellbeing. A further 1,207 tenants have benefitted from the provision of high quality supported housing.

Our Mission

Creative Support promotes the independence, inclusion and wellbeing of people with support needs. We do this by working with the people we support, their families and partner agencies to deliver innovative, high quality services that meet individual needs and aspirations in a person-centred way.

Our Philosophy and Aims

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

- Promote rights, equality, inclusion, opportunity, choice and wellbeing
- Offer respect and unconditional positive regard to the people we support
- Practice in ways that are inclusive, non-discriminatory and anti-oppressive, challenging discrimination, disadvantage and oppression
- Empower people to express their views, be themselves and take control of their own lives
- Provide personalised, compassionate care which promotes the self-esteem, dignity and safety of the people we support
- Use an assets and strengths-based approach which builds upon the abilities, preferences, resources and aspirations of service users
- Provide active and enabling support which promotes confidence, skills and independence
- Be accountable and committed to providing high quality, safe, evidence-based care and support which achieves positive outcomes
- Promote service user involvement and co-production in 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 in 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 the people we support through maximising 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, 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, culturally appropriate service provision and the proactive recruitment of a diverse workforce.

- **Investing in People**

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 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.

Accountable and Cost Effective Governance

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. Creative Support has adopted the NHF's Code of Governance and is moving towards the adoption of the 2020 version. There is no known non-compliance with the NHF Code of Governance 2020. The trustees have undertaken a recent compliance review of the Governance and Financial Viability Standard and the Board confirms that it complies with this Standard.

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. 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 2021-22 and a well-attended AGM took place over Zoom on the 24th September 2021. Our 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, including Risk Management and Governance. Our trustees have also made informal visits to services and have supported our 30th birthday celebrations. Two of our trustees provide oversight of the governance of our Complex Care Case Register.

We maintain a record 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, 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 human resources. We would especially like to thank the trustees who chaired the Committees during the year, including Paul Calland, Joolz Casey, Pete Gibbs and Sharon Burns. We would also like to thank Lorraine Gainsborough who has provided excellent support and assistance to the trustees in her role as PA to the Board. Lorraine retired at the end of July 2021 after 16 years of service with Creative Support. To mark her retirement she received warm speeches of appreciation and gifts from the Chair and trustees. Since her retirement, Sarah Smith has taken over the vital role of PA to the Board. She is assisted in her work by Megan Mitchell and Ellie Sime who take minutes for the Committees.

Record of Attendance at Board Meetings 2021 - 2022

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

Trustee	May 2021	July 2021	Sep 2021	Sep AGM	Nov 2021	Jan 2022	Mar 2022	Total
Darrell Johnson	✓	✓	AP	✓				
Kashif Ali	✓	✓	AP	✓	✓	✓	✓	6/7
Paul Calland	✓	✓	✓	✓	✓	✓	✓	7/7
Joolz Casey	✓	✓	✓	✓	✓	✓	✓	7/7
Sharon Burns	✓	AP	X	✓	AP	AP	AP	2/7
Darren Cormack	✓	AP	AP	✓				
Pete Gibbs	AP	AP	AP	✓	AP	X	AP	1/7
Fiona King	✓	✓	✓	✓	✓	✓	✓	7/7
Mark Pearson	AP	AP	X	✓				
David McKnight	AP	AP	X					
Rachael Corbelli					✓	✓	✓	3/3
Pravin Majithia					✓	✓	✓	3/3

Key	
✓	Attended
AP	Gave apologies
X	Did not attend or send apologies
S	Sickness

Key Strategic Business and Financial Aims

Our Board of Trustees and Management Team devised a 4-year Strategic Business Plan in 2016, which has since been revised and extended into 2022. A number of key business and financial aims emerged from the plan and from subsequent reviews. Our achievements in relation to these key aims in 2021-22 are set out below.

	Aims	Outcome	Comments
1	To grow our national social care and supported housing business in a sustainable way	Achieved	We continue to deliver a wide range of services and housing options to customers in 66 local authorities across six English regions. Our turnover increased by £1.94 million (1.4%) from 135.37 million in 2020-21 to 137.31 million in 2021-22. We have maintained a diversified portfolio of activity in terms of client group, service type and geographical distribution.
2	To be successful in over 50% of our tender and framework submissions	Achieved	We were successful in 59% of tender and framework submissions in 2021-22, as compared with 58% in 2020-21 and 67% in 2019-20.
3	To continue to invest in new social housing assets	Achieved	As the impact of the Covid-19 pandemic lessened, we have begun making modest plans to acquire or build properties for use as supported housing in the years ahead. The first such property acquisition was completed in September 2021 in Fleetwood, Lancashire, for use by homeless people with support needs. An additional property for use by service users with a learning disability was purchased in March 2022.
4	To maintain over 90% 'Good' and above ratings in our CQC inspections and to achieve at least two 'Outstanding' ratings	Achieved	We achieved a quality rating of 'Good' or above in 90% of our CQC inspected services as at 31 March 2022, as compared with 86% at 31 March 2021. Two 'Outstanding' CQC ratings were achieved by our services in Doncaster and Essex at their first inspection in 2020 and these ratings have been maintained.
5	To achieve a satisfactory operating surplus	Achieved	We delivered an operating surplus (before interest receivable and payable) of £11.49 million in 2021-22 (8.2% margin) as compared with £12.52 million in 2020-21 (9.2% margin) and £5.0 million in 2019-20 (4.0% margin).
6	To increase and maintain our cash reserves	Achieved	As at 31 March 2022, we held cash balances of £25.51 million compared with £16.19 million in 2020-21, an increase of £9.32 million (58%). Cash balances have increased by £18 million (240%) over the previous 2 years from £7.51 million at the end of 2019-20.
7	To reduce our percentage spending on agency staff	Not Achieved	We spent £7.2 million on agency staff during 2021-22, as compared with £4.4 million in 2020-21, an increase of £2.8 million (64%). The contribution of agency staff costs to total staff costs over the period increased from 4.1% in 2020-21 to 6.6% in 2021-22. However, total agency staff spending still compares well to 2019-20 where it peaked at £9.8 million, representing 9.3% of total staff costs.
8	To increase the productivity of our staff	Not Achieved	The productivity of our staff (measured by income as a percentage of staff costs) reduced slightly from 128% in 2020-21 to 126% in 2021-22. This reflected the increase in staff costs, including spending on agency staff as a percentage of turnover, which increased from 78% in 2020-21 to 79% in 2021-22.
9	To reduce our overall borrowings and expenditure on interest payments as part of a medium term financial strategy	Achieved	As at 31 March 2022, we had loans of £12.7 million compared with £18 million in 2020-21, a reduction of £5.3 million (29%). Borrowing has further reduced since the year-end, with total loans standing at £12.33 million at 31 August 2022. Interest costs arising from loans amounted to £492k in 2021-22, as compared with £659k during 2020-21, a reduction of £167k (25%).
10	To further build our charitable reserves and balance sheet	Achieved	As at 31 March 2022, our total reserves (net worth) stood at £86.11 million, compared with £73.98 million in 2020-21, an increase of £12.13 million (16.4%). Reserves have increased significantly by £22.81 million over the previous 2 years from £63.30 million at the end of 2019-20, an increase of 36%.

Principal Financial Risks and Challenges

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 have identified the following principal financial risks and challenges.

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 has resulted 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 work collaboratively with commissioners and care managers to remodel services to increase their viability, whilst maximising outcomes. • We engage positively with initiatives such as the 'Three Conversations Model,' 'Just Enough Support' and the implementation of assistive technologies, which may reduce costs, whilst advocating for the people we support. • We promote the beneficial outcomes and whole system efficiencies arising from investment in preventative services. • We seek full cost recovery for commissioned services, which reflects the impact of increased staff salaries and other costs. • We ensure that the customer experience for all service users, including people who pay towards or self-fund their care is positive. • We review our services and contracts, giving notice on contracts which are no longer sustainable or declining to tender for services that are not viable. • We 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> <p>The social housing regulator is consulting on proposals to limit rent increases to significantly below CPI plus 1%</p>	<ul style="list-style-type: none"> • We review the sustainability of individual schemes, dispose of loss-making properties and seek to make efficiencies in the management and maintenance of our supported housing. • The financial and social returns on our housing assets are maximised by careful scrutiny and efficient management. • We ensure that our supported housing schemes are regarded as strategically relevant to local authorities and represent value for money. • We review and invest in our housing portfolio to ensure that our schemes are fully occupied, well maintained and continue to be attractive to customers and stakeholders. • We dispose of properties that are no longer fit for purpose or attractive to customers and referring agencies. • Reduced gearing will protect against the impact of rent increases below CPI.

<p>Increase in Staff Costs</p> <p>Regulatory changes relating to the National Living Wage and wage pressures arising from the competitive labour market will drive up staff costs, alongside the increased cost of pension auto-enrolment, the Apprentice Levy and the increase in employers national insurance rates.</p>	<ul style="list-style-type: none"> • We will seek fee uplifts commensurate as a minimum with the uplifts in the NLW, incorporate the cost of these employment-related changes in our service budgets and aim to achieve full cost recovery. • We will aim to secure fee uplifts which allow the introduction of the Real Living Wage and the London Living Wage where applicable. • Services will be redesigned where possible to reduce the impact of increased workforce costs. • We will work with other providers and bodies representing our sector to advocate for contract fee increases that reflect rising staff costs. • We will seek to end contracts which cannot achieve full cost recovery.
<p>Workforce Challenges</p> <p>Labour market pressures driven by Brexit, controls on immigration and post-pandemic vacancies in the wider economy, as well as competition from the NHS and other social care employers make it harder to recruit and retain staff, increasing expenditure recruitment and agency staff.</p> <p>Social care is widely perceived as hard and under-valued work, deterring new entrants to the workforce. Social care is held in less esteem than the NHS.</p> <p>Demographic changes and an ageing workforce present challenges.</p> <p>High quality senior staff, particularly Registered Managers, are especially hard to recruit in a competitive labour market.</p> <p>Our senior staff profile does not reflect the diversity of our wider workforce.</p>	<ul style="list-style-type: none"> • Proactive recruitment strategies are used, tailored to particular services, segments of the labour market and geographical locations. • We have invested in on-line platforms and social media to recruit staff. • We seek to retain our valued staff through targeted retention measures, career development opportunities and showing appreciation by a variety of awards and rewards. • As a Mindful Employer, we will further develop our offer to employees to support their welfare and wellbeing. • Expenditure on agency staffing is carefully monitored with targets for reduction and replacement with permanent staff. • We will aim to significantly increase our team of flexible bank staff and ensure that they are fully trained and effectively utilised. • Talent management and investment in training will create pathways towards management roles. • BAME staff will be positively encouraged and supported to take up training and promotional opportunities. • Our Black Lives Matter Manifesto sets out some of the changes and investment needed to support diversity at all levels.
<p>Cash Flow Pressures</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, and require increased resource to manage the administrative burden of these changes.</p>	<ul style="list-style-type: none"> • We will increase the resourcing and efficiency of our billing and 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. • We will proactively involve the Executive Team in collecting debts • We will encourage a positive attitude among staff to engage in process improvement and solutions.

<p>Rising Inflation and Cost of Living Crisis</p> <p>Rising inflation will present many challenges.</p> <p>Inflation is currently 9.9% and is expected to peak at 13% in 2023. Inflation is particularly acute in respect of energy costs, driven by the impact of the war in Ukraine on wholesale gas prices. There are also strong inflationary pressures on the cost of goods due to supply side constraints and the rising cost of transportation, including office consumables, building materials and foodstuffs. Service costs such as cleaning contracts and professional services are impacted by labour market pressures and associated wage increases.</p> <p>The emerging cost of living crisis is impacting on staff morale and wellbeing.</p>	<ul style="list-style-type: none"> • There will be a range of initiatives to support hard-pressed staff and their families, including the Staff Welfare Fund and promotion of Health Assured's financial and debt advice service. • We will mitigate rising utility costs through more efficient energy use, entering into fixed term contracts where appropriate and by benefitting from government protection schemes for domestic and commercial customers. • There will be a periodic review of office consumable costs to ensure that prices are competitive. • The rising costs of service contracts will be passed on in increased housing-related service charges, if appropriate. • Some non-essential building improvements will be delayed. • Budgets will be reviewed and increased to protect the quality of essential provision (such as food budgets in care homes).
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Our Response to the Covid-19 Pandemic

The coronavirus pandemic continued to present many challenges in 2021-22, impacting on our operations and finances in 2021-22. Throughout the year, we were obliged to pay for additional overtime and agency workers due to a high level of staff absence caused by Covid-related sickness and self-isolation. For the whole period, as with the previous year, we compensated staff fully for such absences, irrespective of their contractual conditions of service and length of employment. This continued up to the end of April 2022.

The successful roll-out of the national vaccination programme from January 2021 has had a positive impact on the impact of Covid infection and absences. We quickly saw that vaccination was a 'game changer' in breaking the link between the incidence of infection and serious illness, hospital admission and death. We are proud that over 90% of our workforce are now vaccinated. We consider that this is partly due to our use of incentive payments to staff who undertook Covid vaccinations, which increased the speed of take-up and overall vaccination levels. We also worked hard to promote vaccinations for service users and offered our mental health clients a £20 incentive to get vaccinated, encouraging vulnerable people to take action to protect themselves. We enabled a number of service users who were terrified of injections to undergo desensitisation and other interventions to enable them to have the vaccine.

Despite the success of the vaccination drive we saw a sharp surge in the number of staff isolating due to testing positive during the so-called 'pingdemic' in the summer of 2021. Whole service Covid testing was introduced early in 2021, resulting in many staff being obliged to isolate due to testing positive, although mainly asymptomatic. There was a sharp increase in case numbers from December 2021 to February 2022, with cases finally falling towards the end of March 2022. The reduction in the mandatory isolation period after Christmas 2021 was helpful but not sufficient to prevent significant staff shortages during this time. However, thanks to the dedication and resilience of our staff and managers, all of our care services continued to provide essential care and support for vulnerable people, despite these waves of Covid infection and the ever-present staffing challenges.

In the summer of 2021, the Government announced that it intended to pass legislation making vaccination mandatory in care homes and we anticipated that this would be extended to the whole social care workforce. As of August 2021, we decided to only employ new staff who can demonstrate that they are vaccinated against Covid-19, as well as only using agency and bank staff who are double vaccinated, thereby reducing the risks and associated costs of Covid transmission. We have decided to continue with this policy for all new recruits as an important risk mitigation measure, despite the government's U-turn at the end of January 2022, setting aside the controversial statutory requirement for mandatory vaccination of front-line staff in care homes and for the wider health and social care sector from 1 April 2022. Whilst we strongly support vaccination for care staff, we regret the huge amount of management and HR time spent in December 2021 and January 2022 on unnecessarily consulting with staff and preparing for mandatory vaccination. We were also sorry to lose some staff during the brief time that vaccination was mandatory for staff working in care homes.

From the outset of the pandemic, we have kept up to date statistics and live data regarding staff and service user Covid cases. This has provided the intelligence to identify and manage outbreaks and to direct resources, ensuring that our services always had good contingency plans, sufficient stocks of PPE, infection control products and devices such as thermometers and oximeters to monitor health status and to proactively identify signs of deterioration requiring medical intervention or emergency hospital admission. Our HR team proactively contacted all employees who tested positive for Covid, sending oximeters and health information and supported staff who acquired symptoms of long Covid to return to the workplace when appropriate and receive follow up support.

Our Out of Hours Duty Team continued to operate 7 days a week to support front-line staff, giving advice and support on the management of Covid cases and outbreaks. We have continued to use new and efficient ways of working which were adopted during the pandemic, including virtual meetings, on-line induction webinars and mandatory training. Weekly senior staff online briefings and Heads of Department meetings helped us to stay informed, share good practice and solve problems throughout the pandemic. We were well supported throughout this challenging period by our Board of Trustees, who maintained a high level of interest in our Covid-related risks and challenges.

Throughout the pandemic we worked closely with public health bodies and infection control experts to prevent and manage outbreaks and to ensure good practice. We also worked in partnership with GPs and health professionals to ensure that close to 100% of our vulnerable service users were vaccinated and that people who became ill with Covid received the same quality of health care as other citizens. Thankfully, we saw a reduced incidence of severe illness and Covid- related admissions to hospital.

