

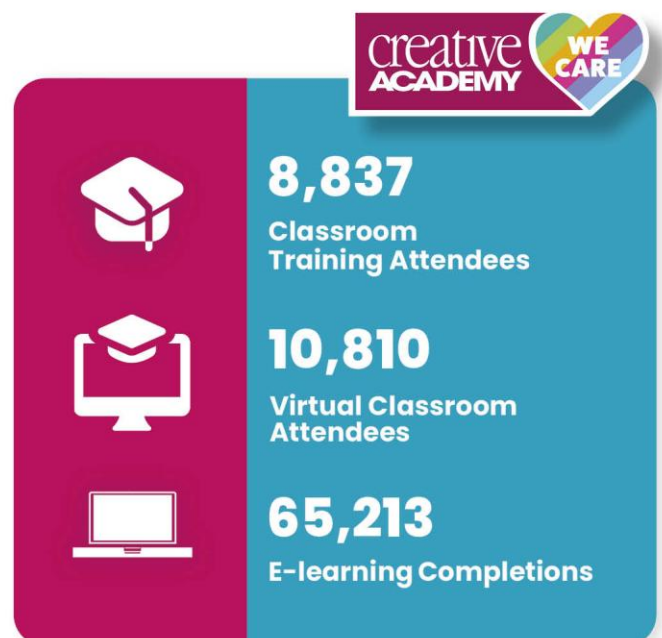
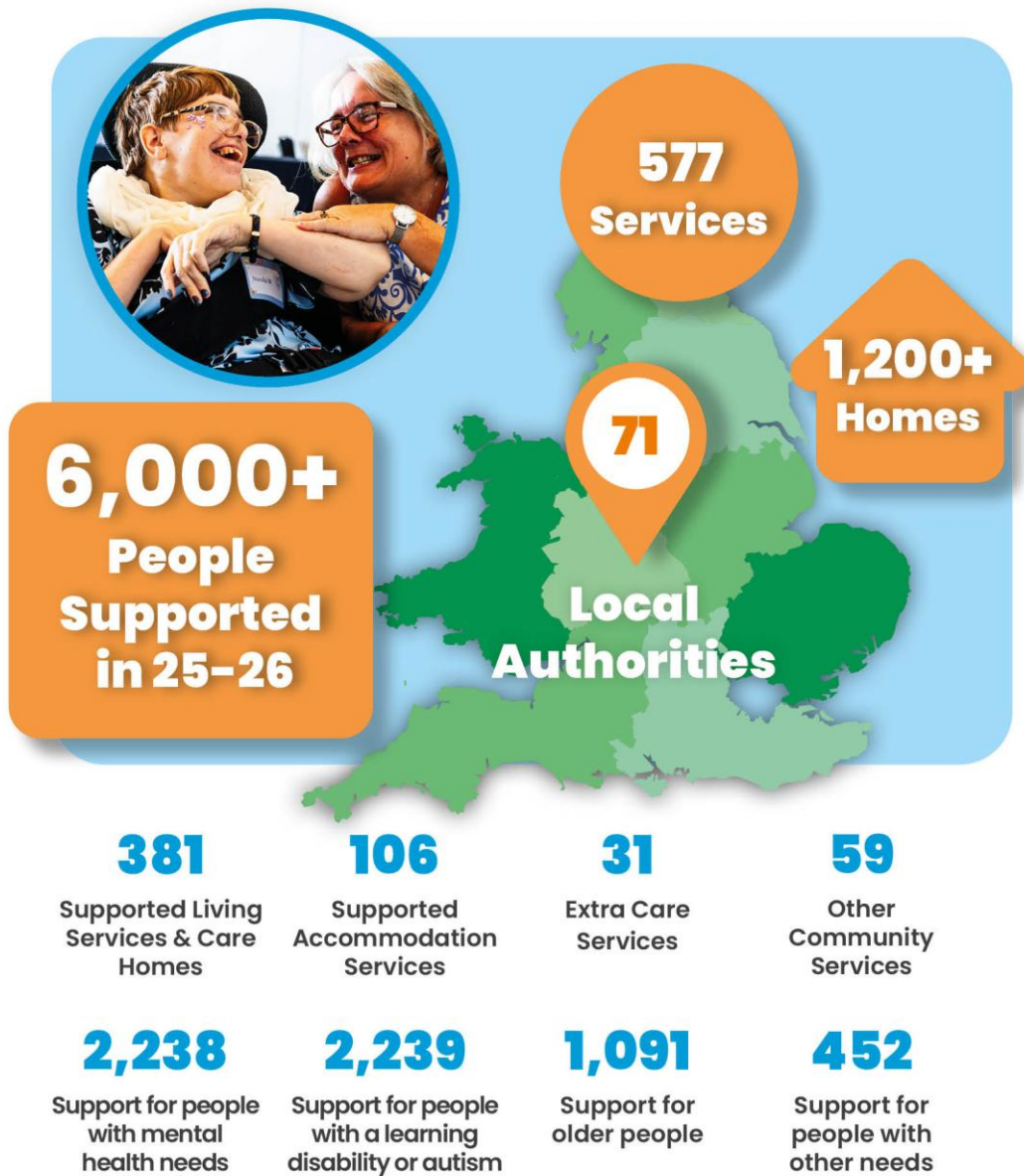


Report of the Board of Trustees and the Financial Statements

For the year ending March 2026



Welcoming Empowering Compassionate Aspirational Respectful Effective



CREATIVE SUPPORT LIMITED

31 MARCH 2026

CONTENTS

	Page Number
Legal and Administrative Details	1
Report of the Board of Trustees	2
Independent Auditor's Report	61
Statement of Comprehensive Income	64
Statement of Financial Position	65
Statement of Changes in Reserves	66
Statement of Cash Flows	67
Notes to the Financial Statements	68



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) Julie Cooke (Deputy Chief Executive) Hazel Beddows (Company Secretary)
Bankers:	Barclays Bank PLC UK Banking 1 Churchill Place London E14 5HP
Solicitors:	Trowers & Hamblins Heron House Albert Square Manchester M2 5HD
Auditors:	Menzies LLP One Express 1 George Leigh Street Manchester M4 5DL



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 2026. 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. We also provide 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 emphasise our commitment to developing creative responses to support needs.

In January 2012, we registered as a provider of social housing with the TSA (now 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 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 and other support needs and older people with care needs. Our service portfolio includes supported living services, community support, specialist outreach services, residential care, respite services and care at home. 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 the people we support to move on to greater independence.

The supported living services we deliver for people with a learning disability and autism are recognised as being person-centred, with a strong focus on enabling people to live active and fulfilling lives. We provide a number of creative day opportunities which offer the people we support 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 enjoy improved wellbeing and quality of life. We offer personalised support for people with memory loss, including the highly regarded Wilshaw House Day Service in Tameside. 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. In addition, more than 1,200 tenants have benefitted from the provision of high-quality supported housing.

Our Mission and 'I' Statements

Creative Support promotes independence, inclusion, and wellbeing. We do this by working with the people we support, their families and others to meet individual needs and aspirations in a person-centred way. We provide high quality homes and support, enabling people to say:



I live my best life in a place I call home



I feel listened to, respected and valued



I enjoy choices and rights and have control over my life



I am supported to feel safe



I am doing the things that matter to me



I enjoy relationships with others



I am connected to my community



I am supported with my wellbeing



I feel able to reach my full potential

Our We Care Values

Our We Care values underpin everything we do at Creative Support. We are:

Welcoming
Empowering
Compassionate
Aspirational
Respectful
Effective



Our Philosophy

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
- Challenge discrimination and disadvantage and practice in ways that are inclusive and anti-oppressive
- 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 the people we support
- 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 the active involvement of people we support 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 Values and Culture

We treat people with courtesy and **kindness**. We listen attentively to others, communicate in personalised ways and seek to understand what is important to individuals. We empower and support people to make choices and to have control over their own lives. We value each person's strengths and unique qualities and offer **unconditional positive regard**.

We strive to be person-centred and responsive to individual needs and preferences. We treat the people we support with **respect** and consideration and promote their **dignity** and privacy at all times. We offer **compassionate**, relationship-based support which is flexible and reliable.

We work holistically to improve people's wellbeing and **quality of life**. We are hopeful and optimistic about the **possibilities for change**. We enable people to enjoy new opportunities, reach their potential, live the life they want to live and be as **independent** as possible.

We are passionate about promoting accessibility, **equality, diversity and fairness**. We challenge injustice and offensive or discriminatory behaviour wherever we find this. We support people to enjoy **human and civil rights** as active citizens, connected to their communities. We encourage people to speak up and advocate for themselves.

We are committed to **co-production** and to enabling the active involvement and participation of the people we support. We work collaboratively, positively and respectfully with people's families and other agencies. We contribute to progressive partnerships and strategic alliances with others. We achieve positive influence by taking part in campaigns and initiatives which **improve people's lives**.

We believe in **supportive, visible leadership** and positive, co-operative working environments which enable our valued staff to flourish and be the best that they can be. We support wellbeing and resilience and recognise effort and **excellence**.

We are **open, honest and trustworthy**. As individuals, and as an organisation, we have **integrity**. We are professional and accountable for what we do. We accept responsibility and we practice in a diligent and **ethical** manner.

We are curious and reflective and have a **culture of learning** and **continuous improvement**. We appreciate and engage positively with feedback. We acknowledge and learn from our mistakes and those of others. We recognise and celebrate our achievements and those of our colleagues and the people we support. We build a positive profile and reputation.

We aim to be **efficient, innovative and productive** in the use of resources and to maximise beneficial outcomes for our tenants and the people we support. We are adaptable, agile and solution-focused. We seek continuity of direction and purpose whilst valuing our history and **embracing change**.

We strive to provide safe, evidence-based, **high quality and effective** care, delivered by capable, competent and well-supported colleagues who are actively engaged in service development and improvement. We add value to communities, aim to reduce our environmental impact and work towards a successful and **sustainable future**.

We aim high and we challenge ourselves to go the extra mile to support people to achieve their goals and to lead **happy, meaningful and fulfilled lives**.

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 local and wider 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 Wellbeing**
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), minimising debt, developing daily living skills in relation to budgeting and saving and through strong partnership working with relevant agencies.
- **Making a Positive Contribution**
People we support 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 and safety.
- **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 wellbeing 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 level of clinically effective healthcare as the general population.



- **Equality of Opportunity**

Creative Support is committed to promoting equality of opportunity for all, including staff and people we support. 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 (Gold Award) and the employer of a significant workforce of over 5,500 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, student and work placement schemes to enable people to gain work experience and valuable qualifications.

- **Wider Community**

Across our wide geographic landscape, we ensure that services are connected and supportive of their local communities through provision of social value delivery based on local needs and objectives. This includes investing spend into the local economy, use of local green spaces and community connection initiatives.

Accountable and Effective Governance

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 mission and strategic objectives.

Our Board and Executive Team have a strong commitment to our charitable ethos and values. The Board is committed to ensuring effective governance and viability and to the further development of the strategic planning, risk management and assurance framework within which we manage our housing assets and social care services.

Creative Support has adopted the NHF's Code of Governance 2020 and the NHF 2022 Code of Conduct. The Board recently undertook a compliance review of the housing regulator's Governance and Financial Viability Standards and confirmed that it complies with the standards. Creative Support is constituted as a community benefit society with charitable status. An external Governance Review was commissioned by the Board in 2024 to assess the suitability of Creative Support's legal structure and to evaluate the overall effectiveness of the governance of the organisation. The Governance Review advised that this legal structure is the most appropriate for our principal activities of providing care and supported housing. The Review further concluded that *"Creative Support is a highly performing and effective organisation which we judge to be well led by the board and the executive."*

Following nine years of dedicated service, our Chair of the Board of Trustees, Joolz Casey, will be stepping down, and we look forward to welcoming a new Chair to the Board. Joolz has demonstrated exceptional commitment and leadership throughout her tenure at Creative Support. She has played a pivotal role in shaping the organisation's strategic direction, including leading the development of the five-year strategy and championing the 'I' Statements, which bring our refreshed mission to life. As we move forward, we are confident that the incoming Chair will build on these strong foundations, providing fresh perspective and continued stewardship to support our mission. The Board remains committed to ensuring continuity, strong governance and sustained progress as we enter this next phase.

The Board and Senior Leadership Team have continued to work collaboratively to ensure strong risk management across all levels of the organisation. The new strategic risk register which was developed in 2025 continues to receive oversight from the Board, with the monitoring of specific risks being assigned to relevant committees. This year, a dedicated Risk Committee was constituted, including Committee Chairs and key members of the Executive Team, with responsibility for identifying current and emerging risks and overseeing risk mitigation across the organisation. The Board recognises that the care sector faces many challenges, with workforce recruitment and retention being of particular concern.

In 2024, we developed a new long-term strategy and vision to ensure our future success over the five years, with the first defined phase taking place between 2024-26. At the end of this first phase, clear progress has been made against the objectives. As we progress into the next phase of the strategy, flexing as required to take account of changes in our fast-moving external environment and emerging challenges and opportunities, work remains underway to deliver against our ambitions.



In April 2026, the Board and Executive Team held a dedicated strategy day to review progress to date and identify priority areas for the year ahead. A key commitment emerging from this session is to strengthen our approach to inclusive governance. Over the coming year, we will begin developing a pathway for people we support to become members of our organisation and our Board, alongside introducing a wider range of meaningful participation opportunities. These measures will ensure that lived experience is reflected more directly in our decision-making and that our governance continues to evolve in line with our values.

Over the course of 2025-26, the Board held six full Board meetings. Our Annual General Meeting took place on 26 September 2025 at the Creative Together Centre. This was a well-attended event which enabled us to celebrate the achievements of the previous year. Our standing committees, which include Finance & Audit, People & Performance, and Quality & Practice Development met bi-monthly, and the Risk Committee met quarterly, to provide oversight and support in their respective areas. In addition, a number of 'task and finish' meetings were convened to work on key areas, including co-production, culture and trustee recruitment.

In the last two years we have greatly increased the number of visits made by our trustees to services across the country, to meet with people we support and our staff teams. Our staff and managers have really appreciated the interest shown by trustees in their services and the feedback from these visits has provided valuable insights and assurance.

We extend our sincere thanks to all trustees for their dedication and contribution. Beyond their attendance at formal meetings and the provision of professional guidance and constructive challenge our trustees have given their time to visit services, attend events, act as ambassadors and conduct interviews. The knowledge and experience they bring, spanning health and social care, housing, finance, consultancy, marketing, and commerce, is invaluable to our governance.

We are especially grateful to Joolz Casey, our Chair and Chrissie Cooke, our Vice Chair, for their commitment and leadership, and to the trustees who chaired our committees during the year, including Rachael Corbelli, Claire Judkins, and Fiona King.

We would also like to thank Hazel Beddows, our Company Secretary for supporting the further development of our governance and assurance processes and Sarah Smith, Megan Mitchell, Hazel Anson, Becky Hayes, Melissa Jones and Erin Carroll, all of whom provided dedicated administrative support and minute-taking for our Board and committees.

Record of Attendance at Board Meetings 2025 – 2026

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

Trustee	Apr 2025 (Strategy Day)	May 2025	July 2025	Sep 2025	Sep AGM	Nov 2025	Feb 2026	Mar 2026	Total
Joolz Casey	✓	✓	✓	✓	✓	✓	✓	✓	8/8
Chrissie Cooke	✓	✓	✓	✓	✓	✓	✓	✓	8/8
Fiona King	✓	✓	✓	✓	✓	✓	✓	✓	8/8
Rachael Corbelli	✓	✓	✓	✓	✓	AP	✓	✓	7/8
Claire Judkins	✓	✓	✓	✓	✓	✓	✓	AP	7/8
Helen O'Sullivan	✓	✓	✓	✓	✓	✓	✓	✓	8/8
Steven Farmery-Vigus	✓	✓	✓	✓	AP	✓	✓	✓	7/8
Robert McDonald	✓	✓	AP	✓	✓	AP	✓	✓	6/8
Mofe Binitie				✓	✓	AP	✓	✓	4/5
Robert Graham				✓	✓	✓	✓	✓	5/5

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

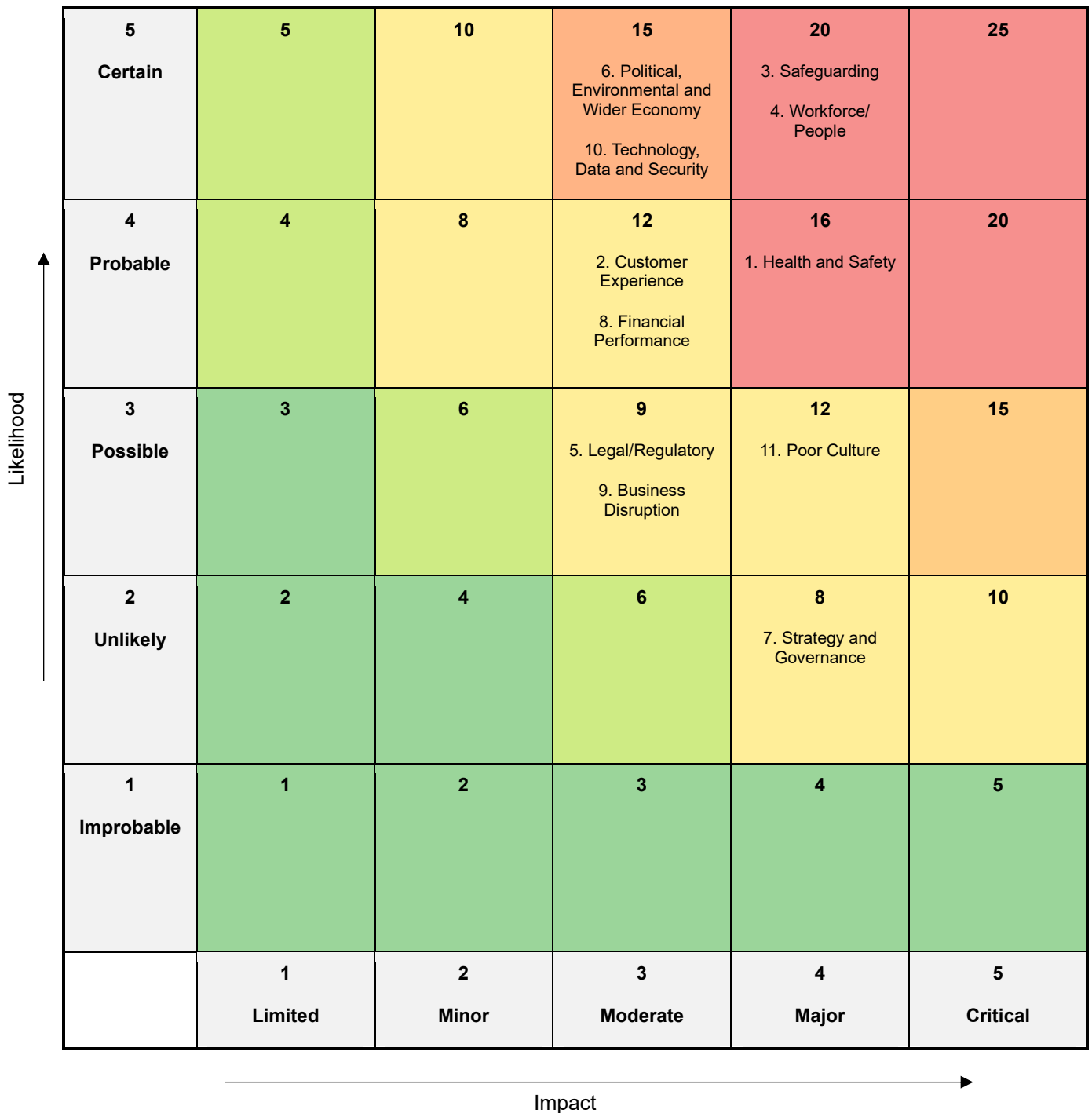
Approach to Risk Management

This year, we continued to strengthen our approach to risk management at Board level by establishing a dedicated Risk Committee. This new committee plays a critical role in strengthening organisational assurance by overseeing the effectiveness of risk management practices across Creative Support. Its responsibilities include leading the quarterly review of strategic risks, ensuring appropriate delegation and accountability across committees, commissioning reviews and audits into priority areas, and monitoring the implementation of audit recommendations to drive continuous improvement.