We have received some financial assistance from central and local government in the form of infection control and other Covid-related grants. The regulated social care sector has been supplied with free PPE since October 2020, which has been very helpful, and we are pleased this has been extended into 2022-23, especially as front-line social care staff remain obliged to wear surgical masks at work.

Covid-19 also impacted negatively on our occupancy levels, for a variety of reasons, including a shortage of local authority care managers and delays in convening funding panels for new placements. The average void rate for lettable voids increased from 4.8% in 2020-21 to 5.10% in 2021-22. A drive to increase occupancy by increasing demand for void units and reducing management voids is underway, as we move beyond the pandemic, with our senior managers seeking to improve performance in this important area.

As restrictions eased in 2021-22, we urged our managers and staff to ensure that our service users could experience the same freedoms as other citizens and are supported to plan and enjoy holidays and days out and to safely resume former activities and community connections.

The World Health Organisation has recently declared that the end of the Covid-19 pandemic is “in sight”, after revealing that weekly deaths from the virus around the world were at the lowest level since March 2020. The WHO also estimated that 19.8m deaths were averted in 2021 due to Covid-19 vaccines being administered and that 12bn doses had been given around the world. However, it cautioned that coronavirus still posed an “acute global emergency” and highlighted that during the first eight months of 2022 more than 1 million people died from Covid-19.

The Director General of the international health body, Dr Tedros Adhanom Ghebreyesus, told a press conference on 14th September 2022, “*we have never been in a better position to end the pandemic – we are not there yet, but the end is in sight.*” We will play our part by remaining vigilant and promoting maximum take up of Covid vaccinations and other measures.

THANK YOU



FOR SUPPORTING THE FIGHT AGAINST COVID
AND GETTING FULLY VACCINATED!

Prospects Beyond the Pandemic

The ending of Covid-related restrictions and the success of the vaccination programme led to increased demand for goods and services in the UK and world economy, increasing the demand for labour at a time when the labour market has lost flexibility since Brexit. Two years after the start of the pandemic, employment levels were still around 350,000 lower than they had been before it began, despite unemployment falling below pre-pandemic levels, as workers have exited the workforce due to long Covid, other ill-health or early retirement.

The tight labour market has created significant recruitment and retention pressures, which have intensified as employers compete for workers. The number of unfilled vacancies in social care and the wider economy reached historically high levels in August 2022, exceeding pre-pandemic figures. This has fuelled wage inflation and is feeding through to pay increases in the care sector. Wage pressures are expected to increase further in the year ahead, due to inflation-linked increases in the minimum wage, industrial action, the relaxation of public sector pay restrictions and the expectation of higher pay to compensate for increased employee NI contributions, food, utilities, fuel, consumer goods and services.

The introduction of the new Health and Social Care Levy in April 2022 increased employee and employer national insurance contributions by 1.25%, whilst generating little for social care, with the majority of the revenues raised being earmarked as post-Covid catch up funding for the NHS. Tax cuts promised by the incoming prime minister, Liz Truss, may now threaten this new source of funding for the health and social care sector.

The 6.5% increase in the National Living Wage as of 1 April 2022 as well as the wage pressures associated with current recruitment and retention challenges have significantly increased the cost of social care. The protracted nature of the pandemic has placed pressure on national and local government budgets in 2022-23 and it is unlikely that local authorities will be able to fully fund these additional costs. We expect that this will impact somewhat negatively on our financial performance in 2022-23, increasing costs and reducing surpluses.

Achieving Value for Money

We are committed to achieving Value for Money across all our activities in accordance with the Regulator of Social Housing's Value for Money Standard. As a Registered Provider of Social Housing, 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 our charitable status and 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 supported housing provision
- Efficient management of our housing and other assets
- Using and managing our resources (including human resources) efficiently to maximise beneficial outcomes by delivering cost-effective, high quality housing and social care services
- By delivering public benefit and added social value to our service users, stakeholders and the communities within which we operate.

We are pleased to be able to demonstrate:

- Continued investment in maintaining the quality and sustainability of our housing assets
- Review and planned disposal of housing assets which do not contribute positively to our financial or strategic plans
- Improvements in fire safety and access for disabled tenants

- Efficient expenditure on infrastructure and back office costs
- Effective policy to manage cash reserves and to reduce debt levels and interest payments
- Evaluation of tenders and housing opportunities to achieve optimum use of available resources
- Geographical considerations of new business to ensure efficient and supportive local infrastructure.

As an example of the efforts made by our head office staff to ensure value for money, our talented Telecoms Manager undertook a full review of our BT account and identified systematic over-charging. After a year of escalating the issue and negotiating hard she managed to recoup a cash refund from BT amounting to £72,788. She has since managed to negotiate a new favourable package with BT which includes upgrading all sites to full fibre internet with state-of-the-art VoIP phones provided free of charge.

Our Internal Audit Team is currently expanding its scope to include areas of efficiency such as rota management and contract compliance.

We have an efficient and lean central infrastructure and senior management team, which is kept under periodic review to ensure sustainability. The contribution of senior staff pay to our overall expenditure is lower and more cost-effective than for many comparable providers, demonstrating a commitment to fairness and value for money. However, we balance cost with productivity and the achievement of our charitable objectives. Talent management and investment in professional and management training underpins the effectiveness and retention of senior staff. We have created internal pathways towards middle and senior management roles and we are pleased to have enhanced our senior team through internal progression as well as external recruitment.

Reports of our performance in relation to business targets and KPIs are made to the Committees and the full Board on a bi-monthly basis. For example, a Housing Committee focus on void performance has led to more focused and analytical reporting on voids and specific initiatives to improve occupancy levels.

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 with a brief commentary. The metrics are compared with a peer comparator (a specialist provider of supported housing) and with the average results for the social housing sector. We have included results against the mandatory metrics for 2021-22, with comments on the performance achieved against our own forecasts and the performance of our peer comparator and the median performance of the wider social housing sector. Projected metrics have been set for 2022-23.

Key Metrics - Value for Money Standard

Ref.	Metric description	Detail	Creative Support				Peer comparator	RSH Global accounts - Median
			Actual 2020/21	Projected 2021/22	Actual 2021/22	Projected 2022/23		
1	Reinvestment %	During 21-22, we focused on investing in existing stock. Actual spending was lower than forecast due to planned delays in a major refurbishment project at the Laurels Care Home. We expect increased investment in 2022-23.	0.57%	3.33%	2.15%	2.63%	3.30%	5.80%
2A	New supply delivered (Social housing units) %	We developed a new supported living service in Lancashire for 5 people. Investment in new housing is planned to increase in 2022-23.	0.00%	0.00%	0.68%	2.14%	1.50%	1.30%
2B	New supply delivered (Non social housing units) %	Not applicable.	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
3	Gearing %	Gearing has greatly reduced due to our planned approach to paying down debt with positive cash flow. We expect this to fall further in 2022-23 with additional ad-hoc repayments in excess of scheduled payments.	2.44%	-7.37%	-17.37%	-20.21%	-0.90%	43.90%
4	Earnings before Interest, Tax, Depreciation, Amortisation, Major Repairs Included (EBITDA MRI) Interest Cover	This compares favourably with our peer comparator and wider sector, reflecting the surplus achieved in 2021-22, and lower interest costs associated with the accelerated capital repayments. We are projecting a reduced surplus in 2022-23 due to more adverse operating conditions, but this will be partially offset in the interest cover as we plan to make further additional capital repayments.	1892.14%	1915%	2610.98%	1897%	679.00%	183.00%
5	Headline social housing cost per unit	Supported housing is acknowledged as being more expensive to operate than general needs social housing. However, we compare very well with our peer comparator, reflecting our relative efficiency. We anticipate increased costs in 2022-23 due to inflation and wage pressures.	£7,680	£8,110	£7,445	£9,159	£13,319	£3,730
6A	Operating margin (social housing lettings only) %	Our operating margin has fallen slightly, as we had expected, due to higher void levels and increases in other costs, partly related to Covid and post-Covid inflation. However, our margin compares favourably with our peer comparator.	23.37%	19.17%	17.01%	13.58%	13.50%	26.30%
6B	Operating margin (overall) %	Our overall operating margin across the business compares well with our peer comparator but has reduced slightly compared with 2021-22, due to rising staffing costs including expenditure on agency staff.	9.14%	6.54%	8.20%	5.89%	6.90%	23.90%
7	Return on capital employed (ROCE) %	The ROCE compares very positively with our peer comparator and the sector in general, attributable to our strong balance sheet. The reduction from the previous year reflects the somewhat lower surplus.	13.08%	8.91%	11.26%	7.98%	3.00%	3.30%

The Funding and Policy Context for Social Care

The health and social care system is under great pressure, with rising waiting times, persistent workforce shortages and people struggling to access the care they need. Spending on health care has historically grown by about 4 per cent each year in real terms in the UK. This is due to a combination of factors including a growing and ageing population, rising patient expectations and medical and technological advances.

Spending on the NHS now accounts for more than 20 per cent of all public spending. In 2018, the government announced a five-year settlement for some areas of health spending, covering the period from 2019/20 to 2023/24. Under this deal, NHS England's budget would rise by an average of 3.4 per cent each year in real terms. As a result of the additional pressures created by the pandemic, this was followed by a new three-year funding settlement in September 2021 to increase the NHS budget by an average of 3.8 per cent each year until 2024/25.

In contrast, social care has long been under-resourced. Significant reductions in local authority funding during the austerity years exacerbated this, leading to cuts to social care budgets and reduced eligibility for care. While more investment has been provided in recent years, through measures such as the council tax 'precept' for social care, funding for social care only returned to 2010/11 levels in 2019-20, despite a significant increase in demand. Successive governments promised, but failed to deliver on fundamental reform of social care.

In 2021, the Johnson government finally introduced major reform to adult social care, with changes to the means test and a cap on the lifetime costs of social care to be funded by the new Health and Social Care Levy, a 1.25% increase in national insurance for both employees and employers. Additional reform measures included further integration between health and social care and the expectation that local authorities should pay a 'fair price' to providers for the care they commission from them. The cap will protect people against the very highest costs of care, while the extended means test will enable around 50,000 more people to access state-funded care each year. However, changes to how the cap and the means test work together will mean that the main beneficiaries will be wealthier people, while people with low to moderate assets in parts of the North and Midlands will benefit less. Despite these changes, one in seven people are still estimated to face lifetime care costs of more than £100,000.

The reform package does little to tackle the other fundamental problems, including high levels of unmet need, chronic workforce shortages and a fragile provider market. The pressure on social care services also has a significant knock-on effect on the NHS, as thousands of patients who are well enough to be discharged are unable to leave hospital due to delays in arranging social care support.

The social care system remains vulnerable with an unstable provider market, a workforce crisis, and high levels of unmet need. Care providers are increasingly resorting to giving back contracts due to the workforce crisis and unsustainable fee levels. For these reasons, like many other care providers, we have reluctantly decided not to re-tender for a number of services on the expiration of contracts.

For Creative Support, the promised increase in funding for social care, whilst welcome, seems woefully inadequate in the context of current demands and historic underfunding of the true cost of care. Fee levels rarely keep up with increases in the minimum wage and fall far short of the funding levels required to offer decent salaries to attract and retain care workers and managers in the current competitive job market.

The UK government commissioned the Migration Advisory Committee (MAC) in March 2022 to undertake a report on adult social care and immigration. It found that although ending of freedom of movement had contributed to staff shortages, the sector's workforce problems predated this and were "the result of years of policy decisions not to fund the social care system properly". As a result, the sector has not been able to respond to rising vacancies and turnover by raising pay to attract more staff to work in the sector. It urged the government to fully fund the introduction of a £10.50-an-hour minimum wage for adult social care workers in England.

The Committee found that while adult social care has benefited from successive above-inflation rises in the NMW and NLW this has led to a significant compression of wages in the sector and erosion of differentials for more experienced care staff and managers. In 2020-21, care workers with more than five years' experience were paid just 6p an hour more than those with less than one year's experience, according to Skills for Care's annual State of the Workforce report. MAC argued that differentials between staff needed to increase, to improve progression, and that the £10.50 minimum would need boosting "as quickly as possible". MAC's call came amid a worsening workforce situation for adult social care, with vacancies hitting 10% in March 2022, up from 5.9% in May 2021, and the number of filled posts down 4.6% on March 2021 levels.

We need a level of funding which is adequate to meet today's demands, to pay our staff properly for the skilled and responsible work they do and to ensure a sustainable future for social care, which enables long-term planning and a focus on prevention to reduce the future demand for care. In the meantime, we expect to see hard-pressed local authorities struggling to balance the books and to keep trying to resist calls for funding to providers to match the rising cost of care.

According to the ONS, The UK government borrowed £11.8bn in August 2022, £2.6bn less than in August 2021, but £6.5bn more than the same month in 2019 before the coronavirus pandemic. The £11.8bn figure was almost double the £6bn predicted in March by the OBR, the Treasury's independent forecaster, mainly due to an increase in government spending. It was also higher than the £8.8bn forecast by City economists. Debt interest payable by central government rose to £8.2bn, the highest figure for August since records began in 1997, because of the effect of high inflation, as measured by the retail prices index, on UK government bonds. If this trend continues into 2023 it may weaken the appetite for significant additional spending on health and social care

The new prime minister, Liz Truss, has announced that the recently increased national insurance rates for employees (Health and Social Care Levy) will be withdrawn, accompanied by other promised tax cuts, as a response to the cost of living crisis. Reduced tax revenues will leave the NHS and social care budgets less well off unless the money can be found elsewhere, threatening recent fragile progress in funding settlements.

Introduction to our Audited Financial Statements for 2021-22

Creative Support acquired Delos Community Limited in 2014. We successfully integrated the operations of the Northamptonshire services into the Creative Support infrastructure 5 years ago. Since then, Delos Community Limited has been dormant and was subsequently dissolved as a separate legal entity. Group accounts are therefore no longer required, and the financial statements presented in this report are for the Society for the year ended 31 March 2022, with comparatives for the year ended 31 March 2021.

Turnover

During the 2021-22 financial year, the Society's total turnover arising from all activities grew modestly by 1.4% with an increase of £1.94 million to £137.31 million, compared with £135.37 million in the previous year. Total turnover included £11.85 million in respect of social housing lettings, £113.44 million generated by community care contracts and £7.8 million for prevention and wellbeing services. The increase in turnover was mainly attributable to growth in income from community care contracts which increased by £2.1 million (1.9%). Other income was received from Central Government contributions to Covid related costs including the Infection Control & testing Fund and Workforce Capacity Funding.

Expenditure

Total operating expenditure for the year (excluding interest payable and finance servicing costs) increased by £3.15 million (2.56%) from £122.90 million in 2020-21 to £126.05 million, with the biggest increase relating to staff costs. The increased expenditure on staffing was principally due to a significant increase in spending on agency workers, rising from £4.4 million in the previous year to £7.2 million, an increase of £2.8 million (64%). The proportion of agency staff costs to total staff costs over the period increased from 4.1% to 6.6%. This upward trend in agency staff costs was sustained throughout the financial year and is expected to continue into 2022-23.

Surplus on Activities

The operating surplus for the year amounted to £11.50 million, a margin of 8.2%, compared to the somewhat higher operating surplus of £12.52 million achieved in 2020-21. The reduction in surplus reflects the overall increase in staffing expenditure, particularly agency staff costs.

There was a reduction in interest payable from £659k to £492k due to the reduced loan value, and the surplus for the year after interest payable was £11.01 million, compared with £11.87 million in the previous year, a reduction of 7.2%.

As a not-for-profit company, we are required to generate sufficient surpluses to ensure that we maintain positive cash flow and a sufficient level of working capital and to support future investment in supported housing and our charitable activities. The Trustees regard the overall surplus achieved as a very positive outcome, taking into account the increasingly tight labour market and the imperative to maintain safe services throughout the protracted Covid-19 pandemic, combined with a challenging external funding environment.

Cash Flow

Cash flow was somewhat weaker during 2021-22, as compared with the previous year. Net cash generated from operating activities was £15.45 million, compared to £17.73 million in 2020-21. At 31 March 2022, the Society held cash balances of £25.51 million as compared with £16.19 million at the end of the previous year. The increase in cash was principally associated with the surplus generated by operating activities, less the £5.33 million used to reduce debt during the financial year.

Loans

As at 31 March 2022, the Society held loans of £12.67 million compared with £18 million at the end of 2020-21, a reduction of £5.33 million (29.6%). Our loans were successfully re-financed with Barclays bank on competitive and flexible terms in July 2020 and are secured by specific charges on our property assets. The finance facilities consisted of a 5-year term loan of £20 million and a £3 million revolving credit facility (RCF). It has not been necessary to utilise the RCF during the financial year.

Barclays were selected from a shortlist of high street banks and alternative lenders following a rigorous re-financing process, which commenced in 2019-20. The restrictions in place due to the Covid-19 pandemic led to a reduced capital development programme, with a focus on remedial and improvement work to properties. However, as we emerge from the pandemic and associated restrictions, the reduction in gearing has put us in a strong position to increase our investment in new housing provision going into 2022-23.

Reserves and Fixed Assets

Total reserves for the Society have increased by 16.4%, from £73.98 million to £86.12 million. This increase of £12.14 million relates to the surpluses generated over the year.

Our reserves are principally represented by the equity in our fixed asset portfolio. By the end of the financial year, tangible fixed assets for the Society had reduced very slightly from £75.83 to £75.53 million, due to the planned disposals of properties that meet our disposal criteria.

Social Housing Provision and Development

Creative Support is proud to have become a significant provider of social and supported housing. Over the years, we have built our property portfolio by re-investing the surpluses generated by our business into the purchase and development of properties, and latterly by the construction of new homes, for rental to our service users. The number of social housing tenancies directly owned or leased by the Society at the end of March 2022 was 731, a net decrease of 4 units over the financial year. Our portfolio of leased and managed housing decreased by 28 units.

Voids available for letting averaged 5.1% in 2021-22, against a target of 5%. Occupancy levels are expected to rise slightly in 2022-23 as demand rises post-covid. Our greatest challenge when filling voids is the delay in local authority funding decisions for placements that significantly contributes to void levels.

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 has supported the planned reduction in debt levels. We generated receipts of £823k from the sale of a number of properties that were no longer required, with a net gain of £241k. We will continue to make strategic sales and disposals in order to fund our capital expenditure plans and development strategy. Further disposals of low demand properties are planned for 2022-23, releasing funding of around £1.1 million. This will support our plans to develop new supported housing provision, without the need for additional borrowing.

In September 2021, we purchased a property in Fleetwood, which is currently being comprehensively refurbished for use by people at risk of homelessness. In March 2022, we purchased a new property for use as supported housing for people with a learning disability.

Capital Spending

During 2021-22, capital expenditure on properties totalled £1.62 million. In addition, there was continued IT investment to facilitate improved communications and IT upgrades.

Our Board has approved a capital expenditure envelope of £3.4 million in 2022-23, which includes the commencement of a planned new build scheme on our Reading site, and continuing investments for improving and refurbishing existing properties. The remaining capital expenditure relates to leasehold improvements, acquisition of vehicles and IT infrastructure.

Grants Received

We have been very grateful for the award of a number of grants and other funding initiatives during 2021-22. We would like to acknowledge and thank the funders for these amounts, including a Skills for Care Workforce Development Grant of £183,300 for delivering accredited training, including diplomas.

Going Concern Statement

The trustees and management have determined that there is currently no material uncertainty that casts doubt on the Society's ability to continue as a going concern. The Society's activities, its current financial position and factors likely to impact on its future development and prospects are set out within the Trustees Report. The Society has a strong balance sheet, well-structured debt facilities, significant cash reserves, and is expected to continue generating positive cash flow from surpluses generated by operational activities. These elements combine to provide sufficient resources to continue delivering high quality accommodation and social care services whilst maintaining and investing in the Society's assets.

Covid-19 is not expected to have a significant impact on the Society's activities and finances in the year ahead due to the success of the national vaccination programme and the cessation of Covid restrictions. In the event of a resurgence of Covid-19, the Society has good availability of PPE to reduce the spread of infection. Furthermore, we are encouraging all staff to take up the Government's offer of a further Covid booster injection for frontline health and social care staff, which will afford additional protection against new variants. Covid-19 is not expected to have a significant impact on future performance or to reduce asset valuations in the near future.

It is acknowledged that there will be pressure on the revenues of local authorities and their ability to fund social care at sustainable levels over the next two years. However, the overall demand for adult social care and supported housing remains strong and the Society's current level of activity is expected to increase modestly in the year ahead.

During 2020-21 and 2021-22, the Society made significant repayments of debt, which have greatly reduced exposure to interest rate increases. The Society's forecasts demonstrate that it can make planned debt repayments and service its debt facilities whilst continuing to comply with lenders' covenants, despite recent and expected future increases in BOE base rates as a response to rising inflation. The BOE is expected to continue to increase rates over at least the next 18 months to tackle inflation until it falls to the mandated 2% target rate. An increase in the BOE base rate of up to 4% is expected by the market during 2023 and will be factored into our future projections. Inflation is currently running at 9.9% (as at September 2022) forecast by the BOE to peak at around 13% in 2023.

Inflation is fuelled by a tight labour market and rising wage settlements, supply side constraints arising from a resurgence in international demand for goods and by significant increases in wholesale energy costs because of the war in Ukraine. The market anticipates some easing of energy costs but expects these to remain high for at least the next 2 years. To manage and mitigate these increased costs we have entered into a number of longer-term fixed price energy contracts and we expect to benefit from the protection afforded by recently announced government initiatives to cap domestic and commercial energy costs.

The cost of living crisis is a challenge for all and we have initiatives in place to support our staff and service users at this difficult time. The current consultation by the Housing Regulator suggests that rent increases will be capped to significantly below RPI + 1% increases in order to assist vulnerable social housing tenants. This will impact on the wider social housing sector's business models but will be a manageable challenge for the Society, due to our relatively low gearing and associated modest debt servicing costs.

The economy appears to be growing at slower rates than had been widely forecasted, with subdued growth in GDP after the expected post-pandemic bounce back. There has been speculation that the UK has been sliding into recession and that this will become more evident in the months to come. In the short run, this will dampen a very over-heated labour market and will have a favourable impact on recruitment and retention. However, in the longer run, reduced growth, or recession, especially if combined with the government's promised tax reductions, will restrict the fiscal ability of central and local government to adequately fund the NHS and social care. This may result in cuts to preventative and universal services, thereby increasing unmet needs and creating unfunded demand for services, managed by rationing access to care packages.

Taking the wider macro-economic context into account and the Society's future plans, financial forecasts and risk mitigation the Board has a reasonable expectation that the Society has adequate resources to continue in operational existence for the foreseeable future, being a period of at least twelve months after the date on which the report and financial statements are signed. For this reason, it continues to adopt the going concern basis in the financial statements.

Social Care Contracts and Services

Our Tendering and Business Development Team enjoyed another successful year. Last year we reported that the number and variety of tendering opportunities was reduced due to the impact of Covid-19. In 2021-22, such opportunities were restored to pre-pandemic levels, enabling a stronger pipeline of new business.

We continued to tender for inclusion on frameworks for health and social care services. Over the year, we were awarded places on nine frameworks and approved lists for health and social care services across the country. Local authorities and CCGs use these frameworks 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 50 contracts and frameworks in total across 7 English Regions including the North West, North East, Yorkshire & Humberside, West Midlands, East Midlands, London and the South East. We were successful in over half of these submissions (29 contracts representing a success rate of 58%), which will contribute an additional income stream of around £4 million per year. A high proportion of the contracts awarded were mini competitions arising from frameworks. This demonstrates the increasing importance of gaining places on frameworks in order to access contract opportunities.

During the year, we were delighted to be awarded contracts with a new local authority, Thurrock Council complementing our presence and existing work in Essex. This supported living service, known as Medina Road, opened in April 2022 and has been specifically commissioned to meet the needs of local people who are on the autistic spectrum and will benefit from a period of support to build their independence. We were also pleased to be awarded contracts under the Transforming Care programme for people with complex needs in Lancashire and Greater Manchester.

Setting up new services and mobilising these contracts has involved forging partnerships with commissioners, landlords and community stakeholders and getting to know new service users, their families and multi-disciplinary teams. In some cases, this included carefully planned person-centred transition work to enable people to move successfully from family homes and other placements into their own homes. Six of the new contracts involved the TUPE transfer of staff from outgoing providers to our employment.

Successful Tender Outcomes

Type	No	Description	Locations
Frameworks & Approved Lists successfully applied for	9	Supported living services (1) Care & support services (5) Care and support at home (1) Domiciliary care services (1) Support and accommodation (1)	LB Barnet Cumbria Derbyshire Greater Manchester Kirklees NorthTyneside Stockport Warrington Wokingham
New contracts awarded from competitive tendering	16	Learning disability supported living (8) Care and support at home (1) Complex needs (3) Housing related support (1) Mental health recovery services (2) Learning disability outreach (1)	Bolton Bradford Knowsley Lancashire Leicestershire Manchester North East Lincolnshire Northampton West Redcar & Cleveland Sheffield Stockport Thurrock Warrington Wigan Worcestershire
Existing contracts re-awarded on tendering	4	Mental health recovery services (1) Learning disability supported living (1) Floating support for disabled people (1) Gardening service for vulnerable tenants (1)	Durham West Berkshire Darlington Dudley
Total	29		

Services in Cumbria and the North West

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

During the year we consolidated a new intensive support service for six people with a learning disability and autism who have complex needs, which opened in Warrington in 2020, using newly refurbished self-contained accommodation owned by Creative Support. We were pleased to be awarded a further service for people with complex needs in the Borough, commissioned in two adjoining purpose-built bungalows. This service is now occupied following transition work. We were also awarded a place on the Council's DPS framework for people with complex needs.

Our service in Fleetwood, Lancashire for people with complex needs continues to flourish. In September 2021, we completed the purchase of a property to be converted into six flats for people who require move-on accommodation with outreach support. In September 2021, we were awarded new supported living services in Wigan, whilst some of our existing services were transferred out to new providers, following a Borough-wide re-tender of services.

At the end of 2021-22, a large refurbishment programme commenced at the Laurels Care home in Carlisle. This important capital project includes the construction of an extension to house a new kitchen block, alongside other improvements. We have been building up our occupancy to pre-Covid levels and we were pleased to gain a place on Cumbria Council's specialist care home framework. A wonderful Jubilee party was presided over by 'the Queen' performed by a local comedian. Great fun was had by our residents, their families and neighbours.

We submitted a tender for two groups of supported living services for people with a learning disability in Bolton in March 2022. One of these was for three services for people on the autistic spectrum, which we had successfully provided for 12 years. These have now sadly transferred to a new provider after 12 years of service delivery. However, we were successful in our bid for the other group, which includes seven existing supported living services across Bolton, for 28 service users.

Liverpool City Council re-awarded us the funding to run the Liverpool Night Café, an innovative mental health crisis café that provides a warm, welcoming and supportive environment for people who are experiencing mental distress or crisis. This preventative service provides an alternative to statutory mental health provision. In Knowsley, we were awarded a new contract to support four people with a learning disability in an existing supported living service, complementing our other provision in the Borough.

We were awarded a contract by the Lancashire & South Cambria CCGs to develop and deliver a specialist Transforming Care service in Preston for three women with very complex needs. This service is expected to commence in late 2022, following well-planned transition work with their respective multi-disciplinary teams.

At the beginning of 2021-22, we were awarded a place on Stockport Council's Mental Health & Vulnerable Adults Purchasing System and in November 2021, we commenced the provision of care to three people with a learning disability and other needs in Stockport in an existing supported living service in the Borough. In Manchester, we were given the opportunity to run a pilot outreach service for people with a learning disability who are hard to engage. So far, this has produced some good outcomes, due to the flexible and personalised support that we offer. In December 2021, we were awarded the contract for Dalbeattie Court, an innovative short-stay supported living service for people with a learning disability who need a period of support in order to acquire the skills and confidence to live more independently.

We gained a place on the Greater Manchester Framework in 2020 for people with a learning disability and autism who have complex needs, including additional mental health issues, behaviours of concern and forensic histories. Since then, our complex care team have been carrying out needs assessment, and transition work with a cohort of individuals with complex needs from three GM local authorities. In 2021, we were admitted to another GM framework for people with complex mental health needs who are hard to place in existing provision. We are now seeking properties which might meet the needs of individuals referred through this framework.

Services in the North East

We continue to develop and extend our services in the North East, with a regional office in Teeside. We now provide services in 11 local authorities in the region, including North Tyneside, Gateshead, Newcastle, South Tyneside, Sunderland, Durham, Hartlepool, Redcar & Cleveland, Stockton-on-Tees, Middlesbrough and Darlington. We also provide support from this region to people living in the town of Whitby on behalf of North Yorkshire Council. We were admitted to a commissioning framework in North Tyneside for the provision of a range of services.

We have consolidated our new supported living service in the City of Newcastle, known as Eastgarth, which we had established in the middle of the pandemic. The service is described as a “Step-up, Step-down service” for younger people with mental health and other needs. We have offered a highly responsive and person-centred service for young people with quite complex needs which has received positive feedback from our referrers and commissioners.

Our new service in Gateshead, known as Swanway, which offers a concierge service and personalised support to people with a range of needs living in 12 flats has flourished. We were awarded a number of community support packages for individuals following mini-tenders. Also in Gateshead, the contract for our well-respected prevention service was further extended, based on the positive outcomes we achieve for vulnerable people, including individuals at risk of offending or experiencing mental ill-health, substance misuse and homelessness.

In County Durham, we have maintained person-centred services for people with a learning disability who can present with behaviours of concern. We do not currently require the use of physical intervention to successfully support any of these individuals. We were successful in our submission to Durham Council as part of the Durham Mental Health and Wellbeing Alliance, enabling a platform for collaborative working with commissioners and seven other providers.

We were awarded a new contract by Redcar & Cleveland Council under the specialist PBS Framework to provide support to three women with complex needs living in Loftus. This service will open in September 2022.

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, North East Lincolnshire and Wakefield for people with a learning disability, autism and mental health needs. We gained a place on the Kirklees Council Framework for Supported Living.

In May 2021, we were awarded a new contract to provide floating support to vulnerable people with mental health and complex needs in North East Lincolnshire. We quickly mobilised this service and have now built up a skilled team which delivers flexible support across the area.

We began delivering a large contract in 2019 for the provision of supported living services for service users with a learning disability in Doncaster. A year later, we were delighted to be awarded an ‘Outstanding’ rating across all five quality domains at the first CQC inspection for the service. Since then the service has continued to flourish and grow. We support over 80 service users with a wide range of needs in a variety of shared and single tenancy models. The service has worked very creatively throughout the pandemic to enable people to enjoy safe activities and to maintain their connections with loved ones and the wider community. The service has received many compliments and accolades. Building on this success, a further contract has been awarded to provide support to tenants in a block of 12 purpose-designed apartments in Doncaster. This new service opened in August 2022.

The contract for our successful mental health floating support and hospital move-on service in Doncaster was further extended to facilitate a re-tendering process. We were delighted when our bid was successful in July 2022. We were pleased to be awarded a new contract to provide a supported living service in Sheffield for people with a learning disability.

Services in the West Midlands

Services in the West Midlands were provided in 10 local authorities including Stoke-on-Trent, Staffordshire, Wolverhampton, Dudley, Sandwell, Birmingham, Telford & Wrekin, Shropshire, Warwickshire and Worcestershire.

We continued to provide our mental health recovery service from hubs in East and South Birmingham as 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. The service offers individual recovery planning, activity groups, peer support and pathways to employment, with the aim of promoting recovery, inclusion and independence. In the autumn of 2020, the service was re-tendered on the basis of a revised specification. We submitted a partnership bid with Birmingham Mind which was successful. The new contract commenced in April 2021 and we have built an even stronger partnership with Mind, together launching a new and attractive website.

In Stoke-on-Trent, our mental health care home known as Leonora Street and our supported living service, Robert Heath Street continued to provide recovery focused mental health support. The mental health service known as Firsbrook House in Wolverhampton, which transferred to our management during lockdown, is now well established.

In Dudley, our Garden Pathways service was re-tendered and we were pleased to be re-awarded a further 3-year contract. This innovative service offers supported employment to people with a learning disability and offers a gardening service to vulnerable social housing tenants across the Borough.