The current view of strategic risks which necessitate oversight from the Board of Trustees is illustrated in the accompanying heat map, where each has been assessed for likelihood and impact, and combined into an overall risk score. We have maintained our commitment to the Enterprise Risk Management methodology, which provides a structured framework for identifying, assessing, and managing risk while ensuring a consistent and transparent approach across the organisation.

Strategic risks were reviewed by the Risk Committee to ensure that they maintain a current, relevant, and informed understanding of the risk landscape. Responsibility for these risks continues to be assigned to the appropriate committees for periodic review, enabling enhanced oversight, targeted mitigation, and effective ownership.

Strategic Board Risk Heatmap – March 2026



No.	Risk Area	Risk Descriptor	Risk score
1.	Health and Safety	Major incident causing significant harm. Impacts on the health, safety or wellbeing of people we support, staff or third parties.	16
2.	Customer Experience	Major failure to meet customer expectations leading to significant customer dissatisfaction. Serious complaints. Adverse media attention, loss of reputation and positive profile, damaging trust.	12
3.	Safeguarding	Significant incident leading to loss of trust and reputational damage.	20
4.	Workforce and People	Workforce pressures and insufficient staffing levels. Failure in recruitment and retention may lead to loss of key roles and knowledge/skills gap.	20
5.	Legal and Regulatory	Lack of compliance with key regulations, laws and standards such as poor CQC rating, regulatory judgements, etc, leading to loss of contracts/reputation.	9
6.	Political, Environmental and Wider Economy	Changes in Government policy and practice. Economic disruption in UK.	15
7.	Strategy and Governance	Ineffective strategy and inability to deliver business plan and charitable objectives.	8
8.	Financial Performance	Failure for contract fees to keep up with increase in wages and other costs.	12
9.	Business Disruption	Major incident (or business restrictions) impacting on continuity of business delivery.	9
10.	Technology, Data and Security	Data technology is unable to meet the needs of business or protect the cyber security / privacy needs of Creative Support. Data breaches or loss of data leading to regulatory action. Loss of trust and confidence. Data loss leading to business interruption.	15
11.	Poor Culture	Departing from Creative Support's positive culture and expectations leading to poor service delivery.	12

Our Five Year Strategic Goals



Our Values & Positive Culture

We will treat our tenants and the people we support with compassion and unconditional positive regard. Their human rights will be respected. Our staff will be valued and well-supported.



Creative People

We will develop and retain our highly motivated, compassionate, ambitious and resilient people.



People Supported Well

We will provide personalised support that enables people to enjoy their lives and achieve their goals.



Homes & Environments for Living Well

We will provide great homes for our tenants and enable people to be part of their community.



Financial Sustainability

We will ensure our financial sustainability so that we can continue to meet our purpose.



Growth & Development

We will invest in homes and develop our services to enable us to help more people.

Key Financial Aims

	Aims	Outcome	Comments
1	To grow our national social care and supported housing portfolio in a sustainable way	Achieved	We continue to deliver a wide range of services and housing options to customers in 71 local authorities across six English regions. Our turnover increased by £19.23 million (10.8%) from £178.5 million in 2024-25 to £197.73 million in 2025-26. 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 62.5% of tender and framework submissions in 2025-26 awarded to date, as compared with 73% in 2024-25 and 62% in 2023-24.
3	To continue to invest in new social housing assets	Achieved	We continue to make plans to acquire or build properties for use as supported housing. During 2025-26, we purchased a property in Ellesmere Port and completed a new-build scheme in Leeds. A further new build scheme is under construction in Reading.
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 93.5% of our CQC inspected services as at 31 March 2026, which was somewhat better than the previous year's score of 92%, with two ratings going from 'Needs Improvement' to 'Good' and 'Outstanding' on re-inspection. By the year-end we had four services which were rated 'Outstanding'.
5	To achieve a satisfactory surplus for the year	Achieved	We delivered a surplus for the year of £13.89 million after interest receivable in 2025-26 (7% margin) as compared with £12.44 million in 2024-25 (7% margin) and £9.08 million in 2023-24 (5.8% margin). Total comprehensive net income amounted to £14.1 million.
6	To maintain our cash reserves	Achieved	During 2025-26, we generated net cash from operations of £15.5 million, compared with £15.35 million over the previous year. As at 31 March 2026 we held cash balances of £50.83 million, compared with £38.42 million as at the end of March 2024-25, an increase of £12.41 million (32%).
7	To reduce our percentage spending on agency staff	Achieved	We spent £7.05 million on agency staff during 2025-26, as compared with £7.66 million in 2024-25, a reduction of £0.61 million (8%). The contribution of agency staff costs to total staff costs (including agency costs) fell from 5.3% in 2024-25 to 4.3% in 2025-26.
8	To increase the productivity of our staff	Not Achieved	The productivity of our staff (measured by income as a percentage of staff costs) was 120% in 2025-26, reducing slightly from 123% in 2024-25. This reflects the rising staff cost base following significant increases in the NLW and employers NI.
9	To further build our charitable reserves and balance sheet	Achieved	As at 31 March 2026, our total charitable reserves (net worth) stood at £131.52 million, compared with £117.44 million at 31 March 2025, an increase of £14.08 million (12%). Reserves have increased significantly by £26.6 million over the previous two years, an increase of 25.3%.

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 services
- Plan and deliver ongoing improvements in value for money

We have self-assessed as being compliant with the Value for Money standard and achieve this in the following principal ways:

- Using our reserves to develop and fund new supported housing provision
- Efficient management of our housing and other assets
- Investment in maintaining and improving our existing homes
- 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 stakeholders and the communities within which we operate

We are pleased to be able to demonstrate:

- Continued investment in maintaining the quality, safety and sustainability of our housing assets
- The acquisition and development of new supported accommodation schemes in 2025-26
- The review and planned disposal of housing assets which do not contribute positively to our financial or strategic plans
- Improvements in fire safety, energy efficiency and disability access for tenants. At the end of March 2026, 95% of our properties had achieved EPC 'C' as a minimum, demonstrating that we are well on our way to achieving our target of 100% by March 2027
- Effective management of our cash reserves to generate interest payments, whilst protecting working capital. We earned £1.47 million in interest on cash balances
- Evaluation of tenders and housing opportunities to achieve optimum use of available resources
- Geographical consideration of new service developments to ensure efficient and supportive local infrastructure
- Efficient expenditure on infrastructure and back-office costs. Non-staffing costs of £21.4 million have been maintained at 11.5% of total expenditure

We have an efficient central and regional infrastructure and senior management team, which is kept under periodic review to ensure sustainability. The contribution of senior staff costs to our overall expenditure is more cost-efficient 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, the Housing Committee's focus on void performance and complaints handling has led to more focused and analytical reporting on voids, specific initiatives to improve occupancy levels and better handling of complaints.

We benchmark our financial performance and CQC ratings against a group of 25 comparable charitable and commercial providers of social care and supported housing. The sample includes a number of organisations that have a significant property portfolio. Creative Support performs well against all criteria and ratios. This annual benchmarking survey produces good evidence of value for money, financial sustainability and quality outcomes.

Key Metrics - Value for Money Standard

The Regulator of Social Housing requires that we report against a number of standardised metrics in our financial statements. We have documented our results against these metrics for 2025-26, 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 2026-27. We are pleased to have performed well in comparison to the peer comparator in most of the metrics.

Ref.	Metric description	Detail	Creative Support				Peer Comparator	RSH Global Accounts - Median
			Actual 2024/25	Projected 2025/26	Actual 2025/26	Projected 2026/27		
1	Reinvestment %	Reinvestment increased in 2025-26, and we anticipate a further increase next year as we have a continual programme of work to replace bathrooms, windows, kitchens and boilers, plus other expenditure as required.	5.14%	9.22%	6.17%	8.05%	8.00%	7.60%
2A	New supply delivered (Social housing units) %	In 2025-26, we invested in 7 units in a new build scheme in Leeds, plus 4 units in Ellesmere Port. Work is ongoing at a new build scheme in Reading.	4.71%	3.51%	1.37%	2.46%	3.10%	1.30%
2B	New supply delivered (Non-social housing units) %	Creative Support does not deliver non-social housing units.	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
3	Gearing %	Strong cash balances have been maintained, with no requirement for loan finance. The positive operating cash flow is sufficient to deliver our development plans, to maintain existing stock, and to provide sufficient working capital.	-50.01%	-45.09%	-64.16%	-62.60%	-0.60%	45.50%
4	Earnings before Interest, Tax, Depreciation, Amortisation, Major Repairs Included (EBITDA MRI) Interest Cover	No interest cover calculation, as nil interest payable.	N/A	N/A	N/A	N/A	429.60%	113.00%
5	Headline social housing cost per unit	Housing costs per unit are higher than the sector median, due to the higher costs of supported housing, but are nearly half the cost of the peer comparator.	£10,182	£10,670	£9,246	£10,614	£18,093	£5,576
6A	Operating margin (social housing lettings only) %	The operating margin outperforms both the global and peer comparators, reflecting good controls of expenditure on social housing activities.	19.61%	16.13%	22.19%	21.42%	10.60%	20.50%
6B	Operating margin (overall) %	Overall operating margin exceeds the peer comparator, but is lower than the global figure due to the inclusion of non-social housing activities, for which the funding regime is challenging across the sector, due to pressure on Local Authority funding levels. We forecast a reduction in the margin, as the funding regime is set to tighten further.	6.22%	3.94%	6.11%	4.37%	4.70%	17.60%
7	Return on capital employed (ROCE) %	ROCE compares very favourably to both the peer and sector comparators, although this is anticipated to reduce in line with the reduced margin referenced in 6B.	9.19%	6.00%	9.23%	6.36%	2.30%	3.10%

Tenant Satisfaction Survey



Background

Since 2024, the Regulator of Social Housing (RSH) requires all providers of social housing to complete a Tenant Satisfaction Measures (TSM) survey with their tenants. We are obliged to use a set of 12 standardised questions set by the Regulator and have the option of adding additional questions of our own. As we are classified by RSH as a smaller provider owning less than 1,000 units, we are only required to carry out the full survey every two years. However, we have opted to carry this out annually in order to benchmark our results and look for ways we can improve our services. We will continue to publish our results online for tenants and stakeholders to access.

Standardised TSM Questions	2023-24 results	2024-25 results	2025-26 results
TP1 Satisfied with overall service from landlord	92.8%	89.9%	88.0%
TP2 Satisfied with overall repairs service	91.1%	93.7%	90.0%
TP3 Satisfied with time taken to complete repairs	87.0%	89.0%	87.0%
TP4 Satisfied that their home is well maintained	91.0%	89.0%	90.0%
TP5 Satisfied that their home is safe	94.0%	91.6%	90.0%
TP6 Satisfied that their landlord listens to views / acts upon them	89.6%	85.9%	85.0%
TP7 Satisfied their landlord keeps them informed	92.0%	89.9%	86.0%
TP8 Agree that their landlord treats them fairly / with respect	93.1%	87.2%	90.0%
TP9 Satisfied with landlord approach to complaints handling	79.2%	83.6%	71.0%
TP10 Satisfied that their landlord maintains communal space	91.5%	93.4%	86.0%
TP11 Satisfied landlord contributes to local neighbourhood	71.2%	65.3%	72.0%
TP12 Satisfied with landlord approach to ASB	80.0%	69.3%	76.0%
Our own additional questions	2023-24 results	2024-25 results	2025-26 results
CS01 Do you rate Creative Support as a good / very good landlord	88.8%	88.5%	87.0%
CS02 Do you feel like you always / mostly live in a place you can call home	-	85.0%	89.0%
CS03 Does Creative Support always / mostly listen to and respect you	-	84.2%	88.0%
CS04 Do you have any suggestions about how we could: Improve your home, improve the services that we provide e.g. gardening, decorating, or improve how we help you to connect to your local community	-	-	

Methodology

The survey continues to only be applicable to those tenants living in accommodation directly owned by Creative Support, excluding care homes. We have continued to use the same methodology as in the previous two years, carrying out a full census. Last year we asked four additional questions. This year we opted to use the same four questions so that we could benchmark those outcomes against the previous year. We opted to continue having the survey printed in colour with our Creative Support Living branding. Surveys were posted direct to each tenant with a covering letter and a prepaid envelope for its return. There was also a QR code on the front of the survey which tenants could scan to complete the survey online if they preferred. We also asked support staff to encourage the completion of the surveys and they were able to scan and email us any completed surveys.

A total of 658 surveys were sent out. We received 239 completed responses – a response rate of 36%, compared with 35% in the previous year. As in preceding years, the postal return method was the most popular, with 64% of the completed surveys being returned in this way. Survey Monkey accounted for 14% of the returns (the same as last year) with the remainder coming via email attachments with staff support.

We were delighted that 127 tenants (53%) responded to the final question with suggestions (compared to 90 last year). Themes, as in the previous year, included improvements to outside spaces (plants, grass cutting, new fences, seating) and more improvements of communal areas such as decorating or new furniture. Some also used the space to tell us how happy they were where they were living or with a specific part of the service. Some of our favourite examples are:

- *"I've lived in this area since I was 5, so I know my way around very well anyway, but I've noticed staff do take other residents out to help them with their bearings. Plus local groups etc are printed out for us, so that's very good"*
- *"These services are performed well and are thorough!"*
- *"Bigger fridges - more room for my food"*
- *"The house has been refurbished. Everyone is happy to live here."*
- *"I have 6 hours 1:1 support per week from Creative Support which I benefit from and it keeps me out of hospital"*
- *"More days out with staff and tenants"*
- *"Paul would like the garden to be nice to look at and pretty"*
- *"Maybe a little home improvement in the bathroom area on the floor. Also little home touches."*

Positive Findings

We are really pleased to see the increase in the number of our tenants who feel that they always or mostly feel like they live in a place that they can call home. This really strongly links back to our 'I Statements' and enabling the people we support to say that "I live my best life in a place I call home". We are also additionally pleased to see the increase in the number of our tenants who felt that Creative Support as a landlord, always or mostly listens to them and respects them.

It's positive to see an improvement in tenant satisfaction around our approach to ASB. We have had some difficult cases over the last 12 months, and it might have been expected we would see a reduction in satisfaction. This year's completed surveys were split nearly 50/50 across mental health and learning disability services. This is a big change from previous years where mental health services have responded in higher numbers. This is really positive as we want to experience feedback from all the client groups that we work with and act as landlord for. Three years survey figures now give us a good average on which to internally benchmark against in future years.

Areas for Improvement

We are recruiting for a Tenant Involvement Officer who will help oversee our strategy for involving tenants. This will involve developing meaningful ways our tenants can be involved in the way that we perform as a landlord. This will hopefully see an improved score for TP07 (satisfaction with the landlord keeping the tenant informed) in future surveys.

It's worth bearing in mind that Creative Support is a support provider as well as a landlord and that this may have affected the complaints outcomes. The question asks if the tenant has made a complaint but does not specify whether they mean a complaint about us as a landlord or as a support provider. A total of 66 respondents said that they had raised a complaint with Creative Support in the last year, but this is substantially more than has been received in what we have categorised as 'Housing related' complaints. This suggests that tenants are including other types of complaints and that these complaints may have gone via frontline staff or our Customer Care Team. Regardless, the overall satisfaction score in this area has reduced and it would be worth us going back over those surveys where tenants have indicated a complaint, to speak to them and learn from their experiences. The scores in general are similar across the three years that the survey has been completed, which means we are continuing to perform to an above satisfactory standard, but it does suggest that there are areas for improvement for example, in the time it takes to complete repairs. We will be pushing to achieve higher results next year.

Introduction to our Audited Financial Statements for 2025-26

The financial statements presented in this report are for the Society for the year ended 31 March 2026, with comparatives for the year ended 31 March 2025.

Turnover

During the 2025-26 financial year, the Society's total turnover arising from all activities grew by 10.8%, from £178.5 million in the previous year to £197.7 million. Total turnover included £15.4 million in respect of social housing lettings, £172.9 million generated by community care contracts and £8.2 million for prevention and wellbeing services.