Our services in Warwickshire continued to develop and flourish and we now support over 50 people with a learning disability and mental health needs across the County. During the year, our service at Lanchester Court was inspected by CQC and received a rating of 'Good' at the first inspection. In Worcestershire, we opened Emery Place, our recovery-focused service for people with mental health needs in Redditch in November 2021. Hope House, our first supported living service in Oxford is now well established. The service users greatly enjoyed attending our 30th birthday celebrations in London and had a fantastic time.

Services in the East Midlands

Across the East Midlands, we provided supported living and community support services for people with mental health needs, learning disabilities and autism in Bedford, Derby, Leicester, Leicestershire and Northamptonshire. During the year, we were admitted to the Derbyshire Adult Social Care and Health Framework.

We also provided three extra care services for older people within three schemes in Central Bedfordshire. We had provided these services successfully since 2012 but we struggled to manage them in a sustainable manner due to long-standing recruitment and retention issues in the area. The services transferred in a smooth hand-over to the Council's in-house provision in January 2022. In 2021 the services received a rating of 'good' in their CQC inspection so although we were sad to lose these services we were confident in the quality of provision and hope that this can be built upon in the future.

Following a mini-competition in March 2020, we were awarded the contract to deliver supported accommodation to 20 younger adults with support needs, known as Brookfields in Great Glen, Leicestershire. The scheme is now fully established and has enabled eight people to transition towards independent living. This new service complements our other services in the County where we are the lead provider for services for a designated area of the county, which includes Market Harborough. A further contract for a mental health recovery service was awarded by Leicestershire Council in July 2021 for a service known as Bosworth House. In Leicester, our long-standing mental health supported accommodation service, Orchard House, has been re-modelled, following re-awarding of this contract, to provide a more recovery-focused service and an increased number of units.

We have a large service in Bedford to provide seven supported living services and five residential care homes for 83 people with a learning disability and autism, which transferred to us from three different providers. There has been a lot of focused work to fill staff vacancies and to further consolidate improvements in the accommodation and support services. We have been working hard to further develop the skills of our staff in areas such as total communication.

"I just wanted to thank you for the opportunity to do training with the Bedford staff. Such an amazing group of people, I could see how much they care for the individuals they work with and how this isn't just a job to them. As a mother of a child with severe learning difficulties and profound needs, the future terrifies me. But, if he ends up somewhere like Creative Support, I know that we will be just fine." – Feedback from trainer delivering Makaton training to staff in Bedford.

In Northamptonshire, we are now working with two unitary authorities. The newly formed Northampton (West) Council awarded us a contract to provide a mental health recovery service called Moray Lodge, in attractive purpose-built accommodation. We have a place on the 'Commissioning for a Good Life: Brighter Futures Framework' which will be used to procure services for people with complex needs. We now hold regular meetings with the local commissioning team with good prospects for further development in the area

Services in London and the South East

We currently provide services 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, Reading and Slough.

We have been providing services for people with a learning disability who have very complex needs in Braintree, Essex since 2018 under the Transforming Care programme. We are building on the positive reputation and 'Outstanding' CQC rating achieved by this innovative service. In January 2022, we were very pleased to be awarded a contract to deliver specialist support to people on the autistic spectrum in a brand new supported living service, known as Medina Road, in the unitary authority of Thurrock in Essex. We quickly mobilised the service despite the recruitment challenges in the area. Medina Road opened in April 2022 and is now fully occupied.

We were delighted to be re-awarded the contract to provide the supported living service at Pelham House in West Berkshire. This service provides personalised support to 15 people with a learning disability. Pelham House was inspected for the first time as a stand-alone location in 2021 and was rated as 'Good' by CQC.

Melody Road, our supported living scheme for people with a learning disability in the London Borough of Wandsworth has enjoyed very positive feedback from commissioners and the multi-disciplinary team. Prince of Wales Drive, our Extra Care service in Wandsworth is now well established and thriving. This service was inspected by the CQC for the first time in 2021, achieving a 'Good' overall rating.

We provide extra care services to around 300 older people in London, including three services in the London Borough of Bromley, one in Wandsworth and six in Tower Hamlets. We have worked hard during and beyond the pandemic to maintain a programme of enjoyable and stimulating activities whilst keeping our service users as safe as possible. We were delighted that our contract for providing extra care services in Bromley was extended for two years and we were pleased that Apsley Court was inspected and rated as 'Good' following their CQC inspection in August 2021.

We were disappointed to lose our contract to provide Rose Buddies, a unique service offering peer support and service user co-produced activities. However, we were pleased to be offered a place on the Wokingham Framework for Home Care and Support and hope to be providing services again in the Borough in the near future. During the year, we also gained admission to a framework in the London Borough of Barnet, for the procurement of accommodation and support services.

Prevention and Outreach Services

Funding for prevention and floating support services has been challenged by the 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 have included the extension of well-regarded prevention contracts in Dudley and Gateshead.

Our Wigan prevention services have supported 356 people across the Borough in the year, working closely with our consortium partners, Imagine Independence and Catch 22.

The Liverpool Floating Support service for socially excluded groups has continued to deliver targeted interventions to people at risk of homelessness and exclusion in an area of significant deprivation and is now complemented by a very successful resettlement project. The Liverpool prevention services have supported 648 people during 2021-2022. The Liverpool Light service provides preventative and supportive interventions for people experiencing mental distress in a welcoming and therapeutic City Centre Café environment.

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

During the period April 2021 to March 2022, we have continued to contribute to the national Transforming Care Programme through the further development of bespoke services for individuals with a learning disability and/or autism. Our focus has remained on supporting individuals who have complex needs or challenging behaviour to live in adapted homes in the community, with the right support, rather than in hospitals and institutions.

We started delivering support under the Transforming Care pathway in 2019 to individuals with a learning disability, behaviour that challenges and some individuals with an offending risk or forensic history. Since then, our development work has grown significantly and we are now working with 30 individuals who are either being successfully supported in new bespoke placements or are undergoing transition.

Service	Number of people supported
Thistley Green – Essex	10
Strawberry Gardens – Lancashire	6
Hollins Drive – Warrington	5
Perth Close – Warrington	2
Trauma-Informed Service – Lancashire	1 person has signed their tenancy and is currently in transition 2 people under Assessment and Transition
Greater Manchester Complex Needs Framework	3 people under Assessment & Transition



Our key focus is to support individuals in a person-centred way to develop goals and to live lives that are full of joy, achieving desired outcomes, reducing restrictions wherever possible and avoiding breakdown of placement or readmission to hospital. We have worked with MDTs to support people to receive specialist care when required, and in one instance have helped identify an individual’s previously unidentified additional needs. This enabled us to work with the service user to access a positive move-on to another service which was more able to meet his needs.

Creative Space Centre

The Creative Space Centre was deemed an essential service by the Council so was able to remain open throughout most of the Covid pandemic. The dedicated team worked hard to ensure that the centre remained a Covid-safe space by following rigorous cleaning protocols and Covid-related measures. This allowed service users and their families to continue accessing the Centre’s highly valued support and sensory activities. As well as the newly refurbished sensory rooms mostly being booked to capacity the meeting rooms and gardens are also well utilised by service users and others.

The Space Centre is moving forward with the development of their heritage garden, an area including two fully accessible lawns with ramps, flowerbeds and a pergola decorated with bright colours and benches for seating. They have worked with the charities Lancashire Gardens Trust, Dig-In (a charity that works with ex-service people) and Kirkham Prison to achieve this. The independent charity Friends of Space has earmarked a very generous grant of £50,000 to complete the project and to make all of the garden areas completely accessible whilst maintaining the period features at the Centre.

The Creative Space Centre has undergone an exciting new re-brand and will be hosting a launch party next spring, as well as their 30th Anniversary Ball, which will take place early next year. Planning for the annual Halloween and Christmas events is also underway - both events are always highly anticipated by service users and staff.

We recently received highly positive feedback from a service user of the Space Centre, who said that staff at the Centre “*just accept anyone for who they are*” with “*kind hearts*”. The service user also complimented the Centre’s non-judgmental approach and its unique ability to adapt to the needs of all who attend.

Below is a variety of reviews that customers of the Space Centre have left of on Google reviews:

“This is a great place for people with additional needs to visit. It has a number of rooms, or spaces, and they are all very well kitted out with soft play equipment, ball pools, water bed, bubble tubes etc.”

“I absolutely positively cannot say enough good things about this place. Our friends who had been before recommended it highly and as our son is disabled we made the trip over. As soon as we stepped in the door there was a super helpful, polite and understanding member of staff to help us. She guided us through to 'Space One' where our session was booked and it is incredible in there. It's absolutely tailored to children with additional needs. It's accessible, interactive and feels safe and well thought out. Beautiful lighting, options for music. We chose Disney because my daughter loves it, naturally. Everything was clean and well maintained, all the equipment and such was in good condition. Disabled parking outside and powered doors naturally. My son had an absolutely wonderful afternoon there. He's been to softplays before but this is the only one where we felt he was 'safe' to be roam around freely”

“The staff here were absolutely wonderful when we came here for our booking. My son is autistic and they went out of their way to help me with my son's needs. The sensory rooms are great with lots of space, lights, music, everything that you would need for a fun sensory environment. I would highly recommend this place for sensory experience for children.”

“Brilliant, my son loves Space, it's his favourite place”

Creative Football

Despite the constraints of the pandemic, Creative Football was able to offer more support than ever. Continually adapting our model as restrictions changed, Creative Football offered 1-1 coaching & fitness sessions, group sessions, walk 'n' talks, bicycle rides and on-line courses along with practical and emotional support. Our Blackburn-based project, grant funded by Sport England and supported by Together an Active Future (TaAF) also teamed up with the Casey Group, a national company within the construction and environmental sectors. Casey employed two of our participants and continues to work closely with the project providing sponsorship and opportunities for participants to gain experience and insight into the construction industry.

Events and Engagement

Creative Support has continued to develop initiatives, events and awards that engage service users, staff & communities and create opportunities to develop our services. This year there has also been a substantial focus on celebrating our 30th Anniversary, exploring what this means for people and recognising the people that have made Creative Support what it is. These include:

- A special edition Creative Life was released in August 2021 celebrating the last 30 years with stories from staff and service users about their journeys with us. Our next edition of Creative Life released in 2022 was all about new goals and stories of people’s achievements, alongside a review of our first 30th birthday parties in Durham and Doncaster.

- Our 2022 Creative Support calendar was launched in November 2021 featuring a selection of service user artwork. We had 131 entries from service users to the competition to have artwork featured in the calendar!
- In October 2021, we celebrated Black History Month with our newsletter talking about the history of Black History Month, Black Excellence, and reflecting on Black Lives Matter. The newsletter was coproduced with our EDI Network
- Continuing our Service User Awards programme with 82 nominations received in 2021 in the areas of activities, health, helping others and Coronavirus award. The awards were paused in December 2021 for a full rebrand and are being relaunched in September 2022
- In February we celebrated LGBTQ+ History Month with a newsletter and activities coproduced with our LGBTQ+ network
- Launching Instagram in February 2022 to support our drive to engage all stakeholders through a vibrant social media presence, focussing initially on our 30th anniversary regional events
- In March 2022, we launched our Platinum Jubilee Grants to ensure all services had access to funding to celebrate the Queen's big event. We awarded 87 grants totalling £10,000 which enabled 700 individuals to attend a local event in over 100 services
- Our Storytelling Month was held in March 2022 with events and activities supporting people to tell their stories using a range of mediums like art, magazine, audio and poetry
- Tying into our Storytelling Month we began creating a series of Podcasts with service users from Creative Together to explore their histories, stories and voices. These were presented as part of a large event held at Creative Together in September 2022. This has been so popular that it has been extended to enable more individuals to participate
- In April 2022 we launched our 2022 Gardening Grant, awarding £7,500 to 85 gardening projects, including 22 individual service user owned projects to develop their own green space
- Released two 30th Anniversary Videos. One commemorated the 30th events that had been held and one that celebrated our journey over the last 30 years
- Producing eight blogs as part of CEO Anna Lunts' blog series, using topical and engaging content relevant to our service users and staff. This year these have included:
 - Use of Force in Mental Health Units
 - Racial Bias in Mental Health Units
 - Scrapping the Vagrancy Act
 - Death by Indifference
 - Over-reliance on Restraint and Segregation
 - Our Commitment to Reducing Restraint
 - Modern Slavery
 - Dignity in Dementia
- The Death by Indifference blog was commented on by Paula McGowan OBE who has been working tirelessly to update training for health and social care staff, following the tragic death of her son. She noted *'This is a really good blog. Thankyou so much for doing this, it means a lot to me'*
- Released our 30 Voices Video which had 30 of our service users and staff sharing their personal experience of what Creative Support means to them
- In August 2022 we were delighted to participate in Manchester Pride again after a 2-year break (for COVID safety reasons), led by our LGBTQ+ network. We were proud to walk with our service user designed branded t-shirts, flags and stickers.

We have also worked hard to engage our stakeholders through our social media presence with a combination of good news stories, initiatives and competitions. We now have grown our followers to over 5,000 on Facebook and over 5,500 on LinkedIn (supporting our recruitment efforts, particularly for senior or specialist roles). Our Facebook reach especially has really grown, reaching almost 800,000 people organically and a further 650,000+ individuals through targeted paid advertising (e.g. recruitment).

We were also delighted to have three winners of the Made in Manchester (MiMA) Awards – recognising and valuing developing young professionals in Manchester. Two winners (Georgia & Hollie) were for HR Professional of the Year and one winner (Toni) for Manager of the Year.

30th Birthday Celebrations

Our 30th events were held at six fantastic venues across the country, ensuring that many of our service users and staff could attend to celebrate:

- The **North East** event was held at Durham Cricket Ground in May for 150 guests. Presented by Heather Lowrey, our Area Manager, and a service user in Tyne & Wear, our service user entertainers sang, danced, hula-hooped and read poetry to an enthusiastic audience.
- Our **Yorkshire** event was held at Doncaster Racecourse in May for 160 guests. Our Service Director Lyndsey Downes and Senior Operations Manager, Leanne Paterson co-hosted the event. Service user entertainers sang and even led a fitness class to 'Billie Jean'. The event culminated with Service User Awards announced by Registered Manager Abi Harker.
- The **London & South East** region celebrated with an event held at the Art Pavillion in Tower Hamlets in June for 200 guests. Our London-based Service Director Mahip Singh presided over the event, ably assisted by his local team. DJ Simon played everyone's favourite tunes and Theo sang. The awards ceremony made sure we all knew the Best Storyteller, Gardener and Housemates across London. One of the service users said it was the best day she had had for a long time.
- The **Midlands** service users and staff came together to celebrate at the Botanical Gardens in Birmingham in June for 250 guests. Jointly presented by Service Directors Jonathan Keane and Leigh Birch this beautiful event showcased the amazing talents of our Midlands based service users with singing, dancing, poetry and DJ-ing. The event was rounded off with heartfelt impromptu speeches from service users -- you really could feel the love in the room!
- Our **North of England** Event was held at Blackpool's super-glamorous Boulevard Hotel next to the iconic Pleasure Beach in July with over 130 guests. Hosted by Julie Cooke, Service Director, and Diane Burrows, Area Manager, the event showcased a beautiful celebratory film made by a member of staff, poetry, dancing and singing.
- The celebrations drew to a close with our **National 30th Birthday Party**, held at the **Manchester Monastery** on the 21st July for 350 guests, with Service Directors Julie Cooke, Leigh Birch & Mahip Singh hosting alongside Helen Alton, a service user in Stockport who gave out our achievement and long service awards. Chief Executive, Anna Lunts gave a speech outlining some of the milestones and great achievements over our 30 year history. The entertainment brought together some of the amazing regional entertainers and some local Greater Manchester talent to sing and perform. There were wonderful floral displays and a very impressive three-tiered birthday cake.

All events had a real range of service user performances and activities co-produced with local services – bringing a vibrant and inclusive atmosphere, the perfect way to celebrate our birthday.

Social Value

Due to changes in government legislation in 2021, which stipulate the explicit evaluation of social value in tenders, requiring a minimum 10% weighting, we have established a Social Value Team to embed good practice across the organisation. Social Value is our contribution to society and the local communities in which we operate. This is measured and monitored in various ways, one of the most prominent in our contracts being the TOMs (Themes, Outcomes, Measures) National Framework. Key pieces of work have included:

- Familiarising ourselves with the Social Value Portal (the online platform which the TOMs Framework utilises in order to monitor delivery against targets submitted at tender stage).
- Implementing regular reviews with the contracts listed on the portal to submit quarterly reports against delivery.
- Building awareness of the importance of Social Value across the organisation, engaging with not only those services contracted to deliver social value but also working to embed the idea of social value within other services.
- To enable a more collaborative approach to the delivery of social value, we have created a monitoring tool on Airtable which allows services to view, monitor and evidence work against their own targets in a more clear and concise way, with data being captured more efficiently.
- After Covid-19 impacted on many of the activities and initiatives planned to achieve targets, services have had to work proactively in order to reach their goals. Attendance at job fairs and centres for employment has been limited throughout COVID, which resulted in reduced progress against our targets in this area. In the last year our Tameside services have increased their presence with employment support by attending local fairs, hosting local events including a market stall co-produced and attended by both staff and service users and have now achieved 250% of their overall contract target by year three.
- Community partnerships have been formed between our Town Lane service and local church, working together to carry out foodbank collections and supporting the local befriending coffee morning benefiting a wide range of community groups.

Investing in Volunteers

Our Volunteer and Activities Development Officer has been working proactively to rebuild our network of volunteers after Covid-19 caused a dramatic reduction, creating a Volunteer Action Plan to steer the volunteering programme and identify gaps. Over the year, we have increased our number of volunteers by 346%. For some of our volunteers their time with us enables the transition into paid employment. One of our volunteers told us *"I have found a support worker job and [...] volunteering there has been a plus. Thank you because I had no experience [...] I cannot thank you enough, you have helped me improve as a person and see the great work you do."*



The creation of a Peer Support Network and re-release of our Volunteer newsletter has been key to capturing feedback and positive news stories. We partnered with another organisation, Fanatics, whose employer-supported volunteers carried out a project across three services helping to improve their green spaces. The day was enjoyed by all, with positive feedback from volunteers, service managers and the Fanatics Site Lead Volunteer who is excited to return next year.

In order to expand our network of volunteers, we have worked on increasing the number of volunteer positions available, going from less than 10 positions advertised to now having 34 live adverts across the organisation, including new services and locations. We are re-starting previous programmes in Bedford, Northampton, Lancashire, Doncaster and the North east whilst developing volunteer activity in other areas.

Our reaccreditation process for Investors in Volunteers has begun, completing the initial Self-Assessment with positive feedback from the assessor: *“The self-assessment was comprehensively completed and overall supported by well-chosen evidence. [...] your organisation is well on the way towards being ready for your assessment.”* We are partnered with Everton in the Community to deliver peer support throughout the process, hosting visits at our Swan Street centre and looking to visit them at their site.

Student Placements

Over the last year, we have hosted 103 student placements including 84 university placements and 19 college placements. These valued placements have provided 12,159 hours of student placement support and have generating £29,626.50 in income. These placements have been facilitated through our connections with 72 universities and higher education institutions across the country. Through discussions with Directors and Managers, we have been able to move from waiting for placements to proactively contacting universities and colleges in the local areas to offer placement opportunities for a variety of students across Health and Social Care/Nursing courses. We have worked hard to capture feedback so that we can ensure we provide really well supported and successful placements and a great experience for the students. One student commented: *“I have enjoyed my time here at Creative Support, the service users are amazing to be around. The staff have been extremely helpful and welcoming. I has been a pleasure to be here and witness the support given to those who are vulnerable. It is a very rewarding role.”* – Student

A manager from Ney Street in Tameside commented: *“The two students we supported were really good. Willing to learn, and as hands on as they could be. All the tenants at Ney St were sad to see them go and bought them some chocolates and a card for them as a thank you. It was a very positive experience.”*

Employing a Large and Diverse Workforce

At the end of March 2022, Creative Support employed 5,041 contracted full time, part time and sessional employees amounting to around 3,387 whole-time equivalents. The average length of service of our permanent employees is just under 5.5 years (if previous TUPE service is included) and 3.9 years (if TUPE service is not included). This is a strong indicator of high employee satisfaction and retention, demonstrating that Creative Support has a lower rate of annual staff turnover than the average for the care sector (which was running at 30.8% nationally according to the Skills for Care Annual Report, September 2021). 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. On average, around 460 of our relief workers work for us each week and all have access to our training programmes and many of our benefits.

During 2021-22, we employed 1,496 new permanent and bank staff. This includes people who have never worked in care who have been motivated by their experience of the pandemic to seek secure and meaningful employment in social care, as well as graduates and people with prior care experience. We have also welcomed back many previous employees during the year. Our HR team successfully managed 26 staff TUPE transfers over 2021-22, welcoming 64 staff into the company from other employers.

Since Covid-19 restrictions have eased, releasing pent up demand in the wider economy we have seen the job market become highly competitive, putting huge pressure on the social care sector. In September 2021, it was announced that employment had returned to pre-pandemic levels with over 1 million advertised vacancies across the UK, the highest level for 20 years. Despite this challenging context, we received a total of 10,608 completed job applications in 2021-22, averaging 204 per week, generated by comprehensive recruitment methods. The effective use of social media recruitment platforms has contributed significantly to our successful efforts to reduce the use and associated cost of agency staff. The average turnaround for onboarding new employees and ensuring comprehensive pre-employment checks and due diligence is 32 days.

We aim to provide structured career pathways that attract new staff and enable all our employees to flourish and develop their career in social care. We participated in a number of initiatives to enable people who have been unemployed or are disadvantaged in the labour market to join our workforce and to experience high quality vocational training. We use Work Trials to give people without experience of social care the opportunity to gain supported work experience and training. We have successfully employed paid graduate interns and have recruited apprentices for trainee roles in our head office as well as our care services.

Staff from BAME groups made up 29% of our workforce on 31 March 2022. This demonstrates the diverse profile of our workforce and the wider social care sector and the communities in which we work. Our staff gender breakdown shows that 76% of our employees are female and 24% male. We are pleased to report that our last 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 that are filled by women. As a response to the Black Lives Matter movement, we have adopted a Manifesto for Action. We are currently completing a race pay gap audit, which will help to inform our plans to support our BAME staff to develop and progress their careers within Creative Support.

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 charitable status, 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, with over 250 awards being made to our exceptional staff in 2021-22. Over the year, over 100 employees have been selected as winners of our weekly prize draws, which offer £100 of vouchers to our permanent staff and £50 to £100 to our relief staff.

Staff welfare has been a major priority during the Covid-19 pandemic. Initiatives to support staff to maintain their health, wellbeing and resilience have included payment of full sick pay for staff self-isolating, provision of hardship grants and confidential advice and counselling from our partner EAP provider, Health Assured. Our EAP offers free counselling and legal advice to all employees and members of their household. During 2021-22, 755 people accessed this service, with 526 people benefitting from telephone, on-line or face-to-face counselling and 129 people receiving legal advice.

Support for staff wellbeing remains a high priority. During 2020-21, we were recognised as a Mindful Employer and we have worked hard to increase the number of staff who are trained as Mental Health First Aiders. By September 2022, we had trained our HR officers and 252 employees across the country to carry out this important role, supporting colleagues experiencing mental distress.

We have recently developed and issued a Staff Menopause Policy, which recognises the impact of the menopause on our female employees. Our new Domestic Violence Policy outlines a set of measures to support employees experiencing domestic violence, including discretionary paid leave as well as access to confidential HR support and signposting to supportive external agencies. A new, holistic staff wellbeing policy is in development to bring together all policies and measures which support staff welfare, resilience and wellbeing.

We continue to invest in our skilled and well-respected HR Team, which moved to attractive, spacious new office accommodation in August 2021. A number of HR staff are taking part in professional development programmes, including Level 5 qualifications. The commitment and expertise of our HR Team and their passion for driving forward excellence in the management and support of our people was recognised by the award of Investors in People 'Gold' status to our HR Team during 2020-21. The team has since retained this prestigious award.

Employee Welfare Fund

We have continued to offer welfare grants up to £400.00 to our employees, which we initially established in June 2020 as a response to the pandemic. To date we have awarded just over £30,000 in non-repayable grants to 205 employees.

One staff member told us: *"I want to thank you all at Creative Support for helping me at such a worrying and hard time. All I can say is out of all the companies I have worked for Creative Support is by far the best company. This company has supported me with any issues I have had as best as they could and it makes me feel grateful to work for such a caring company. This company supports their staff as well as their service users."*

We are incredibly proud of our workforce and want to do all we can to support our employees as they face the challenge of steep rises in the cost of living.

Valuing our LGBTQ+ Staff

The LGBTQ+ Network has worked to create more inclusive policies with gender-neutral language and better representation of LGBTQ+ issues, both internally and externally. We have maintained our status as a Stonewall Diversity Champion, showing our dedication to championing equality for the LGBTQ+ community, and our LGBTQ+ Network has continued to regularly meet and enact positive and inclusive change. The LGBTQ+ Network have led on several campaigns, including a pronouns campaign, which encouraged staff to add their pronouns to their email signatures. They have also worked with HR to make our onboarding more inclusive and reviewed our LGBTQ+ training and e-learning, which has been updated to make this more inclusive. We had a PRIDE Rainbow laces campaign and one of our staff in the L&D Team published an article on neurodiversity and LGBTQ+ on our website and social media channels.



Supporting and Developing our People

Investors in People: Gold for HR and L&D and Silver for the Organisation

Investors in People (IIP) is a nationally recognised quality framework for benchmarking the effectiveness of leadership and people management and development practices. We were successful in November 2021 with our organisational Investors in People reassessment, which takes place annually. We maintain our Silver and Gold status and we are preparing for individual assessment for our Customer Care Team.



Creative Academy Training

The training team are excited to get back to more classroom based training delivery. The table below is a summary of the total national, learning and training events in the financial year 2021-22.

Training Type	Number
Webinar (with live trainer) sessions	1,122
E-learning completions	76,000
Classroom (face to face) sessions	309
Accredited qualifications (Diplomas)	74
Apprenticeships live (external)	179
Apprenticeship completions (external)	110



Virtual and Digital Learning

In the financial year, 6,113 staff have attended 1,122 virtual classroom sessions and we have supported approximately 76,000 e-learning course completions on our digital Bridge platform. This equates to 208 e-learning completions taking place every day of the year and five webinars each working day. We have gifted £42,000 in vouchers to our staff as a reward for completing their e-learning modules.

Classroom Training

We have delivered and supported a total of 309 classroom sessions across the country (or sessions delivered in services with staff) within the 2021-2022 financial year. The national statistics are:

Location	Attendees	Courses
Barrow	101	24
Cumbria	10	2
Doncaster	170	18
Essex	119	17
East Midlands	141	22
London	264	49
North East	314	48
North West	814	121
West Midlands	33	8
Total	1966	309

Health and Social Care Diplomas

Our internal assessment team have continued to deliver our Health and Social Care Diploma programme virtually and we have had a further 59 completions at Levels 2, 3, 4 and 5 in the year 2021-2022, with approximately 150 staff on the programme at any one time. The highest demand remains for Level 3 and Level 5 qualifications (mainly for our Senior Support Workers, Team Leaders and Registered Managers). Covid has played a role in delaying some completions.

Diplomas in Health and Social Care	Completion
Level 2 Diploma in Health and Social Care	4
Level 3 Diploma in Health and Social Care	41
Level 4 Certificate in Leadership and Management of Health and Social Care Services	1
Level 4 Diploma in Adult Care (RQF)	1
Level 5 Diploma in Leadership and Management of Health and Social Care Services	11
Total	58



Mental Health First Aid (MHFA)

This year we have trained a further 160 people to become Mental Health First Aiders. 135 of these were from Creative Support services and 25 attendees were from outside the company. Of these external learners, attendees came from schools, law firms, social enterprises and mental health charities such as Rochdale and District Mind. We have also had three people attending who have paid for their own course costs. Our Mental Health First Aiders provide immediate support and guidance in order to prevent mental health issues from escalating.



Mental Health First Aid trained staff	
Creative Support staff	135
External participants	25
Total	160

High Quality Training Provider Endorsed by Skills for Care

We have maintained our 'Endorsed Provider' status with Skills for Care, demonstrating that our training is high quality, learner-focused and meets the needs of the health and social care workforce. The endorsement requires that we show an effective annual quality improvement cycle, internal and external moderation and continuing skill and knowledge development for our trainers.

Apprenticeships

We supported 142 of our contracted staff to enrol on Health and Social Care Apprenticeships with external providers across the country during the financial year. Level 2 to level 7 apprenticeships are supported primarily through our Apprenticeship Levy. Investing in the apprenticeships, particularly at the undergraduate and Masters levels adds quality to our senior teams.

Workforce Development Fund

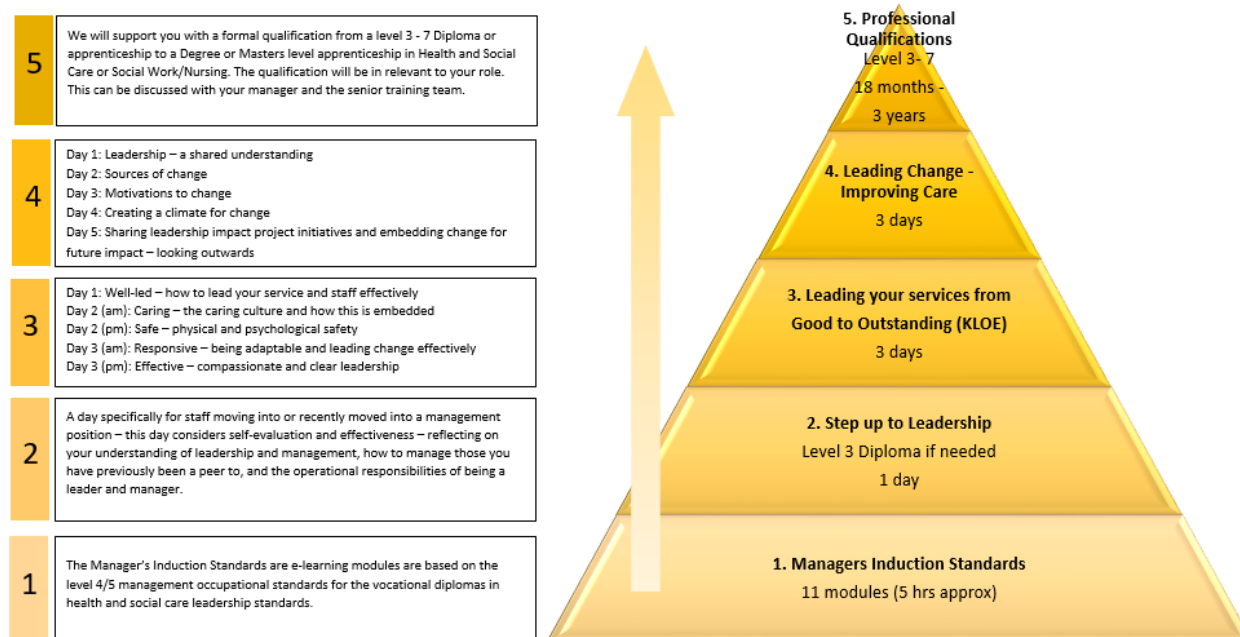
We tender for Workforce Development Funding (WDF) through Skills for Care to support our Diploma provision. This funding is allocated through the Department for Health and Social Care and is intended to support the costs of qualification delivery. We received a total of £183,300 WDF funding for completed and certificated qualifications in 2021-2022.

External Sales

Our Training Business Development Coordinator focuses on external training sales and managing our networking with other providers, proving to be financially beneficial for the business. Sales were low at just £3,500 for the previous financial year, due to Covid restrictions. In 2021-2022, sales increased to £14,593. Continuing to build our external training revenue will be a focus in the coming year and we plan to increase our presence in the commercial sector.

Leadership Development Pathway

Our Leadership Development Pathway has been designed to support the professional development of our workforce and our wider organisational culture. With the current recruitment challenges that all health and social care services face, this development pathway will give us a competitive edge. We can offer newly recruited staff a career in care, taking dedicated staff from induction through to master's degree level. This supports our recruitment and retention needs.