The increase in turnover was mainly attributable to growth in income from community care contracts, which increased by £19.1 million (12.4%). In addition to income of £197.7 million, interest was generated on cash deposits totalling £1.5 million, compared with £1.3 million in the previous year, taking total revenues to £199.2 million, an increase of 10.8% compared to the previous year.

Total comprehensive net income for the year including actuarial gains on defined benefit pension schemes amounted to £14.1 million.

Expenditure

Total operating expenditure in 2025-26 increased by £18.2 million (10.9%) from £167.4 million in 2024-25 to £185.6 million, with the largest increase relating to staff costs. Staff costs including wages & salaries, employers on-costs and agency staff fees amounted to £164.3 million, making up 88.5% of all expenditure.

Expenditure on contracted staff wages and on-costs increased by £19.7 million (14.3%) from £137.5 million to £157.2 million in 2025-26. This significant increase was attributable to higher staffing numbers arising from increased activity and cost of living pay increases relating to uplifts to the National Living Wage and the Real Living Wage. Effective control of expenditure on agency staff throughout the financial year achieved an 8% reduction from £7.7 million in 2024-25 to £7.1 million in 2025-26. The proportion of agency staff costs to total staff costs over the period reduced from 5.3% to 4.3%. We have set an ambitious target for future agency costs of no more than 4% of total staff costs.

Non-staff costs of £21 million in 2025-26 made up 11.3% of total expenditure, compared to 13.3% in 2024-25. This included spending on office costs, professional services, maintenance, payments to partner landlords, housing services and utilities. Spending on non-staff costs reduced by £0.9 million (3.9%) compared to the previous year's spending of £22.3 million.

Since March 2024, the Society has had no borrowing which has protected the Society from interest costs. There are no current plans to secure loan finance as we are able to finance our development plans using our own reserves.

Surplus on Activities

The operating surplus for the year amounted to £12.4 million, which was an increase of £1.3 million (12.0%) compared to 2024-25. The operating margin remained relatively stable at 6.3%, compared to 6.2% in 2024-25. The surplus for the year after interest receivable was £13.9 million, compared with £12.4 million in the previous year, an increase of 11.7%. Total comprehensive net income for the year, including actuarial gains on defined benefit pension schemes, amounted to £14.1 million.

As a not-for-profit company, we are required to generate sufficient surpluses to maintain positive cash flow and a sufficient level of working capital to fund our operations and to support future investment in supported housing and our charitable activities. The Board of Trustees regard the overall surplus achieved as a very positive outcome, taking into account ongoing labour market challenges and the imperative to maintain safe and effective services, combined with a challenging external funding environment.

Cash Flow & Cash Balances

Net cash generated from operating activities in 2025-26 was £15.5 million, compared to £15.4 million in 2024-25.

At 31 March 2026, the Society held cash balances of £50.8 million as compared with £38.4 million at 31 March 2025, an increase of 32.3%. Cash generated from operating activities has been used for capital expenditure on the upkeep and maintenance of our supported accommodation portfolio and to fund the acquisition of additional properties for use by people with support needs.

Reserves and Fixed Assets

Total reserves for the Society have increased by £14.1 million (12.0%) from £117.4 million to £131.5 million. 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 increased from £79.2 million to £81.7 million, due to investment in capital assets of £5.8 million, less depreciation charges and fixed asset disposals.

Capital Spending

During 2025-26, capital expenditure on acquiring, developing and maintaining our properties totalled £4.9 million. In addition, there was been continued IT investment. Our Board has approved potential capital expenditure of £7.8 million in 2026-27, which includes the completion of a new-build development scheme, ongoing improvement of existing properties and a sum set aside for responding to new opportunities identified throughout the year. The remaining capital expenditure relates to leasehold improvements, acquisition of vehicles, IT infrastructure and other equipment.

Grants and Donations Received

We have been very grateful for the award of a number of grants and donations during 2025-26. We would like to acknowledge and thank the funders for these amounts which include a grant of £12,826 from Derby City Council for financial support for the impact of additional staff costs, Skills for Care funding of £25,715, DHSC funding of £96,874 and a generous donation of £144,031 from Friends of Space.

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 activities into the purchase and development of properties, and latterly by the construction of new homes, for rental to people with support needs. The number of social housing tenancies directly owned by the Society at the end of March 2026 was 801, a net increase of 36 units over the financial year. Our portfolio of leased and managed housing reduced by 37 units to 432. In total, we had 1,233 units of supported housing in management at the end of 2025-26.

Voids available for letting averaged 4.4% in 2025-26, achieving our target of 4.75%. This compared with 4.3% voids in the previous year. We expect to maintain occupancy at similar level in 2026-27. Our greatest challenge when filling voids is the delay in local authority funding decisions for placements, which significantly contributes to void levels. We anticipate an increase in legal costs and delays in obtaining possession of tenancies as no-fault Section 21 evictions will end in the social housing sector in 2027 in accordance with the Renters Rights Act 2025.

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. We continue to identify properties for disposal where these are no longer sustainable or attractive to potential tenants. In the event that a decision is made to sell a property that no longer meets our criteria, we seek to re-invest the sale proceeds in alternative social housing. We will continue to use the proceeds of strategic disposals to fund our capital expenditure plans and development strategy.

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, no debt following the repayment in full of all loans during the previous financial year, 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.

Future Financial Prospects

UK growth for the full year 2026 is expected to be around 0.9 to 1.1%, rather lower than previous forecasts. Growth is mainly attributable to the service sector which continues to grow despite the threats posed by AI. Low growth puts pressure on the public finances and weakens the labour market. Unemployment was running at 4.9% in July 2026, with vacancies across the economy hitting a five-year low.

As widely expected, the Bank of England's Monetary Policy Committee held base rate at 3.75% for the fifth consecutive time in July 2026, after a period of successive rate cuts following a peak of 5.25% in August 2023. UK interest rates are now expected to remain at this level for much of 2026, contributing to high government debt servicing costs and putting pressure on the public finances. An increase in UK interest rates from 3.75% to 4% is widely expected by the end of the year, further increasing the cost of borrowing for the government and consumers.

Financial pressures on the social care sector in 2026-27 include the statutory increase to the NLW, the increase in employers NI from 13.8% to 15% introduced in the previous financial year and the even more impactful reduction in the threshold for paying employers NI from £9,100 to £5,000.

Pay settlements in the wider economy are somewhat ahead of inflation, with average growth in total earnings falling to 4.1% in the three months to June, down from 4.4% in the previous quarter. Private sector pay growth of 2.8% is the lowest since October 2020 reflecting the cooling labour market. Pay growth in the public sector was significantly higher at 6.1%, partly due to the timing of NHS staff pay uplifts, which were paid earlier than the previous year. High public sector pay awards, particularly in the NHS, tend to create expectations for future earnings growth in the social care sector and reinforce the pay gap between health and social care.

The new mandatory National Living Wage (NLW) from April 2026 for adults aged 21 and over is £12.71 per hour. The non-mandatory Real Living Wage (RLW), set by the Living Wage Foundation, increased by a much higher percentage of 6.7%, up from £12.60 to £13.45 per hour, while the London Living Wage (LLW) has increased by 6.9% from £13.85 to £14.80. It should be noted that many of our contracts with local authorities require payment of the RLW or LLW as a minimum to staff. These increases have had an impact on all salaries as well as front-line worker pay, generating significant growth in payroll costs and creating a challenging context for fee setting negotiations.

Non-pay inflation (measured by CPI) remains higher than the BoE's mandated 2% target, with 12-month inflation running at 2.9% for the 12 months to July 2026 and predicted to rise further, driven by rising food and energy prices, mainly attributable to the conflict in the Middle East. The BoE expects that inflation will rise to around 3% by the end of 2026 but many economists are predicting higher inflation of around 3.5% towards the end of year before falling somewhat in the first quarter of 2027.

Meanwhile, the energy market is also under pressure, pushing up the cost of energy for households and businesses in the UK. The Ofgem energy domestic price cap, which dictates the maximum a supplier can charge for a unit of energy, rose at the start of July 2026 and is expected to rise again in October. The price cap reflects the increased wholesale price of energy due to global events. The burden of rising food, fuel and utility prices always fall heavily on the social care workforce. As well as impacting on non-pay costs these inflationary pressures create momentum for future pay rises to compensate for the increased cost of living.

Creative Support obtains over 90% of its funding for social care services from local authorities, which receive nearly a quarter of their funding from central government. Successive years of below inflation central government funding continues to place pressure on local government finances. Low growth impacting on tax revenues, combined with the rising cost of servicing public debt continues to constrain the government's ability to increase public spending to support social care.

Fee uplifts for 2026-27 across the country have been broadly in line with our budget expectations. However, some local authorities have offered derisory or no fee increases at all, widening the future funding gap and sustainability of some services. Fee uplifts from ICBs have been particularly poor and are difficult to negotiate as NHS fees do not take explicit account of the impact of increases in NLW/RLW and as the NHS has been shielded from the increase in employers NI there is little understanding of the significant impact of this on social care staffing costs.

The government sees its Fair Pay Agreement for Adult Social Care, legislated for by the Employment Rights Bill, as a framework for increasing the attractiveness of a career in the care sector for UK citizens, thereby reducing reliance on overseas staff. This will involve the creation of an Adult Social Care Negotiating Body, including representation from employers and unions, to determine pay and conditions for care staff in England. The Fair Pay Agreement will raise expectations of higher pay for social care staff and sustainable funding for providers. However, there is currently no specific funding allocated by government to local authorities, in their role as lead commissioners of care, to increase fees to care providers to implement improvements to pay and conditions. This is coming after many years of under-funding for local authorities and no extra funding for providers to offset the impact of higher employers' national insurance. In practice we expect the FPA will determine a floor for social care pay which may sit somewhere between the NLW and the RLW.

Going forward into next financial year, we expect further increases in the NLW & RLW of up to 5% as well as continued inflationary pressures on non-pay spending and constrained local government finances. Despite these financial pressures and challenges, the longer-term prospects for the wider social care market and for Creative Support are expected to remain positive, with continuing demographic trends driving strong demand for social care services and supported housing. This optimistic long-term view is reflected in the current high level of private equity investment and transactions in the private market for adult and children's social care.

Over 2025-26, we were pleased to have been awarded a number of contracts for new and existing services from successfully participating in competitive tendering exercises. These have involved a wide range of service models and customer needs. Our quality offer, efficient and responsive infrastructure and competitive cost base have helped us to remain competitive in tendering exercises. A number of contracts that reached the end of their term in the previous year have been extended into 2026-27 and beyond, usually on the basis of the same or improved terms. In addition to tendering opportunities, we continue to see an increase in organic growth and call-off opportunities from the many procurement frameworks that we have been admitted to. However, our appetite to tender for new services remains constrained by workforce challenges and in some cases by unsustainably low fee levels.

In summary, we anticipate ongoing cost pressures in 2026-27, with the macroeconomic environment continuing to be characterised by geo-political developments. There will be shortfalls in funding for some services rendering them less viable. However, we expect continued growth in turnover overall, with positive cash generation and further strengthening of our strong balance sheet. The associated cash generated by future surpluses will create options for future investment in social housing assets and expansion of our charitable activities.

The Casey Commission and the Future Funding of Adult Social Care

The Casey Commission was established by the UK Labour government in April 2025, its purpose being to develop a long-term plan for reforming England's adult social care system and to lay the foundations for a National Care Service. The Commission was created against a backdrop of growing concern about unmet care needs, workforce shortages, rising provider costs, and increasing pressure on NHS services.

The original plan was for the Commission to report in two phases. The first, due to report in 2026, was to focus on identifying practical reforms to improve social care within existing financial constraints. The second phase was intended to report in 2028 and to address the longer-term transformation of the care system, including funding and the overall design of a National Care Service. The second phase has been brought forward by 12 months as part of new Prime Minister Andy Burnham's plans to urgently tackle social care challenges, requiring the Commission to report in full by 2027.

Burnham has said the adult social care system in England is broken and is "fundamentally unfair", arguing that reform had been postponed for too long because politicians were unwilling to make difficult decisions. This is a view commonly shared by policymakers across the political spectrum, though there are sharper differences on how to pay for reform to what is widely seen as an outdated, fragile system propped up by a legion of unpaid carers. Burnham links social care reform directly to the future sustainability of the NHS, warning that health service pressures cannot be solved without fixing care provision. Burnham previously headed an earlier unsuccessful legislative attempt to reform English adult social care while secretary of state for health in 2010, brought down by claims that it would be funded through a "death tax".

Burnham has identified three immediate priorities for the future of social care: accelerating the Casey Commission's work, developing a comprehensive workforce plan and pursuing cross-party discussions to build lasting political consensus. He has indicated that difficult funding decisions may be required and has refused to rule out major structural reforms or new funding arrangements.

The Casey Commission is the third independent commission on social care reform in England in the past three decades. The second of these, the Dilnot Commission, was established by the coalition government to consider how to deliver a fair, affordable and sustainable funding system for social care in England. Its proposals, in particular a proposed cap on people's lifetime liabilities for personal care were accepted and the principle of the lifetime cap was enacted in the Care Act 2014, although never implemented. Despite successive governments promising to introduce versions of the commission's proposals, such plans have all been dropped, most recently by the current Labour government.

In the meantime, the adult social care system is under significant pressure and in urgent need of reform, with local authorities unable to meet demand, providers struggling with unfunded rising costs and many people in need of care forced to either pay for their own care, rely on family and friends or go without. People with assets above £23,250 (comprising savings, property and other assets) are generally required to fund their own care, while those below this may qualify for council support. One in seven people end up paying social care bills of more than £100,000, with some having to sell their homes to fund their care, as there is currently no cap on the total lifetime cost of care.

Although the Commission's full Phase One report has not yet been published, several key themes have emerged from its work so far. The first theme is the need for social care to have a more preventative focus, investing earlier to help people remain independent at home, avoiding crises that often result in hospital admissions or long-term care requirements. Better prevention is also seen as critical to reducing demands on the NHS, both in terms of avoiding unnecessary hospital admissions and extended stays in hospital when suitable community-based support cannot be found.

Secondly, it is exploring ways to improve productivity and accountability within existing funding arrangements. The Commission is examining how local authority funding and NHS funding at the health and care interface are used, and whether resources can be deployed more effectively to improve outcomes. The ways in which funding is allocated and how eligibility criteria are determined are being considered. With variations in commissioning practices across local authorities and short-term decision making to fit within political cycles, changes in funding arrangements are an obvious area for improvement.

It is likely that the broader structure of the market, including the role of independent and voluntary sector providers will come under scrutiny. Reforms are expected to look at value for money as well as the realistic levels of investment needed to support innovation and delivery of genuinely high-quality support. As a result, voluntary and independent sector providers may face increased scrutiny in relation to their pricing, quality and governance. Whilst the CQC has stated that it does not see excessive profits in the sector, there is growing distrust of private-equity based care providers in particular and this may impact on trust in the wider independent sector.

Workforce reform is the third major priority. Evidence submitted to the Commission consistently highlights recruitment difficulties, low pay, limited career progression, and high turnover rates. The Commission's work aligns with wider government plans, including the national Fair Pay Agreement (FPA) and initiatives to support professional development and better career pathways for care workers.

There is clearly a renewed appetite for reform and a stronger sense of momentum, but whether this leads to lasting change will depend on the government's willingness to drive change through quickly by acting on the Commission's recommendations and to secure the public and cross-party support that previous reform efforts lacked. Consultation suggests that generally there is little public understanding of how social care is funded and that it is not the top priority for the electorate, competing with concerns over the cost of living.

Burnham has talked about a national care service for England run on the "NHS principle". He has not said what this means but an NHS-style care system which is free-at-the-point-of-use would cost an estimated £18.5bn a year by 2035-36. This would be by far the most expensive option. An alternative would be a free personal care service along Scottish lines. Scotland provides free personal care for adults at home or in residential care. According to the Health Foundation thinktank, free personal care for over-65s in England would cost an extra £7.5bn by 2035-36.

Previous English governments have pursued a lifetime cap on the amount individuals pay for their social care. The most recent iteration, drawn up under the Johnson Conservative government, would have capped care costs at £86,000 and introduced a means-test floor of £100,000 (up from £23,250). This cap was postponed by the Conservatives, then scrapped by the Starmer Labour government due to fiscal constraints from July 2024. The estimated cost of this model would be £4bn a year by 2035-36.

Whichever option Burnham chooses is likely to involve significant extra government investment over the long term, most likely through increases in taxation. Options would include general taxation, wealth taxes, hypothecated taxes, increased national insurance or compulsory social insurance. The debate about medium and longer-term funding is taking place against a background of low growth, deteriorating public finances and increased cost of government borrowing. There is pressure from the markets and opposition parties to stick to the current 'fiscal rules' and to rule out increases in taxation, whilst there are competing demands from other government departments, including health, education and criminal justice. The government has committed to protecting the 'triple lock' on pensions and to increase defence expenditure to 3% of GDP by 2030. In this straitened context, it will surely be a formidable challenge to find the additional funding to implement the Casey recommendations.

The Kings Fund reports that although local authorities are spending more on social care, overall spending power in 2025-26 was still around 9% lower than it was in 2010-11. The increasing cost of paying staff has ultimately led to a fall in the number of people receiving publicly funded long-term care. The Kings Fund report 'Social Care 360' analysed nearly a decade's worth of data and revealed a 'doom loop' of rising wages, increasing fees, stretched budgets, and less care available to those who need it. It found that Local authorities, which fund most social care in England, have been forced to pay higher fees for care principally due to the introduction of the National Living Wage in 2016 and subsequent year on year increases.

Local authorities are having to fund spending on adult and children's social care through cuts in other areas. They also fund spending through increases in fees and charges on people receiving care. In 2024/25, client contributions were 32% higher in real terms than in 2015-16. Even so, budgets are not keeping pace with demand: Directors of Adult Social Services continue to report the need to find savings against their budgets. Directors reported that they overspent by £774 million in 2024-25 – the highest overspend in the past decade. The overspend for 2025-26 is expected to be somewhat lower at £627 million, equivalent to 3% of the adult social care budget.