Staff Initiatives

We have maintained our focus on staff engagement, ensuring we recognise the ongoing dedication that has been required by our staff teams and the entire social care sector. To support our teams we have:

- Continued our Weekly Staff Prize Draw to contracted staff, giving away over £5,000 in supermarket vouchers. Gwen Clarke, Support Worker from our Doncaster Supported Living services told us: *“This news has made my day thank you very much, I love my job at my service and I work in a great team!”*
- Maintained our Weekly Prize Draw for members of our Bank Team, giving away nearly £4,000 in supermarket vouchers. Much of the feedback from our lucky winners has been that they are delighted to be able to get themselves, their children and even their dogs some treats with the surprise extra money.
- Held monthly Employee Appreciation Awards, encouraging all members of staff to nominate the colleagues who make their job easier and their days brighter. Each month we received up to 150 nominations and awarded luxury chocolates to the top 10. We also introduced a special Quarterly Award where the ‘best of the best’ could be awarded up to £200 in vouchers for whatever they wanted to treat themselves. These winners included a Tameside Manager who has gone ‘above and beyond’ to support her team through trying times, a Middlesbrough Support Worker who is a ‘ray of sunshine’, a Calderdale Support Worker who supported the team during a challenging transition and a Blackpool Support Worker who was ‘compassionate, enthusiastic, hardworking and thoughtful’. These awards have been a wonderful way to show our colleagues how appreciated they are.
- ‘Creative People’, our new staff magazine, was launched in Spring 2022 to share information, promote relevant initiatives, highlight training opportunities and celebrate our amazing staff achievements. These were all sent directly to staff homes, sharing over 6,000 copies. One of the staff members involved in the production of the edition noted, *“I haven’t had this opportunity before to express myself about my role, it felt really good”*.
- Our Achieve Q staff awards, aimed at recognising and celebrating the amazing work undertaken by individual staff members and teams, has received over 350 nominations. We have presented 9 Gold and 52 Silver awards. Our Marley Gardens staff team in Birmingham were nominated by Emily* (name changed) for supporting her through her cancer recovery. Emily thanked the whole team for helping her to shield through Covid, as they *“have kept me safe and ensured I have everything I needed during this time”*. She described the service as a *“well-oiled machine”*, and that she feels she would not have coped or managed without the care of the staff team. *“Each member of staff has the dedication and care to work together to provide an awesome caring environment, providing care and compassion to everyone in the service. For the first time in many years, I have the confidence to learn new things and get up in the morning and feel motivated. I want to thank the staff for making Marley Gardens a great place to live.”*

Ensuring Quality and Effective Social Care Governance

Our Quality Team has worked 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 year, the team carried out 16 announced and unannounced internal quality audits and business compliance visits across the country. Support with quality improvement work has also continued nationally. In addition, the Quality Team have provided support and guidance to ensure safe Coronavirus management.

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 contributes to policy development and provides practical support to managers to improve services, raise standards and promote good practice. The Quality Team have been reviewing and updating operational templates and procedures over the past year. The work is welcomed by operational managers and leads to much improved quality of records and practice.

Social care governance (SCG) meetings have taken place monthly to review concerns, to analyse data and to identify any trends arising from quality indicators such as safeguarding alerts, complaints, incidents, accidents, use of agency staff and the outcome of internal and external inspections. During the social care governance meetings, we proactively identify services that may benefit from a quality audit, more intensive monitoring, additional Quality Team input, or management input. The SCG meetings feed back into our Board Sub-Committee for Quality and Practice Development.

Care Quality Commission Inspections

At the end of March 2022, Creative Support had 92 CQC registered locations. Of these, 86 had been inspected, with 77 (90%) locations being rated as “Good” or above. Our overall CQC ratings are just above the national average of 85% (CQC State of Care Report 2021).

The Quality Team is working very hard to support our Registered Managers to ensure that all services currently rated as “Requires Improvement” will achieve “Good” at their next inspection. During the year, we have regular national briefing meetings for Registered Managers and we held two well attended virtual Registered Managers conferences. We have meetings with our national CQC officer as part of the CQC Market Oversight Scheme for large providers of social care, ensuring that we have access to emerging CQC inspection themes and intelligence.

	Good or Outstanding		Requires Improvement		Total Overall	
	Number	%	Number	%	Number	%
Residential Care	7	8%	5	6%	12	14%
Domiciliary/Extra Care and Supported Living	70	82%	4	4%	74	86%
Total	77	90%	9	10%	86	100%

Brandling Court CQC Inspection

Our Brandling Court supported living service for people with autism in Leeds received a rating of ‘Good’ overall with an ‘Outstanding’ rating for ‘Caring’ following their inspection in July 2022. The CQC report is very positive, commenting that:

“The service was extremely caring. People were respected and valued as individuals. People’s wellbeing was improved by exceptionally person-centred activity planning developed with exceptional attention to detail around their needs and preferences. There was an outstandingly flexible approach and people were directly involved in planning and reviewing their care.

People’s needs were assessed, and detailed care plans and risk assessments were in place to help staff support people in line with their preferences. People were supported to have maximum choice and control of their lives and staff supported them in the least restrictive way possible and in their best interests; the policies and systems in the service supported this practice.

People’s quality of life was promoted by staff who knew them well and respected their particular characteristics and preferences. The management team were knowledgeable and passionate about delivering quality care centred around people’s needs and preferences.”

An extract from the report in relation to the ‘Caring’ rating stated that:

“At the last inspection this key question was rated as ‘Good’. At this inspection this key question has now improved to ‘Outstanding’. This meant people were truly respected and valued as individuals; and empowered as partners in their care in an exceptional service.

People received an exceptionally high standard of personalised care. There was great attention to detail in identifying what was important to people, their particular outcomes and aspirations and in planning support accordingly. This had an outstanding positive impact on people's wellbeing and independence. During this inspection, we saw outstanding examples of how the service was flexible to people's individual needs and preferences. The service had developed creative and tailored ways to enable people to live as full a life as possible. People had been supported by staff to develop their interests and contribute to the wider community by engaging in volunteering or work-related activities. A person told us, "[Brandling Court] is an amazing place to live, support is excellent, support workers are amazing, I have a lot of help."

Doseley Road CQC Inspection

Our Doseley Road Residential service in Telford was inspected by CQC in August 2022. The service received a rating of **'Good'** in all areas. This is a massive achievement for the service, which in November 2020 had been rated as 'Requires Improvement'. The CQC report was extremely positive and praised the culture at the service, reflecting excellent feedback from family members and staff and high levels of confidence in the Registered Manager. Extracts from the report include:

"Staff members said the registered manager was a great leader who focused on the rights of the people using the service and acted as a positive role model, leading by example to the staff team. Staff members told us they felt they worked in an inclusive environment that focused on high quality support for people who used the service. Health and social care professionals praised the management and leadership qualities of the registered Manager, explaining the registered manager works openly and transparently to achieve the best outcomes for people"

Relatives felt included in the service and told us they could raise concerns or make suggestions freely. The culture of the service was open and transparent. Incidents and accidents were shared with the staff team in order to learn from mistakes and improve the service. Innovative ideas and suggestions were acted upon to ensure all person's using the service received inclusive care and could access the community regardless of physical difficulties."

Closed and Open Cultures Campaign

During 2021, the CQC became very concerned about their findings of closed cultures in regulated settings, particularly in services for people with mental health needs, learning disability and autism. A closed culture is defined by the CQC as 'a poor culture that can lead to harm, including human rights breaches such as abuse'. In these services, people are more likely to be at risk of deliberate or unintentional harm. The CQC note that this risk has been further exacerbated during the pandemic by more services becoming closed environments due to a lack of visitors, and from the potential impacts of staffing and management pressures. The CQC shared learning from a sample of 29 inspections where they found evidence of closed cultures with the main themes being incidents of abuse and restrictive practice, issues with staff competence and training, a cover-up culture, lack of leadership and management oversight and poor quality reporting.

We have responded to this through our own campaign. Our Quality Manager and Customer Care Manager developed a comprehensive training pack 'Preventing Closed Cultures, Promoting Open Cultures' which included training videos in which scenarios were enacted by service users and staff. The training was initially arranged with all Senior Managers and is now being run on a monthly basis for all staff. The training also reinforces our Core Values, Safeguarding policies and reporting procedures, Code Red and Whistleblowing Policy, Code of Practice, Incident Reporting Policy and our Duty of Care. We have produced blogs and discussed the history of abusive practice (such as Whorlton Hall and Winterbourne) and common themes associated with closed cultures. Over 300 people have benefitted from this important training. Managers that have attended this training have committed to developing their own practice to prevent closed cultures by looking and listening more, being visible and observant, maintaining an 'open door' and sharing good practice.

Complex Care Team & Positive Behaviour Support

We have continued our commitment to support services to improve the quality of lives of the individuals we support through our commitment to the Restraint Reduction Network (RRN) and our Strategic Plan. Our Strategic Plan focusses upon supporting services to focus more heavily upon preventative work and strategies through enhanced staff training, use of Positive Behaviour Support and improving approaches to Person Centred Planning to support individuals to improve their quality of life and to achieve their aspirations.

Reducing Restrictive Interventions

The table below shows the positive impact of the significant efforts and work of the Complex Care Team and staff that we train and support. As a member of the RRN and having pledged to reduce the use of restrictive interventions we are delighted to note the progress we have made over a 4-year period. This progress has been made despite the context in which the reduction in restrictions has taken place, including the Covid pandemic and workforce challenges.



	May 2019	May 2020	May 2021	May 2022
Breakaway	79	62	18	19
Physical Intervention	27	17	15	13
Total Restrictions	106	79	33	32

Positive Response Model Training and Good Governance

During April 20-March 21, we made a commitment with Positive Response organisation to use their Model of Restrictive Intervention Training. We chose the Positive Response model due to their excellent credentials and because they are led by Dr David Allen, who is a leading name in the field of Complex Care. Positive Response is committed to providing a high level of governance over how we deliver the training to our staff and use the agreed restrictive interventions. As of September 2021 we have made significant progress towards achieving 100% attendance in all aspects of the training required for our staff.

Person-Centred Planning Campaign

We have seized the opportunity as Covid restrictions have reduced to promote a campaign to improve approaches to Person-Centred Planning using support from our Person-Centred Planning Lead. We have launched a coaching programme for our staff so we can take this opportunity to support individuals to realise their goals and dreams.

Achieving Positive Outcomes

We have many great examples of individuals with complex needs requiring reduced restrictions around their lives and achieving positive outcomes. For example staff told us:

Nathan (not his real name) has lived at Thistley Green for two years and within this time has had difficulties resulting in him going back into hospital in December. Since then, he has worked on Stages of Support, a visual plan that supports him to understand that the level of restriction and freedom he has is dependent on his own actions. We identified each area that he wanted to work on within his support, what 'good' and 'bad' looked like and what the steps were for him to have less restrictions. In less than six months, he has made progress in all 11 areas he identified as being important in his life and has achieved 100% of his goals in two areas.

Nathan loves live music and really wanted to go to a festival. With clarity about what it meant to keep safe he has learnt to drink sensibly and build up time in bars, music venues and keep to pre-agreed plans. In July he went to his first music festival, Todd in the Hole, and had a wonderful time. He was so popular that he was invited to the staff after-party when the festival officially closed and partied the night away, served the staff behind the bar and had a thoroughly good time. During the festival, Nathan used contactless cards to buy his drinks, was able to budget and plan his drinks as well as film all his favourite acts, which is something that he loves to do.

Complex Care Governance

The Complex Care Team continues to work with our lead trustees, Joolz Casey and Fiona King, with regular quarterly meetings and we have found their support and governance invaluable in developing our ongoing work and Strategic Plan. Our future work is focusing upon the development of a Person-Centred Planning Strategy across all services and client groups.

Valued Views - Service User Satisfaction Survey 2021

494 service users responded to our Valued Views service user satisfaction survey in 2021. As well as a hard copy, we also produced an online survey and an easy read version. Over 30% of responses were completed online.

	Question	Yes 2019	Yes 2020	Yes 2021
1	Are you happy with your service from Creative Support?	97%	98%	99%
2	Are staff caring and supportive?	98%	99%	99%
3	Are you treated with dignity and respect?	99%	99%	99%
4	Do you know how to raise an issue if you need to?	94%	94%	94%
5	Is your service helping you to achieve your goals?	95%	95%	98%

Overall, the results were very encouraging and we were delighted that 99% of service users were happy with the service they received. We were also pleased to see a 3% increase in service users feeling their service was helping them to achieve their goals. The main area for improvement followed a similar theme to the 2020 response: Ensure service users are aware of how to raise a complaint or issue.

In 2022, we will explore survey strategies for people with non-verbal communication and will look at creating an ongoing survey that is open all year round to maximise response rate and real-time feedback.

Customer Care

We received fewer complaints in 2022 (248) compared to 2021 (398) and this continues the downward trend of formal complaints received every year from 2019 (596). Early indications are that 2022 will continue this trend further, which is very positive to see and is thanks in no small part to excellent informal complaints handling by managers.

Compliments also decreased in 2021 (552) compared to 2020 (698), however 2020 represented something of an high outlier for compliments - largely due to 'pandemic goodwill' towards the care sector as a whole (for instance, in 2019 we received 248 compliments) . The key challenge with compliments is to keep as much of this goodwill going as possible, and early indications for 2022, at least, show that we are on the right track with this.

Month	Complaints Received	Compliments Received
April 21	20	29
May 21	17	42
June 21	30	70
July 21	23	52
August 21	23	57
September 21	21	41
October 21	20	53
November 21	21	45
December 21	14	44
January 22	15	41
February 22	15	50
March 22	9	45
Total for period	228	569

Examples of compliments received in 2021-22

"I was again witness to the genuine care and respect the staff hold for GP and the other ladies they care for and the lengths they go to making sure the ladies have the best life experiences they can...I would like to acknowledge what a lovely experience it has been to work with the staff again and seeing what a great life these ladies have. It is important to recognise great work when I see it." - External Professional (Social Worker) Re: Town Lane supported Living Service for people with a learning disability in Tameside

"I feel the care that all the staff at Marley Gardens give is amazing, for first time in many years I feel safe and through the many gifts each member of staff brings to the table I have confidence to learn new things and because the staff work as a team I can get up in the morning and feel like I mean something." Service User Re: Marley Gardens Supported Living Service in Birmingham

"I visited your amazing care home last week and was truly blown away by the experience. You were so passionate and positive and it felt like nothing was too much trouble. Your staff all smiled and were welcoming, and it really was a breath of fresh air to hear all that you do." External Professional (Care Manager) Re: The Laurels care home for older people in Carlisle.

"I feel you should know what an excellent job your staff do at Bendix Court and I really can't praise them enough. My son became a resident there in July 2019, was given a wonderful flat and the staff all took him to heart and supported not only him but me as well. Staff member Kellie Lowe has advocated time and time again for him and has the most wonderful personality – bright, bubbly, passionate about her job and she truly cares." Relative (Mother) Re: Bendix Court, mental health supported accommodation in Tameside

"I just wanted to say what a wonderful key worker and support Karen has been to our son. She really helped him to settle and gain confidence to live away from home. Karen was extremely organised, kind and caring, in all her dealings with our son. She understood his various conditions and challenges, as well as his strengths. She ensured that all the necessary support, such as social services, GP, dentist, chemist etc, were fully in place in order to meet his needs. She had excellent working relationships, with all of the above, due to her excellent communication skills. She kept in regular contact with our family, so we were always kept aware of any concerns around our son's wellbeing. This eased any worries he or we had, as we knew the relevant action would be put in place to support our son." Relative (Mother) Re: Melody Road Supported Living Service in London Borough of Wandsworth.

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 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 2021-22, we reported 16 accidents to the HSE under RIDDOR, compared with 14 in the previous year. The most significant areas of safety concern were slips, trips and falls, violence at work and fire related incidents.

Over the past 12 months fire safety has continued to be a major focus of our work. We continue to invest in fire safety improvement works and ensure our own properties comply with the Fire Safety Act 2021 and Fire Safety (England) Regulations 2022. We are preparing for the implementation of the Building Safety Act, which was granted Royal Assent on 28 April 2022. A review of the causes of our fire related incidents shows that we reflect national trends with the number of household fires relating to smoking reducing, whilst fires related to cooking have increased.

We are pleased to report that in 2021-22 gas safety inspections were carried out by the required date in 100% of our homes, despite the challenges of the Covid-19 pandemic. Following the pandemic we have developed Creative Supports hybrid working arrangements for employees that split their time between the our services and remote working, normally from their own home, as well undertaking a review of the ergonomic arrangements for staff based at our offices.

In 2021-22, we undertook a major re-tender of our insurances supported by our broker Aon. This resulted in a new main insurer, Travelers, coming onboard. As part of their package Travelers can provide our staff with free rehabilitation services, including physiotherapy, following any work-related injuries.

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 Covid-19 outbreaks. We have also developed a system of initial health and safety inspections for new services and contracts to ensure that the built environment is suitable and safe for our staff to deliver services from. The outcomes of these inspections are reviewed by our Executive Team and our Social Care Governance meetings on a monthly basis.

The 2021-22 Annual Staff Health and Safety Survey was carried out in October 2021. This generated 171 staff responses. Overall, the feedback from the survey demonstrated high levels of health and safety awareness and understanding, and a pleasing level of confidence in the measures put in place to maintain health and safety within Creative Support. All questions on H&S processes and policies received responses that were over 90% positive. The areas of infection control, PPE provision and safety communications with staff were highlighted as being particularly well managed by Creative Support. Maintenance issues which are the responsibility of external landlords remain the single biggest area of safety concern for our staff.

Membership and Links with Other Organisations

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 included Better Pathways, Birmingham MIND, Catch 22 and Imagine Independence. In Durham, we worked with commissioners and a number of voluntary mental health providers to create a collaborative mental health alliance to offer a coordinated and joined up service model across the County.

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 2021-22, Creative Support provided or was developing new services in 66 local authorities across England:

Bedford Council	Middlesbrough City Council
Birmingham Council	Newcastle City Council
Blackburn with Darwen	North East Lincolnshire County Council
Blackpool Council	Northamptonshire County Council
Bolton MBC	North Lincolnshire County Council
Bradford City Council	North Tyneside MBC
Bury MBC	North Yorkshire Council
Calderdale MBC	Reading Borough Council
Central Bedfordshire Council	Redcar with Cleveland MBC
Cheshire West Council	Rochdale MBC
Cumbria County Council	St Helens MBC
Derby City Council	Salford City Council
Derbyshire County Council	Sandwell Metropolitan BC
Doncaster Metropolitan Borough Council	Sheffield City Council
Dudley MBC	Shropshire County Council
Durham County Council	Slough Borough Council
Essex County Council	South Tyneside MBC
Gateshead MBC	Staffordshire County Council
Halton Borough Council	Stockport MBC
Hartlepool Council	Stockton-on-Tees Borough Council
Kirklees Council	Stoke-on-Trent City Council

Knowsley Council	Sunderland City Council
Lancashire County Council	Tameside MBC
Leeds City Council	Telford & Wrekin Council
Leicester City Council	Thurrock Council
Leicestershire County Council	Trafford Council
Liverpool City Council	Wakefield Council
London Borough of Barnet	Warrington Borough Council
London Borough of Bromley	Warwickshire County Council
London Borough of Camden	Wigan Borough Council
London Borough of Tower Hamlets	Wokingham Borough Council
London Borough of Wandsworth	Wolverhampton City Council
Manchester City Council	Worcestershire County Council

In addition to services in the above authorities, Creative Support is a member of commissioning frameworks to provide services commissioned by Cheshire West, Cambridgeshire County Council, Gloucestershire County Council, Hertfordshire and the London Boroughs of Barking & Dagenham, Enfield, Lewisham and Waltham Forest.

Over the last 12 months, Creative Support has continued to enjoy 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 and housing options 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

I joined the Board in 2017 and was delighted to be elected as Chair in 2021 and to have the opportunity to take part in Creative Support's wonderful 30th birthday celebrations. Through attending four of the regional events and the spectacular national event in Manchester I met so many of the amazing people we support and their dedicated staff. Each event had its own character and energy but what linked them all were the feelings and expressions of mutual warmth, inclusivity and respect.

I was particularly inspired by hearing service users describe their personal journeys and how they had progressed with support from our staff. Taking time this year to share and celebrate our achievements, show our appreciation for each other and embrace our future together has felt very important and special.

I am very pleased with the overall health of Creative Support's finances. In the last year we have grown our turnover, generated a surplus and built our reserves. We have significantly reduced our debt since re-financing our loans two years ago and have invested in purchasing two new properties for use by people with support needs. These positive results mean that we can be confident of our financial sustainability and our ability to continue developing and enhancing our services. I appreciate how much work has gone into achieving these outcomes in a challenging operating environment.

As a not-for-profit organisation we are absolutely focused on the needs of the people we support, enabling so many people to maintain their independence and to live a better life. Over the last year, we have supported around 6,000 people to enjoy a good quality of life and to stay as safe and healthy as possible, despite the challenges and constraints of Covid. As we move beyond the pandemic we want to do everything possible to enable the people we support to live their best possible life.

It has been a great privilege to contribute personally to these achievements and it has been wonderful to work with so many highly motivated and committed people as part of our collective efforts. Looking forward, I hope we can further embed kindness, co-production and community benefit in everything we do. We will also strive to contribute to greater energy efficiency and environmental sustainability in all our activities. We are currently refreshing our 3-year Strategy and these commitments will underpin our vision for the future.

The trustees are very grateful to our hard-working and compassionate staff and managers for their commitment to keeping people safe and operating essential services throughout the pandemic. There have been times of sadness and loss for our staff and service users, as well as the stress of living with Covid risks and uncertainty. However, we have worked hard to enable people to enjoy their lives despite restrictions.

I am proud that we are continuing to vigorously promote take up of vaccine boosters amongst our workforce and service users. The use of vaccine 'thank-you' payments to staff has incentivised the take-up of vaccinations and we are now very close to having a fully vaccinated workforce. We know that we will have to stay vigilant and committed to operating services as safely as possible as we live with the on-going risks of Covid. This will require oversight from the Board as well as support for our managers and staff.

The Covid-19 pandemic had a profound impact on the mental health and wellbeing of people across the country. But as we return to a semblance of the lives we had pre-Covid, we are being gripped by an unprecedented cost-of-living crisis, with soaring inflation and the prospect of sluggish growth or even recession. We know that the next 12-18 months will be very difficult for our staff and service users and we will strive to find ways of supporting our community to get through these tough times.

I thank my fellow trustees for their commitment, time and expertise over the last year and for their support for me as Chair and for the Executive Team. I would also like to express my gratitude to our senior management team and all our caring and hard-working staff across the country. Our 30th year celebrations have drawn to a close and we now look to the challenges and opportunities in the year ahead with confidence in our resilience and shared values.

Joolz Casey
Chair of the Board of Trustees, September 2022

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 2019. 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		
Peter Gibbs		
Fiona King		
Pravin Majithia	Appointed 25 November 2021	Resigned 28 July 2022
Rachel Corbelli	Appointed 25 November 2021	
Helen O'Sullivan	Appointed 26 May 2022	
Claire Judkins	Appointed 26 May 2022	
Darrell Johnson	Resigned 23 September 2021	
John Rodgers	Resigned 23 September 2021	
David McKnight	Resigned 17 August 2021	
Darren Cormack	Resigned 23 September 2021	
Mark Pearson	Resigned 23 September 2021	

Our opinion is unmodified

We have audited the financial statements of Creative Support Limited ('the society') the year ended 31 March 2022 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 FRS 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 society's affairs as at 31 March 2022 and of the 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 2019.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion. Our audit opinion is consistent with our report to the Audit and Risk Committee.

Conclusions relating to going concern

We have nothing to report to you 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 has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the 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 of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Co-operative and Community Benefit Societies Act 2014 or the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained; or
- the society 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 the Responsibilities of the Board set out on page 43, 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 determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the 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 intends to liquidate the 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's web-site at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and addressing risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of laws and regulations that affect the company, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws and regulations that we identified included the UK Companies Act, the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008, the Accounting Direction for Private Registered Providers of Social Housing 2019, employment, tax and health and safety legislation.
- We enquired of the Trustees and reviewed correspondence and Trustees meeting minutes for evidence of non-compliance with relevant laws and regulations.

- We gained an understanding of the controls that the Trustees have in place to prevent and detect fraud. We enquired of the Trustees about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations and fraud was discussed within the audit team and tests were planned and performed to address these risks. We identified the potential for fraud in the following areas: the recognition of income in the correct period including the correct treatment of the accrual and deferral of income and laws related to the provision of social housing recognising the regulated nature of the society's activities.
- We reviewed financial statements disclosures and tested to supporting documentation to assess compliance with relevant laws and regulations discussed above.
- We enquired of the Trustees about actual and potential litigation and claims.

Due to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing fraud or non-compliance with laws and regulations and cannot be expected to detect all fraud and non-compliance with laws and regulations.

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.

Beever and Struthers

Beever and Struthers, Statutory Auditor

St George's House

215/219 Chester Road

Manchester

M15 4JE

Date:

22/9/22

	Note	Year ended 31 Mar 22	Year ended 31 Mar 21
		£'000	£'000
Turnover	2	137,308	135,372
Operating expenditure		(126,052)	(122,897)
Gain on disposal of housing property	5	241	49
Operating surplus		11,497	12,524
Interest receivable		4	4
Interest payable and financing costs	6	(492)	(659)
Surplus for the year	7	11,009	11,869
Actuarial (losses)/gains on defined benefit pension schemes	16	1,119	(1,190)
Total comprehensive income for the year		12,128	10,679

The results relate wholly to continuing activities and the notes on pages 52 to 72 form an integral part of these accounts.

CREATIVE SUPPORT LIMITED
Statement of Financial Position



		Year ended 31 Mar 22	Year ended 31 Mar 21
	Note	Society £'000	Society £'000
Fixed assets			
Intangible assets and goodwill	10	224	328
Tangible fixed assets	11	75,529	75,829
		<u>75,753</u>	<u>76,157</u>
Current assets			
Trade and other debtors	12	17,769	18,743
Cash and cash equivalents	13	25,513	16,187
		<u>43,282</u>	<u>34,930</u>
Less: Creditors: amounts falling due within one year	14	<u>(16,955)</u>	<u>(15,644)</u>
Net current assets		<u>26,327</u>	<u>19,286</u>
Total assets less current liabilities			
Creditors: amounts falling due after more than one year	15	(14,239)	(18,868)
Provisions for liabilities and charges			
Pensions -DB liability	16	(1,595)	(2,457)
Other provisions	18	(140)	(140)
Total net assets		<u>86,106</u>	<u>73,978</u>
Reserves			
Non-equity share capital	20	-	-
Revenue reserve		84,946	73,937
Pension reserve		420	(699)
		<u>85,366</u>	<u>73,238</u>
Restricted reserve		7	7
Revaluation reserve		733	733
Total reserves		<u>86,106</u>	<u>73,978</u>

The financial statements on pages 48 to 72 were approved and authorised for issue by the Board on 15 September 2022 and were signed on its behalf by:

Board Member:
Kashif Ali

Board Member:
Fiona King

Company Secretary:
Anna Lunts

The notes on pages 52 to 72 form an integral part of these accounts

CREATIVE SUPPORT LIMITED
Statement of Changes in Reserves



	Revenue reserve	Restricted reserve	Revaluation Reserve	Pensions reserve	Total
	£'000	£'000	£'000	£'000	£'000
Balance at 31 March 2020	62,068	7	733	491	63,299
Surplus from Statement of Comprehensive Income	11,869	-	-	-	11,869
Other Comprehensive Income for the year:					
Actuarial gains on defined benefit pension schemes	-	-	-	(1,190)	(1,190)
Balance at 31 March 2021	73,937	7	733	(699)	73,978
Surplus from Statement of Comprehensive Income	11,009	-	-	-	11,009
Other Comprehensive Income for the year:					
Actuarial gains on defined benefit pension schemes	-	-	-	1,119	1,119
Balance at 31 March 2022	<u>84,946</u>	<u>7</u>	<u>733</u>	<u>420</u>	<u>86,106</u>

The notes on pages 52 to 72 form an integral part of these accounts.

	Note	Year ended 31 Mar 22 £'000	Year ended 31 Mar 21 £'000
Net cash generated from operating activities	Note (a)	15,453	17,725
Cash flow from investing activities			
Purchase of tangible fixed assets		(2,251)	(1,139)
Proceeds from sale of tangible fixed assets		823	1,153
Grants received (repaid)		634	(56)
		<u>(794)</u>	<u>(42)</u>
Cash flow from financing activities			
New bank loans (net)		-	22,595
Repayment of borrowings		(5,333)	(31,606)
		<u>(5,333)</u>	<u>(9,011)</u>
Net change in cash and cash equivalents		9,326	8,672
Cash and cash equivalents at beginning of the year		16,187	7,515
Cash and cash equivalents at end of the year		<u>25,513</u>	<u>16,187</u>
		<u>25,513</u>	<u>16,187</u>
Note (a)		Year ended 31 Mar 22 £'000	Year ended 31 Mar 21 £'000
Cash flow from operating activities			
Surplus/(deficit) for the year		11,009	11,869
Adjustments for non-cash items:			
Depreciation and impairment of tangible fixed assets		1,729	1,870
Amortisation of intangible assets		104	104
Actuarial movement on defined benefit pension scheme		1,119	(1,190)
Decrease/(increase) in trade and other debtors		974	(616)
(Decrease)/increase in trade and other creditors		1,407	4,309
Increase/(decrease) in provisions		(862)	1,406
Adjustments for investing or financing activities:			
Government grants utilised in the year		(27)	(27)
Net cash generated from operating activities		<u>15,453</u>	<u>17,725</u>
		<u>15,453</u>	<u>17,725</u>

The notes on pages 52 to 72 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 and is registered with the Regulator of Social Housing as a Private Registered Provider of Social Housing. The registered office is Wellington House, 131 Wellington Road, Stockport, SK1 3TS.

1. Principal Accounting Policies

Basis of Accounting

The 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 2018. Delos Community Limited, formerly a subsidiary of Creative Support Limited, was dissolved on 6th July 2021, and consequently as a group no longer exists, group accounts are not required.

The financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2019. The accounts are prepared on the historical cost basis of accounting and are presented in sterling £'000 for the year ended 31 March 2022.

The Society 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.

Going concern

The financial statements have been prepared on a going concern basis which assumes an ability to continue operating for the foreseeable future. The Society's activities, its current financial position and factors likely to impact on its future development and prospects are set out within the Trustees Report. The Society has in place well-structured debt facilities, cash reserves, and generates positive cash from operations. These elements combine to provide sufficient resources to continue delivering high quality accommodation and care services whilst maintaining and investing in the Society's assets.

Management has determined that there is currently no material uncertainty that casts doubt on the Society's ability to continue as a going concern. As set out in greater detail within the Trustees Report, Management and Trustees do not consider Covid-19 will have a significant impact on the Society's finances in the coming year due to a combination of factors including the high take up of the Covid-19 vaccination by staff and maintenance of an adequate reserve of PPE.

We remain aware of the global economic challenges faced due to inflation and the cost of living crisis, plus the tight labour market and rising wage costs. We will monitor the financial performance of our contracts closely, and work with funders to sustain these contracts. We have already begun the process of securing a number of fixed price energy contracts, which when combined with government initiatives will mitigate the increase in energy costs. Taking these factors into account, the Board has a reasonable expectation that the Society has adequate resources to continue in operational existence for the foreseeable future, being a period of at least twelve months after the date on which the report and financial statements are signed. For this reason, it continues to adopt the going concern basis in the financial statements.

The Society had a loan facility repayable as at 31 March 2022 with one high street lender of £12.666 million. There is also £3 million available to support working capital requirements if required through a revolving Credit facility; this facility has not been utilised during the financial year. A combination of scheduled and additional capital repayments during the 2021-2022 financial year have resulted in an overall reduction in debt of £5.333 million. The term of the loan is 5 years from July 2020 and the Society's plans and forecasts demonstrate that it can comply with all contractual and regulatory expectations, whilst servicing its debt facilities and continuing to comply with lender's covenants.