Although local authority spending power grew by 7.6% in 2025/26 and is projected to grow by 6.1% in 2026-27, councils report increasing difficulty in balancing budgets. Half of councils with social care responsibility say they are likely to have to apply for emergency government bailout agreements within the next three years, according to a Local Government Association survey. A further complicating factor is a change to the way national funds are distributed to local authorities. Though the intention is to better match spending with need, it will mean some local authorities having higher spending power and others having less to spend.

One significant group of people who lose out are those who self-fund their own care. Each year, more are excluded from local authority support by the 'fiscal drag' of thresholds for means testing that have not increased since 2011. If the 'upper threshold' (the amount of assets which disqualify people from any state support with care costs) had kept pace with inflation it would be £33,654 instead of £23,250. Once they are self-funding, people face paying far more for their care than people who are state-funded, as providers increase fees to subsidise low local authority rates. However, it should be noted that private funding is rarely possible for most of the services delivered by Creative Support works, including support for people with mental health needs and social care for people with a learning disability.

The introduction of a Fair Pay Agreement for care workers from 2028 is intended to help improve domestic recruitment, retention and workforce resilience in the social care sector over the long term. Unless this is fully funded it will put further pressure on local authorities to increase fees or risk creating a funding gap for already stressed care providers.

Taken together, the picture for social care remains challenging with significant pressure on the government to ensure stability in the sector in the medium term, and on the Casey Commission to identify coherent proposals for reform in the long term. Councils continue to face long-term underfunding and increasing levels and complexity of need. This must be addressed by fair and sustainable funding for social care.

Social Care Contracts and Services

We have experienced another busy year of tendering. Following implementation of the Procurement Act 2023 at the end of February 2025, we have seen tender publications slowly returning to a regular schedule as councils become more familiar with new processes and align their commissioning plans to the different options enabled by the Act.

We have taken a robust approach to evaluating the strategic relevance and sustainability of tender opportunities which has underpinned a continued, positive approach to growth, new development and expansion into new areas of the country. We continued to apply to frameworks for support and accommodation services, both to maintain existing delivery and to ensure access to the market for new placements and service opportunities commissioned as call-offs and mini-competitions. We have continued to see the publication of large umbrella frameworks within local authorities, to replace and update existing arrangements in line with changes for frameworks set out by the Procurement Act. Over the year, we were awarded places on eight frameworks for health and social care services and accommodation across the country, with five of these ensuring retention of our current services and/or continued referrals for service placements.

We also participated in open tenders for a range of new and existing services. We were delighted to retain four of our existing contracts, including the significant contract for our Complex Supported Living Service in Essex, known as Thistley Green. We also retained the contract for our Birmingham and Solihull Mental Health Recovery Hub services as part of an ongoing positive partnership with Birmingham Mind. We were pleased to be successful in tenders for a variety of new services, with a highlight including our first contract with Sefton Council and a contract to support a further six people to transition out of hospital and secure settings into three new-build developments in Essex. We were also delighted to be awarded the contract for three Extra Care services in the London Borough of Brent, representing a significant addition to our two existing Extra Care services in the Borough.

We submitted 48 proposals and tenders in total (44 of which resulted in final awards of contracts) across seven English Regions including the North West, North East, Yorkshire, West Midlands, East Midlands, London and the South East. We have been successful in 62.5% of these submissions. These will contribute additional income of around £11.5 million when fully mobilised, with total income generated from all successful tenders amounting to around £16.1 million. Around 75% of our submissions reflect new business opportunities, with an equal number being via open tender and mini-competitions. Mobilising contracts has involved setting up completely new services as well as transferring existing delivery and staff teams to our organisation. Nine 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	8	Supported living/accommodation (4) Social Impact (1) Complex Residential (1) Specialist Care (1) Community & Supported Living (1)	North Lincolnshire North Northamptonshire LB Hackney East of England (NHS)	Essex Stockton Telford & Wrekin Barnsley
New contracts awarded from competitive tendering	14	Supported living (11) Complex supported living (3) Extra Care (1)	LB Brent Leicester City Sefton Dudley Stockport (2) West Northamptonshire	Stockton Bedford Essex Gateshead Westminster Telford & Wrekin North East Lincs
Existing contracts re-awarded on tendering	4	Mental Health Recovery (1) Supported living (2) Complex Supported Living (1)	Birmingham Stockton West Northamptonshire Essex	
Total	26			

Services in the North West

We have continued to enjoy growth in the North West and now provide services for people with a learning disability, autism and mental health needs in 19 local authorities across the North West region and in all 10 of the Greater Manchester authorities.

The Liverpool Night Café (known as The Liverpool Light), an innovative mental health crisis café, continues to provide 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 running from our existing hub in central Liverpool and has received 440 referrals in the last year.



The NHS awarded us a contract in Knowsley to deliver a High Intensity Use (HIU) service in 2025, with the aim of reducing repeat use of A&E and other NHS services through using an evidence-based model of mental health interventions.

We were delighted to be offered our first contract to provide supported accommodation at Norma Road in Sefton. This new service is now fully mobilised and was showcased positively in a recent Council promotion of services for National Learning Disability Week. The Council commented *“Sharon’s story highlights the importance of co-production in practice – making sure people are heard, understood and supported to live the life they want.”*

Our long-established supported living services in Morecambe were inspected by CQC and rated as ‘Good’ in all areas in July 2025.

We were awarded a contract to provide recovery-focused mental health support in Wigan to 76 tenants living in nine existing supported accommodation schemes across the Borough in the previous year and these are now well established. One of the services has recently re-located into high quality new accommodation in Wigan.

We were very pleased to be awarded a place on the Manchester Framework for supported living for people with mental health needs and learning disabilities, commencing in April 2025. This has involved new ways of working to ensure an effective response to new referral and funding processes and has driven a GM-wide approach to promoting our vacancies. Funding for our hospital discharge service for people with mental health needs in Manchester has been further extended, enabling us to continue working closely with in-patient services to enable people to find pathways out of hospital into independent living. We were delighted that Brownley Road, our longstanding service in Wythenshawe, Manchester received an overall CQC rating of 'Outstanding' in October 2025.

During 2025, we opened Grosvenor House in Tameside, a new mental health supported housing scheme of 17 apartments with 24-hour support in partnership with Great Places housing association. In the summer of 2025, we began providing care at Birch Lea Park, a new Extra Care scheme for older people with care and support needs, comprising of 91 flats, as part of our contract to provide Extra Care in five services across Tameside. The service is now fully staffed and well established.

Following a selection process involving the families of people supported, we were awarded the contract to support four people with a learning disability in Stockport, with the contract commencing in September 2025. Five further supported living services for 17 people with a learning disability transferred to us in Stockport from a failing provider in December 2025.

Edenvale House, our mental health supported accommodation service in Carlisle received an overall rating of 'Good' on inspection by CQC. The Laurels care home for older people in Carlisle has continued to receive many compliments and accolades and has benefited from further investment in the quality of the accommodation with a programme of high-quality bedroom refurbishments. Carlisle MP Julie Minns recently visited The Laurels and commented on the homely environment and the quality of the care.

Services in the North East

We continue to develop and extend our services in the North East, with our regional office located in Teesside. We now provide services in 11 local authorities in the region, including North Tyneside, Gateshead, South Tyneside, Sunderland, Durham, Hartlepool, Redcar & Cleveland, Stockton-on-Tees, Middlesbrough, Darlington and North Yorkshire.

The contract for our well-respected prevention service in Gateshead 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 April 2026 we were awarded a new contract in Gateshead to provide supported accommodation for 12 people in an existing service known as Whitely Court. In South Tyneside we provide supported living services for people with a learning disability in four well established services and in North Tyneside we support people with mental health needs and learning disabilities.

During the year, we were admitted to the new framework for supported living services in Stockton-on-Tees, enabling retention of our services. In February 2026 we were awarded a significant contract for two existing supported living services in the Borough, known as Kirkdale and Acorn supporting 39 people. We welcomed 36 staff who transferred to our employment under TUPE regulations from the previous provider.

Our Teesside homecare and supported living services were inspected in spring 2026 and we were absolutely delighted to receive a rating of 'Outstanding' in both inspections, with the supported living service receiving 'Outstanding' in all areas. This has been the stand-out highlight of the year and we have received many accolades from our stakeholders. A party to celebrate this fantastic achievement was held for our dedicated staff and the amazing people we support.

We have maintained our person-centred services for people with a learning disability who can present with behaviours of concern in County Durham. We have continued our partnership with seven other voluntary sector providers to deliver mental health services across the County as part of the Durham Mental Health Wellbeing Alliance.

We continue to provide person-centred community support and supported living in Whitby and Northallerton in North Yorkshire. We were delighted when Whitby was chosen to host Creative Voices in April 2025 and pleased to welcome 35 people we support from across the country.

Services in Yorkshire and Humberside

Creative Support is pleased to provide prevention and social care services in 11 local authorities in the region (Calderdale, Kirklees, Bradford, Leeds, Sheffield, Barnsley, Doncaster, Hull, North Lincolnshire, North East Lincolnshire and Wakefield) for older people and people with a learning disability, autism and mental health needs.

Our services in the region include five Extra Care services for older people in Hull, Leeds, Wakefield and Barnsley. We were delighted when the Cecil Gardens Extra Care service achieved a 'Good' CQC rating following its first inspection. Hampton Crescent Extra Care service in Leeds was rated 'Good' overall with 'Outstanding' for Caring, achieving almost 100% in this domain.

In North Lincolnshire and North East Lincolnshire, we provide 16 supported living and outreach services for people with a learning disability and autism. We also provide housing related support in North East Lincolnshire to adults with complex needs. We gained a place on the North Lincolnshire framework for supported living and in November 2025 we were awarded a contract by NHS Humber & North Yorkshire ICB to provide a new supported living service in Grimsby. The North Lincolnshire services were inspected in January 2026 and received a rating of 'Good' overall. Our North East Lincolnshire supported living services were featured in the local news during Learning Disability Week.

We are now well represented in South Yorkshire. In Sheffield, we continue to provide high quality supported living services to people with a learning disability across five services. We deliver a large contract in Doncaster for over 120 people with a learning disability in a range of accommodation across the city. These include a newly-built service for younger people who are moving towards greater independence. Our service model has a strong emphasis on co-production, delivering social value and building community connections. We have opened an attractive new office in the city which is providing a regional base for co-production and training. In Barnsley our two Extra Care services enable older people to enjoy a good quality of life, whilst receiving personalised care and support. We have gained a place on the framework for supported living services in Barnsley and hope to be able to extend our service offer in the Borough in future.

In Wakefield, we have worked hard to build a positive, unified staff team and a strong person-centred culture in our contract to provide 13 supported living services for 40 people with a learning disability. In July 2025 we moved into an accessible new office which offers a base for activities and training.

Our supported living services in Leeds provided support to 34 people with a learning disability and autism in three supported living services. The Courtyard Café in Horsforth and the adjacent day opportunities project known as 'Creativities' continue to flourish, offering people with a learning disability an alternative to traditional day services. We have re-furnished the café which offers an attractive and welcoming environment for our trainees and customers. We completed a new-build supported accommodation scheme in Horsforth which offers seven individual apartments with personalised support for people with a learning disability or autism. The scheme has been named Brownlee Court, in honour of the Olympic triathlon medal winning Brownlee brothers who grew up in Horsforth.

In Calderdale, Kirklees and Bradford we support people with a learning disability and autism in 16 supported living services. In Bradford, we continue to provide community-based support for people with mental health needs and we offer mental health supported accommodation in eight locations across Bradford and Keighley. Our crisis support service for adults with mental health needs in Bradford, known as 'Breathing Space', has been re-commissioned as part of a multi-agency service model involving the NHS and voluntary sector partners. Our referrals come from a wide range of sources, including the home treatment team and CMHTs. The service is provided in a calm, therapeutic, non-clinical environment. We acquired a new property in Keighley, known as Castle Haven, which was gifted to Creative Support by a local charity. We were pleased to welcome the tenants and have started to plan much needed improvements to the property.

Services in the West Midlands

Services in the West Midlands were provided in 12 local authorities in 2025-26, including Stoke-on-Trent, Staffordshire, Wolverhampton, Dudley, Sandwell, Birmingham, Solihull, Telford & Wrekin, Shropshire, Warwickshire, Worcestershire and Oxfordshire. During the year we gained a place on both the Stoke-on-Trent and Herefordshire frameworks for the provision of supported living.

We offer five supported living services in Staffordshire for people with a learning disability and in Stoke-on-Trent we provide recovery-focused support for people with mental health needs in Leonora Street and Robert Heath Street. We provide six services in Wolverhampton for people with a learning disability and mental health needs and in neighbouring Sandwell, we support eight people with a learning disability. In Dudley, we provide nine supported living services for people with a learning disability across the Borough. A new supported living service in Wolverhampton transferred to us in April 2026. We were offered the contract to provide support to a further 10 people in three existing supported living services in Dudley, which transferred to our management in October 2025. These services have required dedicated support from the HR and Quality Teams to bring them up to our standards. We have further developed the use of our Dudley Hub as a centre for training and co-produced activities and we are investing in the future of the Hub by making improvements, including installing air conditioning, to make it an even more welcoming environment.

Across Telford & Wrekin we offer six supported living services for people with a learning disability and two supported accommodation services for people with mental health needs. During the year we gained a place on the Council's specialist care framework and in September 2025 we were awarded the contract for Lion House, to provide care and support to 11 tenants with support needs in brand new accommodation owned by Telford & Wrekin Council.

We were delighted to be re-awarded the contract to provide our mental health recovery service and crisis café from hubs in East and South Birmingham, commissioned by the NHS and delivered as part of a longstanding partnership with Birmingham MIND. The service offers individual recovery planning, recovery training, co-produced wellbeing activities, peer support and pathways to employment, with the aim of promoting recovery and independence. Under the new contract we have extended the service offer to Solihull.

Our services in Warwickshire support over 50 people with a learning disability, autism and mental health needs across the County. Hope House, our first supported living service in Oxford is now well established. Following our admission to the framework for supported living in Worcestershire, we were awarded the contract to provide support to 14 people with a learning disability at Samuel Place in Redditch. This service transferred to us in April 2025 with 17 staff, complementing our existing services in the County for people with a learning disability and mental health needs.

Services in the East Midlands

Across the East Midlands, we provide supported living and community support services for people with mental health needs, learning disabilities and autism in Bedford, Derby, Leicester, Leicestershire and in North and West Northamptonshire.

In Derby, we provide community mental health outreach support across the city and support 24 people with a learning disability in two supported living services. In Bedford we provide seven supported living services and four residential care homes for over 80 people with a learning disability and autism. We were delighted when our supported living services in Bedford were re-inspected by CQC and received an overall rating of 'Outstanding' in August 2025, having previously been rated as 'Requires Improvement'. This fantastic achievement was reported by local TV with direct testimony from people we support. In January 2026 we were awarded the contract to provide recovery focused mental health supported accommodation for 26 people with mental health needs in two schemes known as Anvil Road and Stuart House.

We continue to provide a range of services across Leicester and Leicestershire, including 7 mental health services and 12 supported living services for people with a learning disability. In October 2025 we mobilised a new contract to provide low level supported accommodation in Leicester for 14 tenants with a range of needs, known as Meadows Way.

We work in both unitary authorities in Northamptonshire, providing residential care, supported living and community support for people who have a learning disability. We gained a place on North Northamptonshire's supported living framework enabling the retention of our existing services and in May 2025 we were re-awarded the contract to provide mental health recovery support at Moray Lodge in Northampton. We were very pleased to be offered the contract to provide two additional supported living services for five people with a learning disability in West Northamptonshire, with the people supported being actively involved in the selection process. Our personalised day service in Wellingborough currently supports 24 people to enjoy sports, arts and other community activities.

Services in London and the South East

We currently provide services in seven London councils, including Barnet, Brent, Bromley, Camden, Harrow, Tower Hamlets and Wandsworth. During the year we gained a place on a framework to provide supported living in the London Borough of Hackney. We provide Extra Care services and support to older people and people with a learning disability or mental health needs in Thurrock, Essex, Reading and West Berkshire.

Pelham House, our supported living service in West Berkshire, continues to provide personalised support to 15 people with a learning disability with a very dedicated team of staff. In Reading, we provided support to people with a learning disability and mental health needs. During the year construction work commenced on a new-build scheme of eight flats on land we own in Reading. We have worked hard with our appointed architects and consultants to create light, spacious, energy-efficient apartments with welcoming communal areas and landscaping.

We have provided services for people with a learning disability who have very complex needs in Braintree, Essex since 2018 under the Transforming Care Programme, achieving great outcomes for the individuals we support. We were delighted to have retained the contract to provide this service on re-tendering, with the award of a further five-year contract. An additional contract has since been awarded by Essex County Council to provide support for six people with complex needs in three bespoke new-build bungalows. We also gained a place on the Essex framework for residential care, enabling new placements to be made at Nightingale Close, a care home for people with a learning disability which was purchased in 2024.

In Brent we were selected to provide two supported living services for people with a learning disability in the Wembley area, which transferred to our management in the autumn of 2025. In July 2025 we were awarded the contract to provide care and support in three additional Extra Care services in Brent, including one which provides dementia-specific care. Visram House in Brent was inspected for the first time in June 2025 and received a rating of 'Good' in all areas. Since then, the residents and our staff team have re-located into Watling Gardens, a new-build development of 45 apartments.

In 2025-26 we provided Extra Care services to over 400 people in London in the London Boroughs of Brent, Bromley, Harrow, Tower Hamlets and Wandsworth. We delivered a programme of engaging and stimulating activities in these services to promote wellbeing and encourage peer support. In October 2025 we held an enjoyable and productive Creative Voices event at Klute House Extra Care service in Harrow.

Prevention, Outreach and Wellbeing Services

Our prevention services supported over 1,000 people across the country in 2025-26 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.

Funding for prevention and floating support services has been challenged by the loss of local authority funding from the Supporting People programme. Unfortunately, our well-regarded Wigan prevention service was de-commissioned during the year after many years of providing effective support to over 400 people each year. Funding was secured for a further year for The Liverpool Light service which provides supportive interventions for people experiencing mental distress in a welcoming city centre café setting. The Breathing Space project in Bradford continues to offer a non-clinical, therapeutic environment for people experiencing mental distress and has widened its referral base. Personalised outreach services for people with a learning disability, mental health needs and physical disabilities were provided in Barrow, Bury, Darlington, Manchester, Middlesbrough, Rochdale, Salford, Stockport, Trafford, Leicester, Northamptonshire and Teesside.

Creative Space Centre

The Creative Space Centre in Preston provides offers sensory spaces and state-of-the-art sensory experiences. We also offer meeting rooms & host events. We have been delighted to welcome upwards 5,000 visitors in the year 2025- 2026, growing our customer base with new family groups, schools and other providers.



Ambitious plans for development of the indoor and outdoor spaces have been achieved with a marvellous refurbishment of our Space One sensory room with state-of-the-art sensory equipment, this was reopened in October 2025 and has been booked out ever since. The Garden renovation has significantly advanced with all of the main ground works to be completed in 2026. By spring 2026 the stonework and preservation of the garden layout was achieved. The revitalized space at the back of the heritage Mawson Garden enables the old grass tennis court to soon be used for fully accessible sports events into 2026-2027. Plans for 2026-2027 include a re-roof and essential renovation and maintenance of the stunning Space Centre building. Improvement to the functions and safety of the car park area. We are also enhancing the Space 2 sensory equipment, improved restroom facilities and increasing our in-room facilitation experience to families, schools and people who use our services.

These developments would not have been possible without the 'Friends of Space' charity who have worked hard to fundraise to achieve these changes. The charity has contributed £120,000 towards Space 1 and £150,000 towards the ambitious refurbishment of our historic gardens over two financial years. This included a generous donation of £60,000 from Pete Marquis Contractors in December 2025.

Thanks go to the continued support of Karen Sutton, who has raised thousands of pounds through fundraising events over the years and continues to do so. Our annual Christmas Grotto event welcomed 400 families across a two-day celebration and raised nearly £4,000.

A parent of a person supported at the Space Centre said *"There is a real heartbeat in the building of Space. Every member of staff is genuine in their work and care that you experience is the best and I believe that this can only result in a team that works well together with good leadership. Jane's own personal experience brings the priceless care and thought into everything that is proposed and carried forward in Space and this is seen the development of many activities that are now run, the cinema etc. Truly person centred.*

We have always loved Space, it has been a timeless treasure for our family. It provides my daughter the space to be herself, allows her to be free, relax, be excited or simply to just be. It's so adaptable and has grown with us and Amy, from just a little girl to now an adult in her thirties. I mean in reality just how many services could offer this! It's been a way for Amy to share with family her special place with countless birthday parties over the years not just hers but her siblings and cousins and friends. Space is a warm, vibrant, inviting and special place that has brought many special moments and I don't doubt will bring many, many more."*

Creative Together

Our national co-production centre, Creative Together in Manchester, co-produces events and projects, including art, textiles, music, creative writing, cookery and trips out to places such as museums. *"Members are organised, doing the same as staff, proactive in leading the co-production – we feel equal to staff and empowered."* says Salwa, a member of Creative Together. Creative Together member Reuben volunteers as a cook when the café is open on a Tuesday. *"I like coming here and socialising with the people, with the members and the staff. People are friendly and very open."*

The **'Be Free'** Festival, the fourth summer festival held by Creative Together, was held at Manchester venue 53TWO Theatre. The event inspired a service in Wigan, Cranleigh Court, to create their own band. They performed at the festival alongside 20 other performers.

In 2025, the centre held an Art Exhibition based on a circus theme and co-produced a short film which was screened at the exhibition. The centre members created their 2026 Art Exhibition around the theme of **'Seeking Safe Harbour'**. Inspired by group visits to Bolton Art Gallery and the Turner Prize exhibition in Bradford, members transformed the centre into an art gallery featuring a bold and immersive collection of work, including sculptures of marine life made from everyday recycled objects.

Creative Together continues to hold the monthly **'Owt on Stage'** event at Band on the Wall which showcases member leadership in action. Members manage every operational detail, taking on distinct roles such as stage manager, host, sign-in coordinator, and technician. *"The members on the committee learned that they can organise an event successfully without major input from the staff."* - David, Creative Together member.



Creative Voices

In 2025-26 we held five Creative Voices forums visiting Whitby in April 2025, Telford in June 2025, London in October 2025, Manchester in August 2025, and Stockport in December 2025. Creative Voices provides an opportunity for people we support to take part in workshops, plan activities, meet the Board and share their ideas to shape the future of Creative Support.

In Whitby, the focus of our forum was our 'I' Statements 'I live my best life in a place I call home' and 'I feel able to reach my full potential'. We explored what a good home looks like in comparison to a bad home and what activities contribute to feeling that we can each reach our full potential. In Telford, we heard feedback on our national co-produced Quality Checker roles. Everyone had brilliant and personalised responses such as Adam who said *"I do ballroom dancing so I would want Quality Checkers to look at my activities."* Bill in Telford reflected the importance of our key strategies saying *"As a Quality Checker it's important to know what the Board would like us to achieve"*.

At HOME in Manchester, we heard from regular attendees about what Creative Voices means to them. Sven from Middlesbrough said *"It means a lot, I have learnt a lot and gained experience."* Norman from Manchester said *"Each person is a world and it opens up new worlds to you."* We focused on the 'I' Statement 'I enjoy choices and rights and have control over my life' where there were a number of different workshops including posters to express what having control over your life looks like. In Harrow, we discussed the 'I' Statement 'I am doing the things which matter to me'. Chris, one of our first Quality Officers with Experience, delivered a presentation about his role.

In Stockport, Joolz Casey, Chair of the Board, spoke about her hopes for next year *"We want to build a stronger connection between Creative Voices and the Board. We're working on a co-production strategy to ensure our outcomes are created together with you"*. Marcus in Greater Manchester said *"I would like more Creative Support walk-in and day centres to make friends and more volunteering opportunities to help me get into work"*.

Events and Initiatives

- In 2025, our main marketing theme was based on the 'I' Statement. **'Doing What Matters to Me'**. This focussed on people's favourite hobbies, interests and activities. We created a journal and poster that concentrated on four main themes: 'Connect with Your Community', 'Keep Learning', 'Keep Active', and 'Create and Give'. Across summer, many services held their own 'Summer of Fun' events using one of our 2025 grants. These events included a sports day in Calderdale, a beach party in Stockport, and a carnival celebration in Bedford.
- We held our **Annual Gala event** at Manchester Hall in June 2025, with over 200 people from across the country attending to celebrate Creative Support award winners, enjoy a delicious three course meal and dance at the disco.
- We hosted eight regional **'We Care' workshops** across England, discussing our We Care values with staff and considering what a strategic plan could look like in each region.
- Our popular **500 Words competition** returned, asking staff and volunteers for 500 words about their time at Creative Support for a chance to win £500. A panel of people we support helped us shortlist entries and chose our winner. David MacGowan, Support Worker from Lancashire, won with his submission titled 'Trainspotting' and there were nine brilliant runners up.



- We re-launched our **Art Competition**, asking people we support and staff to share their artwork, photography and crafts with us. Our 12 winners received a 'We Care' hoodie and featured in the 2026 Creative Support calendar and greetings cards.
- During National Volunteers' Week 2025, we hosted our **Volunteers' Appreciation Awards**. The winners were Lesley Herbert in Birmingham, Soleyman Ghaderi in Doncaster, Ann Guiry in Bedford, Emma Turner in Stockport, and Johnny Horrigan in London. In 2026, our winners were Salwa in Stockport and Sylwia in London.
- We sponsored **Stockport Pride** in 2025. "*The atmosphere was brilliant,*" said Carolyn, a person we support in Manchester. People we support and staff took part in the parade and welcomed people to our stall. We returned in 2026 as the headline sponsor of the event. In August 2025 we took part in the **Manchester Pride** parade. Approximately 40 people we support and staff from across England took part in our colourful parade. People we support helped spread the joy, handing out Pride flags and keeping us on schedule.
- The Laurels Care Home in Carlisle marked '**Victory in Europe Day**' 2025 with a day full of reminiscence activities and a classic British afternoon tea.
- To celebrate **South Asian Heritage Month** 2025, we co-produced a special podcast series with South Asian staff members and held an event at Head Office featuring a henna artist, activities, food and opportunities to try on cultural dress.
- We celebrated **Black History Month** in October 2025 by holding event at Band on The Wall, Manchester, with performances, talks, home-cooked food and a Q&A panel with Black staff members across the organisation. A key achievement was also the production of a short film featuring Black staff and people supported to showcase their different experiences, joys and what culture means to them. In London, people we support and staff co-produced joint celebrations. Staff, residents and family members came together to enjoy food and traditional music. A world map was displayed and marked to show the different countries represented within our community, highlighting the rich mix of cultures and histories we share.
- Services were encouraged to host 'Tea and Talk' events for **World Mental Health Day**. In the North East, services marked World Mental Health Day with activities and conversations about good mental wellbeing aided by a reflections board.
- We marked **Transgender Day of Remembrance** at Head Office with an event. This was an opportunity to learn the history of transgender and gender diverse identities, show solidarity, and stand together. Attendees took part in a range of mindful activities including decorating cakes and making friendship bracelets while learning about the history of LGBTQ+ people through various forms of media. At the end, attendees were invited to contribute to a Reflection Tree which asked 'What do you love about yourself?'
- **Cultural celebration** days continue to be popular in services, with co-produced events in Hull, Doncaster and Morecambe amongst others. In Morecambe, everyone was invited to bring a traditional dish from their home country and celebrate together, with ten countries represented on the menu.
- In January 2026, we launched our 2026 marketing initiative which celebrates our '**I** Statements'. Throughout the year, we have been using our 2026 Marketing journals to explore how each 'I' Statement applies to everyone as individuals. We hosted monthly Engagement Workshops across the country, using our Marketing journals to discuss individual 'I' Statements and complete related craft activities.



- To mark **LGBTQ+ History Month**, our LGBTQ+ network hosted a 'zine' workshop, pop quiz, and an interactive timeline activity. Staff and people we support created zines to explore and record their own history and experiences. Clara, who we support in Huddersfield, had a go at using the professional camera to take photos of the event. There was cake, a quiz and an interactive timeline of queer historical figures.
- For **Eid al-Fitr**, our EDI Team hosted a 'Lunch and Learn' event. This included an Arabic writing activity and an insightful quiz to learn more about Islam, Ramadan, and Eid al-Fitr traditions. In London, people we support and staff celebrated Eid al-Fitr with staff cooking traditional dishes. In June 2026, services in London celebrated Eid al-Adha and received positive feedback from people we support, with those who celebrate Eid saying that they were really grateful to be able to do so, whilst those who don't were very happy to get an insight into a holiday that means so much to the people they live with.
- To celebrate **International Women's Day**, we hosted an online and in-person quiz that showcased powerful female figures throughout history.
- As part of '**Getting Online Week**', we hosted a series of IT sessions across the country, helping people to grow their confidence and security online. These sessions took place in Stockton, Gateshead, Bedford, and Stockport. To keep everyone up to date with our upcoming events, we launched a virtual Activity Noticeboard on our website.
- In June and July 2026, we hosted three parties in Leeds, Birmingham and Manchester to celebrate **Creative Support's 35th anniversary**. Decorations for the 'Midsummer Night's Dream' themed events were co-produced with Creative Together and at the 'Creative Collab' co-production event held at Home in Manchester.
- Our **Leeds 35th Birthday event** was held at Headingley stadium on 11th June 2026. *"Words can't describe, I'm feeling like a million dollars. We've got lovely kind support staff, lovely manager Simone, everyone is doing such a fantastic job,"* said Stephen, who we support in Doncaster. During the party, colleagues shared a very special thank you to Heather Lowrey, Registered Area Manager, who after 21 years of working at Creative Support, had announced her retirement for August 2026. Heather said: *"I want to thank you all for a fabulous party today and the hard work you all put in. Everyone had a great time and a memorable day for me for my last corporate event."*
- In **Birmingham**, we celebrated at the Eastside Rooms with face painting, flower crown making and plenty of karaoke performances. Ciaran, who we support in Warwickshire, said: *"My favourite is the dancing, I'm always on the dancefloor. Happy birthday Creative Support!"*
- We rounded off the celebrations in **Manchester** at Old Trafford Cricket Ground, with over 400 attendees enjoying the day. We enjoyed poetry performances from Ethan from Essex, whose moving piece 'Pushing 30' was full of reflection and passion, while Chair of the Board, Joolz Casey, dedicated a heartfelt farewell poem to Creative Support. This was Joolz's last gala as Chair of the Board and to thank her for her dedication over the past seven years, we presented her with flowers and thanks from Anna Lunts, CEO. We also said a fond farewell to Sheila Reynolds Newby, who retired from her role as Area Manager after 28 dedicated years at Creative Support. She was presented with a bouquet and a surprise video from Service Director, Colette Leigh. Colette said: *"I just wanted to personally thank you and wish you all the very best in your retirement. You have made a massive contribution to Creative Support and to the lives of the people we support."*
- Whilst Creative Support celebrated a **special birthday**, we also celebrated special birthdays with people we support who turned 35 or had other special birthdays (21, 30, 40, 50, 60, 70, 80, 90, or 100) in June, July and August. 41 people were nominated by staff to receive a personalised birthday cake, special bouquet of flowers or gift voucher of their choice. A staff member in Blackpool shared: *"P was thrilled, he shared his cake with his housemates who said it was delicious!"*



- There were plenty of **summer festivals** held across the country in 2026, such as 'Osborne Fest' in Bury where party goers received a festival passport where you could collect a stamp for every activity, the North East's 'Summer Showcase' 90s-themed event with a talent show taking centre stage, Morecambe's festival which featured a performance from a local choir, Sheffield's summer garden party complete with karaoke and great food, and Calderdale's festival where awards were given out by a committee of people we support.

Grants Awarded

In 2025-26 we awarded grants of around **£17,000** to add value to our services and to create new opportunities for people we support, including:

The **'Be the Difference'** grant returned in 2025. The programme encourages services to co-produce ideas for activities, social clubs and events that are not currently provided within their local community. From April 2025, we awarded grants worth £7,245. This grant funding has been used to set up events such as the now annual Warrington festival for local services which has included live music and overnight camping.



In 2025, we also launched the **'Summer of Fun'** grant, awarding £9,830 to services. This grant has been used to set up activities and events for people we support, introducing innovative activities that haven't been hosted previously. This funding has inspired many events, including a carnival that celebrated our Bedford services' Jamaican community.



In 2026, we awarded £510 to services in this year's '35th Gala' grant. This grant awarded funding to services, enabling them to host additional celebrations for Creative Support's 35th anniversary. This ensured that people who were unable to travel to an existing Gala could still get involved in the fun.

Creative Support Internal Awards

The **Creative Stars** awards highlight the fantastic achievements of the people we support. Individuals can be nominated in four categories: High Flyer Award, Eco-Friendly Award, Positivity Award and Community Champion Award. Winners receive a badge, a shopping voucher and a certificate. There were 48 winners of Creative Stars between April 2025 and March 2026. Co-produced judging panels were held at services in Whitby, North East Lincolnshire, Stockport, Derby, Hull, Halifax, St Helens, Wakefield, Bury, Doncaster. These are a few of our amazing winners:



Shane from Blackpool won the Positivity Award after achieving a goal he set for himself. Shane is going on holiday to a place that has an indoor pool. Despite being afraid of water, he decided to visit the local swimming pool with staff. On his first visit he stepped into the pool gradually and now his staff say they 'can't keep him away'.



Ruthie from Stockton-on-Tees won the High Flyer Award after using her first aid skills while out for dinner. During the dinner, a member of staff began to choke. Ruthie used back blows to help which helped dislodge the food and get them breathing freely once again. Staff are extremely proud of Ruthie for her quick actions.



Martyn from Bedford won the Eco-Friendly Award. He makes every effort to ensure recycling is done correctly and kindly encourages people to do the same. Martyn switches off lights and electrical appliances when they're not in use, helping to reduce unnecessary energy waste. His positive attitude and commitment to environment inspires everyone around him to be more mindful.



Devyani from Tameside won the Community Champion Award. She hosted a Macmillan Coffee Morning to support the vital work of Macmillan Cancer Support. With a wonderful selection of homemade treats, Devyani created a friendly atmosphere where everyone felt at home. By the end of the morning, she had raised an impressive £137.68 for the charity.

The **We Care** Awards recognise the people and teams who personify our We Care values and achieve positive outcomes. Between April 2025 and March 2026, the judging panels awarded five Gold awards, 11 Silver awards and two Dignity in Care awards. We also held two special rounds of We Care Awards. The Business and Admin Awards had seven winners and the Registered Managers Awards had eight winners.



David Morgan, Support Worker and Catherine Ridsdale, Relief Support Worker in Doncaster, won Gold in December 2025. David and Catherine have demonstrated remarkable resilience and exceptional commitment during two emergencies this year. They stayed calm and in control, using their training to provide dignified, compassionate support. Emergency services praised their confident, effective actions and the crucial role they played in helping save a life.

Our **Creative People Appreciation Awards** are held monthly, with ten staff members and/or teams selected as winners every month. Staff are encouraged to submit nominations that express their appreciation for a colleague and for what their colleague does that brightens their day. The winners receive a box of Hotel Chocolat chocolates. All winners are entered into Quarterly Prize Draws for the chance to win either two days of extra paid holiday or a gift worth up to £200. A total of 120 Creative Appreciation Awards were given out during the year.



Ebubechukwu Duur, Support Worker from Barnsley, won in March 2026. He has quickly become an invaluable member of the team, embracing every aspect of his new role with enthusiasm, professionalism, and a genuine commitment to delivering excellent care. He is adept at liaising with external bodies and demonstrates strong understanding of policy and procedures. His initiative and sense of responsibility is exceptional and his positive attitude truly lifts the atmosphere.