On this basis, the Board has a reasonable expectation that the Society has adequate resources to continue in operational existence for the foreseeable future, being a period of at least twelve months after the date on which the report and financial statements are signed. For this reason, it continues to adopt the going concern basis in the financial statements.

Critical accounting 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:-

1. Principal Accounting Policies (continued)

- a. **Categorisation of housing properties**
The Society has undertaken a detailed review of the intended use of all housing properties. In determining the intended use, the Society has considered if the asset is held for social benefit or to earn commercial rentals.
- b. **Impairment.**
An impairment review was undertaken at the year-end, due to the ongoing impact of Covid 19 and the significant economic challenges across the UK, being considered a trigger event, and following the assessment of impairment, no significant impairment losses were identified in the reporting period. 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. The Society has identified a cash generating unit for impairment assessment purposes at a property scheme level.

Following a trigger for impairment, the Society 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 Society 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.

- c. **Provisions for doubtful debts**
Tenancy arrears
The provision is assessed on a per tenancy basis, based on the age of the debt, with prudent provision rates between 10% and 100% which take into account historic factors plus specific factors prevailing at the Balance Sheet date.
Other debtors
Other debtors are assessed by reference to post year end receipts and other known issues relating to specific debtors, from which a review of individual accounts is undertaken to consider whether a specific provision is required.

Other key sources of estimation and assumptions:

- a. **Tangible fixed assets.** 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 Society 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.

1. **Principal Accounting Policies (continued)**

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 Society 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 Society 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 Regulations 1969. No charge to Corporation Tax arises as a result of the society's activities.

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

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.



1. Principal Accounting Policies (continued)

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

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.

1. Principal Accounting Policies (continued)

SHG must be recycled by the Society 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 England. 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.

Retirement benefits

There are eight pension schemes, four 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 Society-wide auto enrolment scheme. Details of the schemes are set out in Note 16. Contributions from the Society and participating employees are paid into independently administered funds.

Employees joining the Society from 1 October 2013, who are eligible, are auto enrolled in the Company defined contribution scheme to which the Society contributes in line with statutory requirements for auto enrolment. The Society 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 four Local Government defined benefit pension schemes are made in accordance with triennial calculations by professionally qualified independent actuaries. All of the Society'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.

1. Principal Accounting Policies (continued)

As at 31 March 2022, 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 2022 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.

The accounting liability for each scheme has been calculated by the Scheme Actuary based on a number of critical assumptions which are set out in detail in Note 16. These key assumptions include future salary increases, inflation rates, discount rates and mortality rates. Variations in any of the assumptions can have a significant impact on the value of the stated net accounting liability. The liability would increase if the discount rate decreases or if the inflation rate /life expectancy rates were higher. A corresponding reduction in the liability would result from a decrease in the discount rate or if there was a reduction in the inflation rate/ life expectancy rates.

The net accounting pension liability at 31 March 2022, included on the Balance Sheet within Provisions for Liabilities and Charges, is £1.595 million. The amount expensed to operating expenditure in the financial year was £257,000 inclusive of interest costs.

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 Society 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

	Note	2022	2021
		Turnover	Turnover
		£'000	£'000
Social housing lettings	3	11,846	12,115
Other social housing activities			
Community Care		113,437	111,388
Prevention and wellbeing		7,797	7,757
Activities other than social housing			
Revenue grants		183	74
Coronavirus JRS		23	1,243
Donations		3	46
Other income including grants for Infection control and testing, and Workforce Capacity funding		4,019	2,749
Total		137,308	135,372

Revenue grants includes grants received from Skills for Care amounting to £183,300 (2021: £73,900).

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.

	2022	2021
	£'000	£'000
Income		
Rent receivable net of identifiable service charge	6,382	6,549
Service charge income	5,437	5,539
Amortised government grants	27	27
Turnover from Social Housing Lettings	11,846	12,115
Operating expenditure on Social Housing Lettings	9,831	9,275
Operating Surplus on Social Housing Lettings	2,015	2,840
Void losses (being rental income lost as a result of property not being let, although it is available for letting)	578	455

4. Accommodation in Management

As at 31 March 2022, the Society had 1,207 units of supported housing under management (2021: 1,239) as set out below:-

	Owned		Managed/leased	
	Supported Housing - Other	Supported Housing - Older people	Supported Housing - Other	Supported Housing - Older people
At 1 April 2021	735	-	453	51
Additions	5	-	-	-
Disposals/decommissioned	(9)	-	(28)	-
At 31 March 2022	731	-	425	51

5. Disposals of housing properties

	2022 £'000	2021 £'000
Proceeds of sales, net of selling expenses	772	1,036
Less: net book value on disposals	531	987
Net gain	241	49

6. Interest and financing costs

	2022 £'000	2021 £'000
On loans repayable within five years	445	636
On loans wholly or partly repayable in more than five years	-	-
Defined benefit pension charge	47	23
	492	659

7. Surplus on ordinary activities

	2022	2021
	£'000	£'000
The operating surplus is stated after charging/(crediting):-		
Auditors remuneration (including VAT):		
Audit of the financial statements	48	48
Operating lease rentals:		
Land and buildings	902	979
Plant and machinery	98	99
Depreciation of social housing properties	1,075	1,191
Depreciation of other fixed assets	781	707
Rent losses from bad debts	13	54

8. Employee information

	2022	2021	2022	2021
	Full time	Full time	No.	No.
	equivalents	equivalents		
The average number of persons employed during the year expressed in full time equivalents (37.5 hours per week) and headcount was :-				
Senior Management	70	73	76	79
Housing, Support, and Care	3,114	3,356	4,729	5,130
Administration	203	208	236	244
	3,387	3,637	5,041	5,453

	£'000	£'000
	2022	2021
Staff costs (including directors' emoluments detailed in note 9)		
Wages and salaries	99,678	96,429
Social Security costs	7,083	6,828
Other pension costs	2,141	2,125
	108,902	105,382

8. Employee information (continued)

	2022	2021
Aggregate number of full time equivalent staff whose remuneration exceeded £60,000 in the period (including directors detailed in note9):		No.
£60,001 - £70,000	3	6
£70,001 - £80,000	5	3
£80,001 - £90,000	1	1
£90,001 - £100,000	1	-
£100,001 - £110,000	-	1

Remuneration includes salary, taxable benefits for the provision of lease cars, and pension contributions.

9. Key management personnel and directors' remuneration

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

	2022	2021
	£'000	£'000
Salary	789	824
Benefits in kind	62	74
Pension contributions	22	20
Aggregate consideration payable to Directors for loss of office	-	-

The emoluments of the highest paid director, excluding pension contributions, were £92,153 (2021: £101,745) and are included in the above analysis.

The Chief Executive received remuneration for the year ending 31 March 2022 totalling £87,675 (2021: £87,675). Employer contributions of £0 (2021: £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. Nil trustees received reimbursed expenses totalling £0 (2021: £797, 2 trustees).

10. **Intangible assets and goodwill**

	£'000
Cost or valuation	
At 31 March 2021	1,040
Additions	-
At 31 March 2022	<u>1,040</u>
Amortisation	
At 31 March 2021	712
Amortisation in year	104
At 31 March 2022	<u>816</u>
Net book value	
At 31 March 2022	224
At 31 March 2021	328

CREATIVE SUPPORT LIMITED
Notes to the financial statements for the year ended 31 March 2022



11. Tangible fixed assets

	Total Housing Properties	Project Furniture and Equipment	Office Equipment	Motor Vehicles £'000	Total fixed assets
	£'000	£'000	£'000	£'000	£'000
Cost					
At start of the year	86,091	2,611	1,834	992	91,528
Additions	1,623	145	261	222	2,251
Schemes completed	-	-	-	-	-
Disposals	(830)	(277)	(191)	(182)	(1,480)
At end of the year	<u>86,884</u>	<u>2,479</u>	<u>1,904</u>	<u>1,032</u>	<u>92,299</u>
Depreciation and impairment					
At start of the year	11,779	2,215	1,022	683	15,699
Charge for the year	1,332	132	282	110	1,856
Disposals	(182)	(274)	(188)	(141)	(785)
At end of the year	<u>12,929</u>	<u>2,073</u>	<u>1,116</u>	<u>652</u>	<u>16,770</u>
Net book value at the end of the year	<u>73,955</u>	<u>406</u>	<u>788</u>	<u>380</u>	<u>75,529</u>
Net book value at the start of the year	<u>74,312</u>	<u>396</u>	<u>812</u>	<u>309</u>	<u>75,829</u>
Housing Properties comprise:				2022	2021
Freeholds				55,612	55,819
Long leaseholds				17,952	17,943
Short leaseholds				391	550
				<u>73,955</u>	<u>74,312</u>

12. Trade and other debtors

	2022	2021
	£'000	£'000
Rent arrears	815	821
Less: provision for bad debts	(202)	(168)
	613	653
Grants, supported tenancy and other contract fees receivable	10,375	12,205
Less: provision for bad debts and credit notes	(1,728)	(1,122)
Other debtors	266	442
Prepayment and accrued income	8,243	6,565
	17,769	18,743
Debtors are all due within one year.		

13. Cash and cash equivalents

	2022	2021
	£'000	£'000
Cash at bank short term deposits	25,513	16,187
	25,513	16,187

14. Creditors: amounts falling due within one year

	Note	2022	2021
		£'000	£'000
Loans and overdrafts	17	1,333	1,333
Refinance costs		(94)	(95)
		1,239	1,238
Trade creditors		3,035	3,606
Other taxation and social security payable		2,585	2,341
Accruals and deferred income		8,932	7,125
Deferred Capital Grant	19	27	27
Other creditors		1,137	1,307
		16,955	15,644

14. Creditors: amounts falling due within one year (continued)

The loans are secured by specific charges on the Society's property portfolio. As at 31 March 2022, loans totalling £12,666,667 were outstanding (2021 - £18,000,000) with high street lenders at normal commercial rates. The loans are repayable on a quarterly basis, plus interest calculated by reference to SONIA. The finance facilities consist of a 5 year term loan with an initial amount of £20 million, and a £3m Revolving Credit Facility (not currently utilised). The structure of the finance facilities means that the current liability within the loan (i.e. due within 12 months of the year-end) is £1.333 million.

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

		2022	2021
		£'000	£'000
Loans	17	11,333	16,666
Refinance costs		(213)	(310)
		11,120	16,356
Deferred Capital Grant	19	3,119	2,512
		14,239	18,868

16. Pension obligations

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

(i) Membership details

Scheme	Active members at 31 March 2022	Type of scheme
Legal & General Group Personal Pension Scheme	64	Defined contribution
Royal London Group Personal Pension Scheme	10	Defined contribution
NHS Pension Scheme	79	Defined benefit
Local Government schemes	24	Defined benefit
Peoples Pension (auto-enrolment)	3,617	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 four 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.

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.

16. Pension obligations (continued)

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 Yorkshire Pension Fund	City of Bradford Metropolitan District Council
The Royal County of Berkshire Pension Fund	Royal Borough of Windsor and Maidenhead
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 2019 and rolled forward allowing for the different financial assumptions required under FRS102, to 31 March 2022 by a qualified independent actuary.

The employer's contributions to the LGPS by the Society for the year ended 31 March 2022 were £79,000 (2021:£85,000) at a contribution rate between 0.0% and 21.4% of pensionable salaries. The employers' contribution rate for the year ended 31 March 2023 has been set at between 0% and 23.5%. Estimated contributions to the LGPSs during the accounting period commencing 1 April 2022 are £82,000.

Principal actuarial assumptions

Financial assumptions

	31 March 2022	31 March 2021
	% per annum	% per annum
Discount rate	2.6% - 3.3%	2.0% - 2.7%
Future salary increases	4.2% - 4.9%	3.8% - 4.2%
Future pension increases	3% - 3.5%	2.7% - 2.85%
Inflation assumptions	2.8% - 3.4%	2.7% - 2.7%

The post-retirement mortality assumptions adopted to value the benefit obligation at 31 March 2022 and 31 March 2021 are based on different assumptions within each scheme including S3PA, CIM2021, and actual recent mortality of members within the Fund.

16. Pension obligations (continued)

The assumed life expectations on retirement at age 65 are:

	2022	2021
	No. of years	No. of years
Retiring today:		
Males	21.3 - 22.8	21.2 - 22.9
Females	24 - 25.3	23.9 - 25.3
Retiring in 20 years:		
Males	22.5 - 24.6	22.5 - 24.8
Females	25.4 - 27.2	25.4 - 27.3

Amounts recognised in surplus or deficit

	2022	2021
	£'000	£'000
Current service costs	210	175
Settlement costs	-	-
Amounts charged to operating costs	210	175
Net interest	47	23
Amounts charged to other finance costs	47	23

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

	2022	2021
	£'000	£'000
Opening scheme liabilities	16,804	14,003
Recognition of present value of scheme liabilities	(666)	-
Current service cost	284	256
Past service cost	-	-
Interest cost	310	302
Remeasurements	(559)	2,419
Members contributions	39	45
Settlements	-	-
Benefits paid (net)	(254)	(221)
Closing scheme liabilities	15,958	16,804

16. Pension obligations (continued)

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

	2022	2021
	£'000	£'000
Opening fair value of plan assets	14,347	12,934
Recognition of fair value of plan assets	(628)	-
Administration expenses	(5)	(4)
Interest income	263	279
Return on plan assets (in excess of interest income)	522	1,229
Contributions by employer	79	85
Members contributions	39	45
Settlements	-	-
Benefits paid (net)	(254)	(221)
	<hr/> 14,363 <hr/>	<hr/> 14,347 <hr/>
	2022	2021
	£'000	£'000
Actual return on scheme assets	<hr/> 1,711 <hr/>	<hr/> 1,508 <hr/>

Amounts recognised in the Statement of Financial Position

	2022	2021
	£'000	£'000
Fair value of plan assets	14,363	14,347
Present value of scheme liabilities	(15,958)	(16,804)
	<hr/> (1,595) <hr/>	<hr/> (2,457) <hr/>

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

	2022	2021
	%	%
Equities	0.1% - 79.8%	46.9% - 79.7%
Gilts	0.8% - 2.9%	0.0% - 3.0%
Bonds	0.0% - 16.0%	0.0% - 18.0%
Properties	1.6% - 12.0%	3.4% - 14.2%
Cash	2.0% - 2.9%	1.0% - 5.0%
Other	1.1% - 95.0%	1.6% - 36.7%

17. Analysis of Changes in Net debt

	At 1 April 2021	Cash Flows	Non cash movements	At 31 March 2022
	£'000	£'000	£'000	£'000
Cash and cash Equivalents	16,187	9,326	-	25,513
Housing Loans Due in one year	(1,333)	-	-	(1,333)
Housing Loans Due after one year	(16,666)	5,333	-	(11,333)
	14,854	14,659	-	12,847

18. Provisions for liabilities and charges

	At 1 April 2021	Additional provision	Released/ utilised	At 31 March 2022
	£'000	£'000	£'000	£'000
Dilapidations provisions	140	-	-	140

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

19. Deferred capital grant

	2022	2021
	£'000	£'000
At start of the year	2,539	2,631
Grant received / (disposed of) in the year	634	(65)
Released to income in the year	(27)	(27)
At the end of the year	3,146	2,539
Amount due to be released in less than 1 year	27	27
Amount due to be released after more than 1 year	3,119	2,512
	3,146	2,539

20. Non-equity share capital

	2022	2021
	£	£
Association		
Allotted Issued and Fully Paid		
At the start of the year	70	70
Issued during the year	-	-
At the end of the year	70	70

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.

21. Capital commitments

	2022	2021
	£'000	£'000
Capital expenditure that has been contracted for but has not been provided for in the financial statements	259	70
Capital expenditure that has been authorised by the Board but has not yet been contracted for	-	275
	259	345

22. Operating leases

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

	2022	2021
	£'000	£'000
Within one year	861	718
Between one and five years	1,912	820
Later than five years	110	164
	2,883	1,702

23. Grant and financial assistance

	2022	2021
	£'000	£'000
The total accumulated government grant and financial assistance received or receivable at 31 March:		
Held as deferred capital grant	3,146	2,539
Recognised as income in statement of Comprehensive Income	27	27
	<hr/> 3,173	<hr/> 2,566
	<hr/> <hr/>	<hr/> <hr/>

24. Related parties

There are no related party transactions.



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