External Awards

- Three staff members were shortlisted for the 2025 Inspired to Care Awards: Dani Angus, Team Leader at Forest Road, Leicestershire was shortlisted for 'Learning Disabilities, Mental Health or Autism Professional of the Year', and Rebecca Copson, Recovery Team Manager in Leicestershire was shortlisted for 'Supported Living Professional of the Year'. **Mandy Simpson-Lee, Cluster Manager in Leicestershire won 'Supported Living Professional of the Year'.**
- Shirleyann Tingey, Registered Manager of The Laurels in Carlisle, was shortlisted for the 'Activity Organiser Award' at the Great British Care Awards 2025.
- **Lynne Shepherd, Registered Manager, and Lyn Campbell, Team Leader,** won the 'Recognising Quality Improvement' category at the **Tameside Cristal Care Awards** in 2025.
- We had four finalists in the LaingBuisson Awards 2025: Foresters Fold in Dudley was shortlisted for the 'Excellence in Supported Living Award', Nightingale Close in Essex was shortlisted for the 'Excellence in Small Residential Care', and both Stockport Extra Care and Barnsley Extra Care made the final in the 'Excellence in Retirement Housing' category.
- Two staff teams were finalists in the Palliative and End of Life Care Awards in 2025, both in the category of 'Palliative Care Team Award': Rake Lane, Salford and The Glade, Bedford. In 2026, four services made the finals: The Laurels in Cumbria for 'Palliative Residential Care Team Provider Award', and Heysham, Road in Morecambe, Lunedale Road in Durham, and Doncaster Personalised Services were finalists in the 'Palliative Care Team Award'.
- **Gillian Madey, Support Worker at Mansfield View in Sheffield,** was named the **January 2026 winner of the monthly national 'Support Social Care Hero Awards'.**



- **Bradford Breathing Space won the 'Mental Health Team' award** at the 2026 Stars of Social Care Teams awards. The Laurels in Carlisle was shortlisted for the 'Culinary Care Crew Award' and the North East Activity Team was shortlisted for the 'Amazing Activity Team Award'.
- We had four services shortlisted for the 2026 Care Home Awards: Nightingale Close in Essex and Ulverston Autism Service in Cumbria were shortlisted for 'Best for Specialist Care', whilst Barnsley Extra Care was shortlisted for 'Best for Wellbeing'. **The Laurels Care Home in Carlisle won 'Best for Local Authority Funded Residential Home'.**
- We had three finalists in the 2026 Markel 3rd Sector Care Awards: Liz Smith, Senior Operations Manager was shortlisted for the Leadership Award and Creative Together in Manchester was shortlisted for the 'Creative Arts Award'. **The Doncaster Supported Living Staff Team won the 'End of Life Care Award'.**
- Catherine Reilly-Cooper, Head of Supported Housing and Financial Inclusion, was shortlisted for the 'Woman of the Year' category in the Women in Housing Awards 2026.
- For the 2026 National Learning Disabilities and Autism Awards, Heysham Road in Morecambe was shortlisted for 'Supporting Older People with a Learning Disability' and received a 'High Commendation'. **The North East Activities Team won in the 'Team of the Year' category.**
- The Housing with Care 2026 Awards shortlisted four finalists: Brandling Court in Leeds, Oakvale, and Hilltop Cottages in Bradford for the 'Care Team Award', and Samantha Hirst for 'Team Leader of the Year'.
- The 2026 National Lived Experience Awards shortlisted Creative Together for the 'Social Care Award' category and Julie Hatfield, a volunteer in our Yardley Hub services for the 'Outstanding Leadership Award'.
- The 2026 National Diversity Awards shortlisted Dr Ray Kendall-Corry, Head of Learning and Development for the 'Lifetime Achievement Award', and Creative Support as 'Diverse Company of the Year'.



Publications and Newsletters

- We have produced three issues of **Creative Life** magazine since April 2025, with stories, photos and art contributed by people we support. There have been three issues of **Creative People** magazine since April 2025. The magazine focuses on the achievements of our wonderful staff and shares information about wellbeing, career development, training opportunities, and staff benefits.
- We have published 20 blogs on the website, written by a variety of authors including CEO Anna Lunts, staff and people we support. The content reacts to contemporary current affairs and timely issues, ensuring that the content is relevant to staff members and the people we support. Blogs have been written on subjects including women in social care, the Disability Discrimination Act and domestic violence.
- We have continued to publish **Creative Connect**, our monthly newsletter sent to all staff via email, which features important news and key dates, award winner announcements, new services, policy updates, good practices, staff incentives, and compliments. Staff are encouraged to read and discuss Creative Connect in their staff meetings. Creative Connect is presented every month at our General Managers meeting, which gives managers the opportunity to ask questions about the content prior to it being sent out to all staff.



Social Media & Multimedia

We continue to use social media to engage the people we support, staff and stakeholders with a mix of good news stories, initiatives and competitions. We have also been posting more video content on main feed posts and 'stories' which have proved popular. We have grown our Facebook following to over 6,700 and from April 2025 to August 2026 our posts were viewed 1.6 million times. On LinkedIn, we have grown our followers to over 10,400, generating 126,527 impressions in the last 12 months. We have 750 followers on Instagram and reached over 12,400 people from April 2025 to August 2026. We launched a TikTok account in June 2026 and our videos have been viewed 26,100 times.



This year, we have co-produced more engaging videos with people we support across the country. Since April 2025, we have uploaded 49 videos on YouTube about events and stories of people we support. As a result, we have grown our subscribers to over 2,300.

Social Value

The number of contracts monitoring their social value commitments has increased to 39 over the last year which cover 139 services. There is continued work between the Tendering Team and the Social Value Team during the bidding process to generate targets which are achievable and ambitious. We continue to push for growth of social value outputs and to develop innovative ways to deliver against commitments and have an impact in the communities in which we operate. We have seen continued success in delivery and positive impacts on our local communities, including:

London: We have been identifying new opportunities to support our target of promoting paid opportunities to local residents in Tower Hamlets and career opportunities to young people across Health and Social Care. Local staff attended the Careers Fair with New City College providing advice and guidance to attendees and promoting local opportunities.

Doncaster: Doncaster Personalised Services have continued to contribute to their target of promoting a Safe and Resilient Doncaster by providing 27 volunteering hours and raising £305. In a co-produced initiative, staff and people we support hosted a 'Creative Car Boot'. With donations from across the services, all proceeds from the sales went to local charity, Phoenix, who support victims of domestic violence and abuse. They also worked in partnership with Street Hub Doncaster, providing a further 27 voluntary hours. Staff worked to collect and distribute clothing, essential items and hot meals and drinks to people on a Sunday evening throughout the local area.

Stockport: We have increased our offer to local schools and colleges to support with upskilling and improving employability skills of young people in the communities where we operate. In Reddish, staff from our local Extra Care services participated in a mock interview event, where young participants were provided the opportunity to practice their interview skills.

Oldham: In line with our environmental commitments, staff from Oldham provided 25 voluntary hours, reaching 55% of their overall target in one day, to support the maintenance of a local green space. Staff worked with City of Trees to participate in an initiative to provide 'Tree-LC' in Crompton Moor in Oldham. The team planted new saplings, removed competing vegetation and much more.

Tameside: After consultation with the people we support, staff in Tameside hosted an inclusive Sports Day event at local charity venue Active Tameside Cycle Track, in line with their commitment to support older and vulnerable people to engage with health and wellbeing initiatives. Through delivery of an additional 63 hours of social value, they have achieved 240% of their contract target.

Manchester: Our Social Value Team have partnered with national refugee charity, Breaking Barriers, who support refugees to access volunteering and employment opportunities. We conducted a bespoke session in Manchester providing support and guidance on volunteering opportunities within Creative Support. Following this, we have had two successful applicants from the session join us and have been regularly volunteering as Befrienders. This partnership has been ongoing with positive feedback from participants including *"it was a wonderful experience. We truly enjoyed our time with Stephen and Lucy from Creative Support. It was incredibly helpful to learn about the various job and volunteering opportunities, including support work roles as well as office-based positions in administration, IT, and finance."*

Wakefield: As part of our commitments to support the local community in Wakefield, we have continued to actively promote paid vacancies to local residents through attending local job fair, Wakefield Cares, which successfully resulted in new local residents being hired on the contract, achieving 69% of our target. In addition, we have supported two people who have been long-term unemployed back into work, achieving 50% of our overall target in the first year.

Volunteers

Our Volunteer's Programme has focused on retaining our active volunteers as well as recruiting new volunteers. Following an audit, we confirmed we had 57 active volunteers who are regularly volunteering. We had 31 new volunteers signed off, who joined us in a variety of roles across the organisation including Befrienders, Activity Volunteer, Coffee Morning Volunteer and more. In addition to our regular rolling adverts for Befrienders and Activity Volunteers, we have focussed on promoting the programme across the organisation and have had higher interest in new roles, with 28 new roles currently live. Work continued between the Social Value Team and local services, both staff and people we support, on co-producing volunteer roles. We hold bespoke sessions for each role to discuss the service, the wants and needs of the people supported and the interests and skills that potential volunteers can bring. An Activities Volunteer from Bedford stated *"Creative Support is an excellent platform for volunteers to develop their skills and knowledge, and it warmly welcomes them as valued members of its team."*

In January, we held 1:1 meetings with all volunteers. As a result of this, we have made some changes to the programme such as reviewing travel reimbursements and provision of resources to activity volunteers. We have implemented a once-a-month check-in with new volunteers and many people have shared their positive on-boarding and induction experiences. We hosted an in-person Volunteer meet-up in Manchester, where we discussed volunteer roles, what could improve and what people enjoyed about volunteering. Feedback included confidence building, personal development, helping others, gaining employability skills, pathways to work and being part of a team.

"I'm loving my start with the Creative Support family! The online training has been incredibly helpful, and thanks to the team's trust, I am already gaining valuable hands-on experience. I'm thoroughly engaged in my volunteer work and excited to contribute more." – Coffee Morning Volunteer, Manchester

We have revisited the promotion of our volunteering programme, with the creation of new volunteer videos sharing the impact of volunteering for both the volunteer and the people we support. We published three new videos with Yvonne from Doncaster, Julie in Birmingham and Salwa in Manchester, which provide an insight into their roles, why they volunteer and the impact it has, encouraging others to apply.

Our Head Office volunteer John has written a poem about how he feels when he volunteers:



Photo of John at Creative Support's 35th birthday party in Manchester

John's Poem

Working together
with the team
we're on fire,
it feels good.
Laughing and joking
me and Salwa, us two
feeling proud
of the work we did.
Different colours and patterns
they stand out.
I enjoy being creative, it's quiet
I'm concentrating
no one is mithering me.
I like trying new things
learning when I'm here.

Placements

Our student placements have continued positively, strengthening our commitment to supporting education and workforce development. We successfully hosted 71 student placements with over 22 partner education institutions, including nine new partnerships: Barking & Dagenham College, Blackpool and the Fylde College, Keele University, Stanmore College, Trinity CoE High School, University of Coventry, University of Hull, University of Lincoln, and Walton-le-Dale High School.

Our placement programme encompassed nine areas of professional study, demonstrating both breadth and inclusivity. This included 19 placements in Health and Social Care, 13 in Nursing and 12 in Occupational Therapy. We have seen continued positive feedback from students, with 100% of students completing their feedback form stating they would recommend a placement with Creative Support.

"My placement has been both positive and rewarding. I have felt fully included and supported throughout, which has greatly enhanced my confidence for future practice as a student occupational therapist. Thank you for providing such a valuable and encouraging experience." – Occupational Therapy Student, Manchester

"When I first started, I didn't know what to expect, but I genuinely loved my experience as time passed. I built strong relationships with staff and service users, and everyone was kind and supportive. I feel very grateful to have had such a positive experience, supported by an excellent work-based supervisor." – Social Work Student, Stoke-on-Trent.

One student who carried out their 10-day Social Work placement with us in Barnsley has now joined us as a volunteer, stating *"Both staff and the people we support have been so brilliant. I have learned so much from being placed at Creative Support, I have offered to help volunteer as it has made such a big impact."* – Social Work Student, Barnsley

Another student from Manchester College studying Health and Social Care, who carried out their placement in Stockport, joined us as a bank staff member. These achievements highlight the success of our placement programme in supporting pathways into employment with Creative Support.

Student Placement supervisors have continued to receive students positively, with many now having regularly scheduled intakes of students. A Registered Manager in Stockport stated *"The student has been outstanding and a great support to our team. She is eager to learn, proactive, and fully engaged in all activities. During our Christmas events, where we prepared and served a three-course meal for over 70 people, she played a key role in ensuring the event's success. Her enthusiasm, reliability, and positive attitude made a significant difference."*

Workforce Trends

Our use of agency staff has fallen consistently since July 2023, with agency costs reaching their lowest point for three years in December 2025 and making up just 4.3% of total staffing expenditure in 2025-26. We expect to see agency use and costs continuing at the same low level in the year ahead, coming just within our ambitious target of agency spend being no more than 4% of total staff costs. This is partly due to the wider labour market easing and our continued sponsorship of non-UK nationals seeking work in the health and social care sector.

Creative Support successfully applied to be a Home Office approved sponsor of foreign workers in June 2023 which has since assisted greatly in filling vacancies and retaining existing staff with expiring visas. By the end of June 2026 Creative Support had assigned 967 Certificates of Sponsorship to non-UK citizens under the visa scheme for health & social care workers.

Reducing the use of agency staff remains a strong focus for the management team, with a number of initiatives to further reduce these, including mandatory use of SONA, our digital bank shift booking system, targeted incentives for bank workers to take up the offer of permanent contracts and the use of comprehensive recruitment methods. The percentage of vacant shifts covered by agency workers has fallen from an average of 36% in 2024-25 to 32% in 2026-27, a key indicator of reduced reliance on agency staff.

Recruitment of appropriately skilled people with the right values and work ethic for mid-level supervisory vacancies (such as Team Leaders) continues to be challenging, although we have had good success in filling Registered Manager posts, for which we currently have no vacancies. We have benefited from investment in the 'Moving Up Programme' for staff from minority ethnic backgrounds seeking career development opportunities.

Demand for labour across the UK weakened over 2025-26 as more vacancies were filled and unemployment slightly increased. The ONS reported that UK unemployment for July 2026 was 4.9%. Over 9 million people of working age are reported as being economically inactive, including nearly a million young people aged 16-24 who are not in employment, education or training. We continue to take part in targeted initiatives and events to access hard to reach applicants including young people. However, the proportion of young people in our workforce has declined, in line with the wider care sector.

We expect these employment trends to continue in 2026-27, with possible further small increases in UK unemployment and associated reduction in vacancies due to the impact of low growth and the fallout from increases in the NLW and employer's national insurance. New obligations have been placed on employers as a result of the Employment Rights Act from April 2026, such as payment of SSP from day 1, potentially reducing the appetite of employers to hire new staff and contributing to a further softening of the labour market.

A ban on recruiting care workers or senior care workers directly from abroad on skilled worker visas was announced by the government in the May 2025 immigration white paper, coming into force on 22 July 2025. Care workers or senior care workers on existing skilled worker visas are able to continue working under sponsorship in the UK for the period of their current visas. Care providers can continue to sponsor overseas staff on Health & Care visas who are already in the UK under another immigration route, such as a student, graduate or dependent visa, so long as they have been working for the employer as a care worker or senior care worker for at least three months. However, this option will end on 22 July 2028.

Transitional protections will remain in force, enabling those already on a skilled worker visa granted prior to 22 July 2025 to continue to be eligible to extend their stay and apply for settlement (currently after five years' residence in the UK, however the government has consulted on changing this to 10 years). Applicants sponsored prior to 22 July 2028 will be able to remain in the UK for the full duration of their skilled worker visa (three or five years) but it is not yet known if they will be able to extend their visa on expiry, raising the prospect of very experienced care staff being unable to remain in the UK or apply for citizenship, despite having given loyal service to the UK health and care sector.

The Skills for Care Report, 'The size and structure of the adult social care sector and workforce in England Workforce' (published: 24 June 2026 using data from 2025-26), noted that:

- The number of filled posts (in social care) increased by 1.4% (22,000 filled posts) in 2025-26. This increase has contributed to a decrease in the staff vacancy rate from its peak of 10.4% in 2021-22 to 6.2% in 2025-26.
- A decrease in the wider UK vacancy rate from 3.9% to 2.2% between 2021-22 and 2025-26 has also contributed to the increase in the number of filled posts and the falling vacancy rate.
- International recruitment played an important part in this recovery by providing an additional recruitment option for employers; 255,000 people have joined the adult social care workforce from outside the UK to take up direct care providing roles in the independent sector since 2022-23.
- Domestic recruitment remains challenging for the sector. The number of posts filled by people with a British nationality decreased by 40,000 in 2025-26 and has decreased by 130,000 since 2020-21.
- New immigration rules that came into place in July 2025 for care workers closed the Health and Care Worker visa for overseas applicants. However, there has still been an increase in the number of people with a non-EU nationality in the workforce in 2025-26. This is due to people joining the sector from abroad via other routes, such as students and dependents, and people with a non-British nationality already in the UK joining the sector.
- The increase in the number of people with a non-British nationality working in the sector has continued to contribute to the growth of the workforce in 2025-26 despite the new immigration rules.

We share the concerns of Skills for Care and the wider care sector about the looming crisis in social care recruitment. The ban on international recruitment and cessation of Health & Care visas from 2028 is designed to end the reliance of adult social care on overseas staff. However, care providers and sector leaders vigorously oppose these immigration policies as they will impact significantly on the availability of much needed new entrants to social care in the years ahead and we can see that domestic recruitment will not fill this gap. We recognise this as a significant ongoing risk and a long-term threat to our ability to recruit and retain staff, maintain service delivery levels and ensure financial sustainability.

Employing a Large and Diverse Workforce

At the end of March 2026, Creative Support employed 5,677 contracted full and part-time employees amounting to 4,208 whole-time equivalents. The average length of service of our permanent employees is just under 5.7 years (if previous TUPE service is included) and 4.4 years (if TUPE service is not included). This is a strong indicator of high employee retention and satisfaction.

During 2025-26, we employed 1,017 new permanent and bank staff. This includes people who have never worked in care who have been motivated by a desire 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 nine staff TUPE transfers over 2025-26 into Creative Support, welcoming 202 staff into the company from seven voluntary sector and private employers.

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, 490 relief workers work for us each week and all have access to our training programmes and many of our benefits. Around 150 relief workers transferred to permanent roles over the course of the year, contributing greatly to our recruitment efforts. During 2025-26 around 25% of all contracted employees who left the organisation applied to join our relief team, indicating ongoing satisfaction with Creative Support as an employer.

Despite recent easing, the job market remains highly competitive, putting huge pressure on our organisation and the wider social care sector. We received a total of 47,929 completed job applications in 2025-26, averaging 921 per week, compared with 875 per week in the previous year. We shortlisted 15,161 of these applications (31%), up from 12,171 (27%) in the previous year. By maintaining the capacity of our recruitment team, the turnaround for on-boarding new employees and ensuring comprehensive pre-employment checks and due diligence has remained around 28 days.

Since July 2023 we have been an A-Rated Licensed Sponsor for visa purposes with the UK Visas and Immigration (UKVI) department of the Home Office. We can assign and issue Certificates of Sponsorship (CoS) to employees to support their applications to the UKVI for up to 5-year Skilled Worker Visas in Health & Social Care as a Support Worker, Senior Support Worker, Support Coordinator and Team Leader. To assist us with these complex processes we continue to enlist the support of a regulated visa and sponsorship expert service. As a licenced sponsor with the UKVI, we must adhere to strict rules and regulations. To ensure we remain compliant we have implemented a set of robust policies, procedures and checks. We have successfully recruited and retained a diligent HR Data Compliance Team.

As of 31 March 2026, we had assigned 901 Certificates of Sponsorship (CoS) in total, to employees. This total includes 53 sponsored employees who achieved a promotion with ourselves and moved from sponsorship as a Support Worker to a Senior Support Worker, Support Coordinator or Team Leader. This total also included three Extension CoS to sponsored staff members inherited through the TUPE process. We are pleased that 810 (90%) of the staff members to whom we have issued a CoS remain employed by our organisation. Our ability to sponsor staff has significantly contributed to our recruitment drive and has enabled us to retain experienced staff who joined us on study and post-study visas.

We provide structured career pathways that attract new staff and support 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.



People from minority ethnic backgrounds made up 49.8% of our permanent workforce on 31 March 2025. This demonstrates the diverse profile of our workforce, the wider social care sector and the communities in which we work. As a response to the Black Lives Matter movement, we adopted a Manifesto for Action and our two EDI officers lead on our commitments. Our EDI officers have provided excellent support for staff who have experienced racist abuse from people we support.

Our staff gender breakdown shows that 72.9% of our total employees are female and 27.1% are 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.

Retaining our valued staff continues to be a high priority. 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 salaries and benefits are competitive and are benchmarked positively against similar social care employers. In response to requests from staff struggling to cope with cost-of-living pressures we now offer all employees the option of weekly pay as an alternative to monthly pay. This has proved to be very popular.

Initiatives to support staff to maintain their health, wellbeing and resilience have included the provision of hardship grants and confidential advice and counselling from our partner Employee Assistance Programme provider, Health Assured. Our EAP continues to be promoted and well-utilised by our workforce. In the past year, 19.3% of our employees have contacted Health Assured for support and advice. 79.4% of these calls were for counselling and 20.6% for advice.

Over the last year, we have continued to use Proactive Rehabilitation Support (PRS) for employees involved in accidents and incidents at work, accessed through our insurers. This service works closely with the employee, supporting both physical and psychological recovery to enable employees to return to work. A total of 21 employees were referred to the service in 2025-2026.

We continue to invest in Mental Health First Aid training to provide peer support in the workplace to those experiencing mental distress. We have supported a number of staff under the provisions of the Domestic Violence Policy and the Staff Menopause Policy, which recognises the impact of the menopause on female employees. The 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.

There continue to be challenges ahead with the Employment Rights Bill reforms. From January 2027, a new six-month qualifying period for protection against unfair dismissal will replace the current two-year rule. Together with the impact of the change in the time limit for submitting employment tribunal claims from three months to six months we anticipate a significant increase in the number of costly tribunal claims. These reforms have the potential to overwhelm the employment tribunal system, which is already experiencing a huge backlog in cases.

A Fair Pay Agreement for Care Workers is to be introduced from 2028 and is expected to increase care worker pay above the prevailing National Living Wage and may ensure parity with NHS salaries for front-line roles. Higher levels of care worker pay will inevitably impact on all salaries if career structures and salary differentials are to be maintained. We fear that hard-pressed local authorities will be unable to fund social care providers for these extra pay costs unless fully funded by central government.

Employee Welfare Fund

Our Employee Welfare Fund has continued to support staff experiencing financial hardship throughout 2025-26. Out of the 146 applications received, non-repayable grants were given to 39 staff with a total expenditure of £10,586.

A further six staff were supported with the offer of loans, 11 staff received alternative support and seven applicants received other welfare interventions from HR. Unsuccessful grant applicants were supported with an information pack with links to other resources and organisations offering support. All applications are considered in a confidential and compassionate manner. Staff coordinating the Welfare Fund have completed Mental Health First Aid training to support staff with their mental health in relation to their finances. All applicants are encouraged to use Creative Support's Employee Assistance Programme for further welfare support. The fund continues to have a positive impact on staff, with feedback including:

"I am very grateful for the support offered to my family in which has been a very hard year so far. It is nice to know that people do care and are willing to help as they can." – Employee from London

"I'm truly grateful for the help, it has made a real difference. I really appreciate your kindness and support." – Employee from the North West

Equality, Diversity & Inclusion: Anti-Racism

It has been another significant year for our work on anti-racism and inclusion. As we marked five years from publishing our initial Black Lives Matter: Manifesto for Action in 2020, we took time to reflect on the achievement of each of our initial objectives as well as continuing positive developments and aims for the future.

Our Anti-Racism policy was published in January, now replacing the manifesto, in order to firmly enshrine our commitment to equality and inclusion, zero-tolerance of racism, key resources and standards into organisational practice.

We have continued to develop our response to incidents of racism, formalising a robust triage and joint EDI and HR case review process, involving service directors, managers and members of our complex care team where relevant. As part of this, the EDI team have continued to offer lived experience peer support and welfare calls as a highly-valued resource to support staff, totalling over 170 calls over the year, alongside in-person visits and bespoke sessions.

We continued to develop resources to support staff teams, managers and individuals to increase understanding, wellbeing and meaningful action. This has included creation of a bespoke training session for people we support in partnership with our Complex Care practitioners, and a relaunch of our 'Anti-Racism for Senior Staff' training to incorporate feedback, experiences of managers and learning from our wider EDI work. All staff continue to receive Anti-Racism training as part of their mandatory induction, with all managers further enrolled on this additional course.

We have continued to invest in systems, practice and initiatives that promote inclusion and representation of staff of colour at all levels of the organisation, including enrolment of two cohorts on the Skills for Care 'Moving Up' programme during the year. EDI engagement has continued to grow, with 65 staff involved in our EDI staff network, 28 acting as EDI Champions and 10 as Co-trainers delivering our Anti-Racism sessions.

Throughout the year, the EDI Team have worked directly with 86 services both advising on challenges and positively supporting local events, initiatives and celebrations. Year on year, we are proud of the demonstrable positive impact our EDI work is achieving, and in particular this year the trust, shared commitment and value placed in our EDI work that this engagement represents.

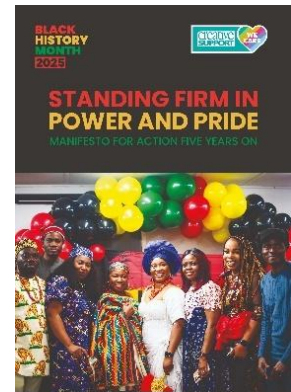
Valuing Our LGBTQ+ Staff

As a proud Stonewall Diversity Champion, we actively promote LGBTQ+ inclusion at every level, with our LGBTQ+ employee network at the heart of our efforts driving meaningful change, raising awareness, and nurturing a strong sense of community for staff across the country.



Engagement with our network has continued to grow, with new members joining us from Head Office, services nationwide, and our Board of Trustees. Between April 2025 to August 2026, we celebrated Stockport Pride and Manchester Pride, walking alongside staff and people we support. At Stockport, we were thrilled to see so many of our community come together enjoying the parade and volunteering at our Creative Support stall.

A key focus this year has been creating a space for community and learning through our work, recognising the value of providing space for people to be themselves and receive peer support within the workplace. To this end, we hosted two events at our Head Office for staff and people we support. In November, the LGBTQ+ Network organised an event to mark Transgender Day of Remembrance at Head Office. The Network also hosted a 'zine' workshop for LGBTQ+ History Month in February, where people took part in making magazines with recycled materials.



Finally, the Network reflected on its approach to organisation and coordination, moving towards a more democratic model in which different members volunteer to chair meetings, take minutes, and prepare agendas. This decision was made to promote diversity of contribution, encourage a more collective discussion, and support colleagues' professional development. For example, by providing opportunities to chair meetings that they might not typically lead in their usual roles.



Training and Developing Our People

Investors in People

Following our 24-month review in November 2025, we were pleased to maintain Investors in People Gold status for the organisation overall, and Platinum status for our Learning & Development and People teams. These accreditations show the positive culture we continue to build across the organisation. Achieving and maintaining Platinum status for Learning & Development and People reflects the high standards we uphold in developing our people, strengthening leadership, and embedding a culture of continuous learning.

Quality Assured Care Learning Service (QACLS) Accreditation

This year we successfully achieved QACLS status for our Mental Health First Aid training. QACLS is a national quality assurance framework developed by the Department of Health and Social Care and validated through Skills for Care. It reviews individual training courses and qualifications delivered to the adult social care sector, ensuring that learning is high quality, relevant, and capable of delivering meaningful outcomes for both the workforce and the people who access care and support.

Achieving QACLS status for our Mental Health First Aid programme demonstrates that our delivery meets nationally recognised quality standards and reflects our commitment to providing evidence-based, learner-centred training that supports the wellbeing, confidence, and professional development of our workforce. We are committed to building on this success by pursuing further QACLS recognition across our broader learning offer, including our accredited qualification-based training, eligible learning programmes, and Oliver McGowan Training.

Creative Academy Learning & Development

We continue with our blended learning approach, combining face-to-face classroom training, virtual classroom delivery and digital learning solutions. Our e-learning provision is designed and developed by our specialist Digital Coordination Team and delivered through Learning Pool, our learning management system (LMS), ensuring colleagues have access to flexible, accessible, and high-quality learning opportunities. There has been a discernible move towards face-to-face classroom delivery as identified through the statistics below.

Training Type	Number of staff trained	Number of sessions
Classroom (face to face) sessions	8,849	1,174
Virtual Classroom (with live trainer)	10,810	945
Total	19,659	2,119



Virtual and Digital Learning

In 2025-2026, a total of 10,810 colleagues attended 945 virtual classroom sessions, while 65,213 individual e-learning courses were successfully completed through Learning Pool, our learning management system (LMS). This equates to an average of 261 e-learning completions per working day, based on approximately 250 working days per year. During the same period, an average of 78 colleagues participated in learning each working day through either face-to-face classroom delivery or virtual training sessions. This represents approximately eight training sessions delivered per day, with an average attendance of nine participants per session.

Classroom Training

Face-to-face classroom training continued to grow during 2025-2026, with delivery increasing by 12% compared with 2024-2025. During this period, we delivered a total of 1,174 classroom sessions across our regional training centres and within local services, supporting 8,849 staff to access face-to-face learning opportunities. A regional breakdown of participation and delivery is outlined below:

Area	Courses	Attended
Bedfordshire	15	88
Berkshire	20	187
Cumbria	48	314
East Midlands	63	487
Essex	34	246
London - Archway	64	543
London - Bromley	20	96
London – Tower Hamlets	31	210
North East	167	1,095
North Lincolnshire	69	422
North West	425	3,640
South Yorkshire	63	495
Warwickshire	5	47
West Midlands	80	493
West Yorkshire	65	469
Yorkshire & Humberside	1	5
Totals	1,170	8,837

Extra Training Requests

Our Regional Training Coordinators also received a further 468 extra training requests during 2025 - 2026, covering both virtual and face-to-face learning opportunities. This reflects continued engagement from services across the organisation and an ongoing demand for flexible and responsive training support.

Development Pathway

In October 2025, we introduced the Development Pathway for all new contracted staff joining Creative Support. The Development Pathway provides new starters with a foundation to support their transition into social care. The pathway aligns with the Care Workforce Pathway for Adult Social Care, a national framework launched by Skills for Care in 2024. There are currently 464 colleagues progressing through the pathway. Early feedback has been positive, with staff reporting a supportive and engaging onboarding experience. Building on this success, in early 2026 we launched the Development Pathway for Relief Workers in Care and Support Roles, introducing a more structured induction, service-based onboarding with managers, and access to Stage 2 preliminary training through Learning Pool.



Health and Social Care Diplomas

During 2025 - 2026, we delivered Health and Social Care diploma qualifications (Levels 2, 3, 4 & 5) supporting the ongoing professional development of colleagues across the organisation. 69 staff members completed Health & Social Care Diplomas. In line with our commitment to maximising apprenticeship levy funding, the centre continues to prioritise apprenticeship pathways where appropriate, particularly for Level 3 and Level 5 qualifications. To ensure equitable access to development opportunities, we also work in partnership with external training providers to support colleagues who fall outside the geographical reach of our internal assessment team or who do not meet apprenticeship funding eligibility criteria.



Alongside the continued delivery of Level 3 and Level 4 diploma qualifications, Level 5 qualifications are also supported on a case-by-case basis. During the reporting period, we also maintained Adult Education Budget (AEB) funding to support the delivery of Level 3 diploma qualifications in targeted areas, further strengthening our qualification offer and expanding access to funded learning opportunities.

Apprenticeships

Apprenticeship uptake across all levels remained high, with a total of 111 learners registered on programmes delivered through our external partners and funded via the Apprenticeship Levy. The table below outlines the commercial cost of apprenticeships, alongside a breakdown by apprenticeship type and the number of learners currently on programme.

Apprenticeship	Number	Cost	Total
Adult Care Worker Level 2	23	£4,000	£92,000
Business Analyst Level 4	1	£18,000	£18,000
Business Administration Level 3	2	£5,000	£10,000
Chartered Manager Degree Level 6	1	£22,000	£22,000
Data Technician Level 3	1	£13,000	£13,000
Information Communications Technician Level 3	1	£15,000	£15,000
Customer Service Specialist Level 3	2	£4,000	£8,000
Cybersecurity Technologist (2021) Level 4	1	£18,000	£18,000
Data Analyst Level 4	2	£15,000	£30,000
Lead Adult Care Worker Level 3	47	£4,000	£188,000
Lead Practitioner in Adult Care Level 4	6	£7,000	£42,000
Leader in Adult Care Level 5	24	£7,000	£168,000
Total	111	-	£624,000

Learning and Development Support Scheme (LDSS)

The Learning and Development Support Scheme (LDSS) was introduced in 2025, replacing the Workforce Development Fund (WDF). The funding continues to support qualification achievement, strengthen practice standards, and reinforce our commitment to professional development across all levels of the organisation. This successful transition has enabled us to maintain momentum in skills development during a period of sector and policy change, while continuing to position the organisation as a high-performing, learning-focused employer. During the financial year, we secured just under £100,000 in funding.

Recognised as a High Quality Training Provider

The quality of our training is externally validated by the Royal Society for Public Health (RSPH) and the CPD Certification Service. These external endorsements provide independent assurance of the quality, relevance, and learner-centred design of our training provision. Within this financial year we recruited a full time Compliance Officer, supporting the team to strengthen our internal quality assurance policies. This quality-led approach ensures our provision remains current, impactful, and responsive to the evolving needs of the health and social care workforce.

Mental Health First Aid (MHFA)

Over the past year, we have trained a further 311 people to become Mental Health First Aiders; 297 of these were from Creative Support and 14 attendees were from outside the company.



Professional Development Incentives for Staff

We gifted £104,630 in vouchers to our staff in the financial year 2025-2026 in recognition of their commitment to professional development and training. Staff receive a £50 gift voucher of their choice when they complete 10 e-learning modules in a 12-month period, a £20 gift voucher for completing Level 3 Safeguarding, a £30 gift voucher for completing the Care Certificate, a £20 gift voucher for completing any Level 2 Award, a £30 gift voucher for completing any Level 3 Certificate, and a £50 gift voucher for completing an accredited qualification such as a Diploma or Apprenticeship.



Ensuring Quality and Effective Social Care Governance

The Quality Team has worked hard over the last 12 months to support our operational services to provide the highest quality of care and support. Our focus is on ensuring that we are enabling the people we support to experience a great quality of life and that we achieve the best possible outcomes in CQC and local authority inspections.

The Quality Team has continued to support our registered services to be 'inspection ready', in alignment with CQC's Single Assessment Framework and 'I' Statements. The Quality Team's desktop audit schedule was re-launched, which has enhanced our compliance oversight and supported operational managers to always be 'inspection ready', whilst promoting the use of digital systems.

During the year, the Quality Team have carried out internal quality audits and compliance visits across the country. As well as a planned audit schedule which has a RAG rating of quality focus areas, we offer focused support with targeted quality improvement.

This year, we have focused on a preventative approach, through PPM (Positive Proactive Management) of services where quality improvement was required. This approach has supported operational managers to drive quality compliance standards and has achieved fantastic outcomes, such as supporting our Bedford Supported Living Services to gain an 'Outstanding' rating in their CQC inspection.

Best practice areas have been a quality focus area this year. We have achieved positive outcomes through best practice groups including the Moving and Positioning Group and the Medication Assurance Group. Alongside Service Directors, key departmental leads and operational managers, the quality team have developed new policies, procedures, enhanced training, templates and developed additional guidance. Best practice groups work both preventatively and reflectively, aligning the organisations procedures to new best practice and changes to legislation but also as part of continuous learning from incidents. This provides practical support to managers in our commitment to improving services, raising standards and promotion of good practice.

Quality support has been provided to prepare services for external inspections, such as CQC, PAMMS and Local Authority visits. The Quality Team has worked proactively to devise and support quality improvement plans, working in partnership with operational teams and stakeholders, to achieve the best outcomes for people we support. Quality support has been provided to operational managers in completing investigations and addressing complex complaints, driving any corporate learning and reflection through continuous improvement.

We have also provided responsive quality visits where incidents have occurred. The Quality Team has supported operational teams through on-site coaching and support and we have delivered bespoke training around Quality and Compliance, Mental Capacity and Best Interests, Medication and Professional Boundaries.

Overview of Quality Assignments

Activity	No.
We Care Visits	59
Compliance audits	169
Staff Training & Development	51
Pre-inspection support	52
Service engagement	31
Quality improvement	242
Total	604

The Quality Team takes an overview of social care governance, CQC compliance, internal quality auditing, safeguarding and customer care including complaints, feedback and compliments. The Quality Team has supported the implementation of new digital systems, which will further support services to ensure quality compliance. We continue to oversee our corporate registers which include PEG, controlled drugs, bed rails, choking and dysphagia and Naloxone, providing additional oversight of risk areas.

National social care governance (SCG) meetings take place monthly to review concerns, analyse data and identify any trends arising from quality indicators such as safeguarding alerts, complaints, incidents, accidents, high use of agency staff and the outcome of internal and external inspections. During social care governance meetings, we proactively identify services that may benefit from a quality audit, more intensive monitoring, additional Quality Team support or enhanced senior management oversight.

We report back to our committee for Quality and Practice Development, which provides challenge and oversight. The committee has organised task and finish meetings to review specific incidents and actions arising from these. The trustees on this committee have lead roles for overseeing serious incidents, safeguarding concerns and our interventions for people with complex care needs. They also oversee a programme of Board visits to services, enabling essential insight into the quality of our services and the outcomes achieved with the people we support.

Care Quality Commission Inspections

At the end of March 2026, Creative Support had 92 CQC registered locations. Of these, 77 had been inspected, with 72 (93.5%) locations being rated as 'Good' or above. Four services in Doncaster, Essex, Bedford and Manchester are currently rated as 'Outstanding'. There were 15 services which had yet to be inspected and are therefore unrated. Five services were rated as 'Requires Improvement'.

	Good or Outstanding		Requires Improvement		Total Overall	
	Number	%	Number	%	Number	%
Residential Care	7	9%	3	4%	10	13%
Domiciliary/Extra Care and Supported Living	65	84.5%	2	2.5%	67	87%
Total	72	93.5%	5	6.5%	77	100%

During the year, we held regular national briefing meetings for Registered Managers with three well attended virtual Registered Managers conferences and an in person Registered Manager Conference in July 2025.

Creative Support is a member of the CQC Market Oversight Scheme (MOS) which oversees the largest adult social care providers. There are currently 63 corporate providers in the MOS, including national charities as well as large private providers. Creative Support's CQC ratings of 93% 'Good' or 'Outstanding' are somewhat better than our MOS peers and significantly ahead of the wider regulated social care sector which currently achieves 70% Good or above and 30% Requires Improvement or Inadequate (figures as at August 2025, taken from CQC Report 'The state of health and adult social care in England 2024-25', published 24.10.25).

In our most recent half yearly MOS meeting, our CQC lead manager stated that there were no concerns about Creative Support's overall or comparative performance, noting that we perform around 6 percentage points above the average for those in the MOS, which average 87% 'Good' or 'Outstanding' ratings. It was also noted that Creative Support had no Registered Manager vacancies, thereby comparing very positively with the wider care sector and the MOS cohort.

Bedford Supported Living CQC Inspection – June 2025

The service had previously been rated as Requires Improvement and at this inspection were rated as 'Outstanding' for Caring and Well-Led and 'Good' in the remaining three areas. Comments from the report below:

The provider had an exceptional understanding of the diverse health and care needs of people and ensured staff were equipped with the appropriate skills to support these needs. Staff always treated people with kindness and empathy and understood the importance of supporting people to maintain their independence and dignity.

The provider genuinely cared and promoted staff well-being to enable them to always deliver person-centred care. The provider had cultivated a compassionate culture among their staff and staff were proud to work for Creative Support. The provider had a strong focus on continuous learning and improvement across the organisation.

The service worked proactively to ensure people could engage in their support. People were supported to maintain important relationships and access meaningful activities. The service had several initiatives to promote staff well-being.

People and their family members were exceptionally positive about the quality of the care being provided by the service. A relative commented, "My [family member] is very happy and well cared for. The carers encourage them to try new experiences and take new opportunities."

There were comprehensive systems in place to make sure the service was safe. People were empowered to take positive risks, to ensure they had greater choice and control of their lives. The positive risk-taking approach showed staff respected people's right for independence and their right to take risks.

Some people could not directly tell us about their experience, so we observed their experiences of care. Staff were seen to be kind and interacted positively with people. A relative said, "Staff are passionate about their work and genuinely care." One person gave us a thumbs up sign when asked if staff were kind and another told us, "The carers look after me." We observed staff responding quickly to people when they needed support.



Care Quality Commission Bedford Supported Living	
Overall rating for this service	Outstanding ●
Is this service safe?	Good ●
Is the service effective?	Good ●
Is the service caring?	Outstanding ●
Is the service responsive?	Good ●
Is the service well-led?	Outstanding ●

Brownley Road Supported Living Service CQC Inspection – August 2025

The service had previously been rated as 'Good' and at this inspection was rated as 'Outstanding' overall with 'Outstanding' for Caring and Well-Led and Good for the remaining three areas.



Care Quality Commission Brownley Road Supported Living	
Overall rating for this service	Outstanding ●
Is this service safe?	Good ●
Is the service effective?	Good ●
Is the service caring?	Outstanding ●
Is the service responsive?	Good ●
Is the service well-led?	Outstanding ●

Comments from the report below:

The service consistently delivered outstanding, person-centred care that was both holistic and personalised, ensuring every person felt truly involved and valued. A highly committed and well-established team operated under the guidance of a strong leadership team. Across every interaction, care was provided with compassion, dignity, and respect, creating an environment where people not only received support, but genuinely thrived.

The service excelled in empowering people with genuine choice, autonomy, and control over their lives. Independence was encouraged and celebrated. Throughout the inspection, we observed several examples of the provider support people to enhance their quality of life.

People were actively supported to engage in meaningful activities and pursue personal interests, with staff consistently focusing on strengths and capabilities.

Access to specialist health and social care services was seamlessly facilitated, with staff playing a pivotal role in helping people take charge of their own health and wellbeing.

People consistently received care that was kind and compassionate. Staff demonstrated unwavering respect for privacy and dignity, responding sensitively and thoughtfully to each person's unique needs.

We observed staff were kind and caring. Interactions between staff and people were positive and staff visibly knew and understood people's needs. The atmosphere of each person's home was calm and inviting. People and relatives told us staff, and the management team were caring, accessible and friendly.

Complex Care & Practice Development Hub

As a team we have been working on a number of areas in addition to the active work with individuals who are either already supported by the team or refer to us for support. These include:

- **Person-centred Practice Training**

We have been working with Creative Academy to improve our pathway training for new staff. Over 100 staff have attended as part of their pathway training so far.

- **Risk of Offending Register**

We continue to work on collating information from all services. This has been really useful in ensuring risks are managed and we continue to work with services to ensure risks are identified using the flag system on ECCO.

- **Skills for Active Support**

We are working on the pilot to support embedding Active Support in a service in London and across our Essex and St Helens services. Our newest service in St Helens has particularly benefited and we are seeing improvements in the quality of interactions, engagement and overall quality of support.

- **Community of Practice**

We have seen an increase in the number of staff attending our monthly Community of Practice meetings. The themes we have covered have included 'Rethinking Support' where we highlighted our approach to changing someone's support and enhancing quality of life for a man who lives in Salford, 'Supporting Sensory Regulation', 'Embedding Person-Centred Practice', 'How to be Neuro-Affirmative', Good News Stories for people we have been involved in supporting over the previous year and 'The Importance of Getting it Right -Starting from the Assessment'. In April, which is 'World Autism Acceptance' Month, we focused on 'Supporting Autistic People's Transitions'. Following the BILD (British Institute of Learning Disabilities) conference in May, we shared the learning. The theme of the conference was 'Advancing PBS: From Expert-Driven to Experience-Led'. Following one of the workshops at the conference we shared good practice and examples from within our Morecambe and Salford services of supporting individuals with grief.

- **Reflective Practice Supervisions**

We have been developing our offer for both individual and group reflective practice supervisions. This can be in response to a difficult situation where there is practice learning or as support for professional development.

Reducing Restrictive Interventions

We continue to be proud of our commitment to reducing physical intervention. Our trustees work with the team bi-annually to review our progress in reducing the use of restraint in accordance with our pledge to the Restraint Reduction Network. Currently there are just six people who have the use of physical intervention in their plans. The individuals prescribed the techniques vary over time and our aim is to reduce both the use and levels of restrictions.

From July to December 2025 there were 2,021 recorded Complex Care Events. From January to July 2026 there were 1,746 recorded Complex Care Events. Of these events 24 involved the use of breakaway, 14 of these events relate to people who only have breakaway in their PBS plans and 11 events involved a brief walking physical intervention to manage the situation. The remaining 98% events were effectively managed using proactive strategies. Overall, just six people have a walking physical intervention as part of their agreed plan and our aim is to reduce this further. We no longer support anyone to go to the floor with a physical intervention. The table shows the continual reduction of people who have restraint in their plans.



	May 2026	May 2025	May 2024	May 2023	May 2022	May 2021	May 2020	May 2019
No of people with Physical Intervention in their Care Plan	6	6	7	10	13	15	17	27

Achieving Positive Outcomes

We met Ryan (not his real name) in hospital following an incident at his home where he lived with his dad who felt he could no longer cope due to his age. We requested that Ryan move to our new service. He was moved to a different location for a few weeks and we supported his transition to our service. Ryan was distressed for a number of months following his move, with incidents including aggression and damage to property and as a result, Ryan was taking the maximum dose of PRN medication. Ryan had spent 20 years attending a day centre but said he no longer wanted to go. We listened and reassured him that he didn't need to go and he began to trust us.

We worked together with Ryan and Ryan's dad, who now feels that Ryan is content and happy. His dad has been able to visit and Ryan has started to go to his dad's which is a significant achievement. At the day centre, Ryan spent much of his time in a room on his own. We worked closely with Ryan's team and used core team meetings, which included his dad, to review his support and we developed plans and strategies together. Ryan now wants staff in his presence and he joins in with others. Instead of being isolated, he now has peers and wants to spend time with them.

The key to getting it right for Ryan was consistency within his team. They now understand how they need to support Ryan and that if they are not consistent we will see an increase in incidents. We know that Ryan likes to be in control and consistency helps this as we can refer him back to his plans. Seeing his plan helps him to understand he can have what he wants and he has structure. We have supported his team to use visuals, promote choices around his environment, and use Makaton to support communication. We use Alexa to play his favourite songs which Ryan can select using big buttons with pre-recorded requests.

Positive risk taking with modelling from senior staff has been the way we have supported Ryan and his team. Ryan needs to feel that the people he is with are confident. Having a practice leader testing out a plan and then create guidance from the learning has enabled us to progress and increase the places that Ryan spends time. When Ryan first moved, he would only tolerate going for a short walk. Since moving Ryan has been to church, goes on the bus and uses the Arriva app for real time information. He has a coffee machine and calls himself a scientist as he makes his own coffee. Ryan is much calmer and as a consequence is able to go out and try new things. We prepare Ryan by showing him videos on YouTube so he knows what to expect. Ryan only ever travelled on his own in a black cab, now he loves going on the bus, he giggles and is interested in where people are going as he loves people watching. He has been to the transport museum and swimming. We have set goals and actively worked towards these.

We introduced Active Support to the team and Ryan's engagement at home has also increased. He has recently starred in a video for Creative Support and will feature in Creative Life. Ryan loved being around all the equipment and showing people how proud he is of the things he now does.

Customer Experience

We remain committed to providing excellent, proactive customer service throughout the organisation. We strive to be as accessible and as responsive as possible to everyone who wishes to provide feedback about the services we offer.

We set an ambitious target of achieving more than 1,000 compliments for the year 2025-26. This has been surpassed with the quality and content of the compliments being of a high standard. We received 1,312 compliments in 2025-26, compared with 746 in 2024-25, an increase of 76%, with an average of 109 compliments received per month. Of the compliments received in 2025-26, 39% were around the quality of support being received and 43% were regarding staff members; 28% of the compliments received were from a person we support, 24% from external professionals and 24% from a relative of a person we support.

We have followed up on a number of compliments, resulting in celebratory social media posts detailing good news stories and a number of videos produced following positive feedback. We also developed content for Creative Connect as well as supporting evidence for CQC and local authority inspections.

We received 63 formal complaints in 2025-2026, compared with 135 in 2024-25, an average of five formal complaints received each month, a notable reduction of 74%. 100% of these complaints were acknowledged before the five working day deadline and 84% of complaints were closed before the 20 working day deadline. One complaint was escalated to Stage Two; 42% of complaints were related to the quality of support. Of the 63 complaints logged, 21% were upheld. On average there were 16 localised complaints a month requiring support from Customer Experience.

Month 2025 - 26	Compliments	Complaints
April	139	2
May	103	4
June	106	9
July	111	8
August	88	9
September	92	7
October	107	3
November	118	3
December	122	2
January	108	6
February	103	6
March	115	3
Total for year	1,312	62
Monthly average	109	5

Housing Complaints

We record complaints relating to our housing provision separately from our social care services. During 2025-26, we received 13 complaints specifically relating to our housing and property services, a 54% reduction compared to the 28 complaints received in the previous year. 12 of these complaints were resolved at stage 1. One complaint went to stage 2 where it was also fully resolved. The majority of complaints in 2025-26 (nine complaints) were related to anti-social behaviour which reflected some of the difficult tenancy cases we have had in the last 12 months. We proactively address all instances of anti-social behaviour and are committed to partnership working with other agencies, including social workers and the police, to reach prompt, satisfactory outcomes but sometimes this can take some time. We are pleased that Creative Support has not had any cases of non-compliance or cases referred to the Housing Ombudsman during 2025-26.

All KPIs for handling our housing complaints were met in accordance with our Housing Complaints policy. Our third annual Housing Complaints Performance Report will shortly be available on our website in accordance with the requirements of the Housing Ombudsman.

Examples of compliments received during 1 April 2025 – 31 March 2026

Please note that all names of people we support have been anonymised and are indicated by an asterisk.

Compliment from a person we support for the team at Manchester Community Services:

"Through the darkest days you always shown me genuine compassion, your kindness, positive enthusiasm and your laudable efforts to help me get back on track with my life will never go amiss or forgotten. You always tried to make me smile to brighten up my day. Inspiring warmth, your radiant spirit was definitely embracing and allowed for a positive, happy, therapeutic relationship to form. Thank you for being genuine and keeping it real to allow for growth. The past 13 years a lot of workers have come and gone, but you are going not at the end of my journey, but at the beginning of a new journey, a happy one that you have helped to create by walking through the storms when they felt unmanageable, unbearable and frightening. You helped pave the way for a new journey to begin by giving me hope and support. A journey that has a job in it, my daughter, my relationship. You were part of this being possible. Thank you."

Compliment from the parents of a person we support at Whitfield Lodge, St Helens:

"I would like to record my appreciation of the care and support that the staff from Whitfield Lodge have given to Kevin in hospital. Not only have they been proactive in giving him personal care and companionship, but have on occasions had to make sure that Kevin's care plan has been adhered to. Kevin has no voice and the staff have done a very good job of speaking for him. This has been a very hard time for us but, made a lot easier knowing that Kevin has had this support."*

Compliment from external professional about our Sunnyridge supported living service in Halifax:

"It's truly heart-warming to see the kindness, dedication and sense of community here. It's a beautiful place filled with beautiful people."

Compliment from a person we support for the Liverpool Light Crisis Café in Liverpool:

"I've been attending Liverpool Light on and off for many years, since about 2017. Liverpool Light has been lifesaving for me on more than one occasion. I've noticed that over the past year or so, the service has got substantially better. It was always very good and much needed, but the recent improvements have been excellent. Even the building is much calmer. The staff are very kind, welcoming and professional. It's the best team of staff that have ever worked here! So many friendly, compassionate and kind hearted people in one place really works, Liverpool Light is an amazing service!"

Compliment from a relative of a person we support for the staff team at Whinn Dale Extra Care Service in Wakefield:

"Without Whinn Dale our family life would be so different. My father-in-law Neil is safe, well looked after and feels at home. All the staff are lovely and treat Neil with respect. I've just asked Neil for his comments and he said 'excellent, you can't get much better than that'. Thank you, we feel comfortable with the care and support that he gets from you all."*

Compliment from an external professional regarding the staff team at a supported living service in Trafford:

"I just wanted to email you and compliment your staff. The support and wholehearted involvement of you and your staff towards Julie is truly amazing, the staff have managed to support and guide Julie throughout her illness and as a result your staff have managed to move her forwards and she is doing amazing and her improvement can be seen every time I visit. She has become more confident in herself, always dressing smart with her hair done, completing her physio exercises and holding onto her beaker and drinking, picking up small cut pieces of food and feeding herself and going out and enjoying her activities and groups. It's great to be working alongside an amazing team and us all working together as a team is showing great results."*

Compliment from a person we support for the staff team at Robert Heath Street, Stoke-on-Trent

"You know, I was up late last night thinking about my life and I thought that without you all I'd be walking the streets or in my coffin. You have kept me safe, warm and reminded me that I'm worthy. I am scared to think of where I'd be without you all and I just want to thank you."

Compliment from a family member of a person we support for the staff team at The Laurels, Carlisle

"Having had experience of other care homes due to other family members sadly having had vascular dementia over the years I can honestly say as good as they were the best decision the family made was to choose The Laurels for my wonderful mother-in-law. From the moment she came to stay back in March 2024 she settled so well. From being quite withdrawn and lonely at home she found her lovely smile and cheeky side again. She is safe, well cared for, loving the home cooked food and cakes! The team in The Laurels are quite simply the BEST. We are welcomed with warmth and a smile every time we visit, which is often. Mother-in-law and all her new friends are always busy doing something or taking part in all kinds of activities from arm chair keep fit to dancing and singing. It honestly is a home from home with a fabulous team from management to the lovely cleaners. Keep up the amazing work I for one appreciate all your hard work and love, care, dignity and respect."

Compliment from a Mental Health Nurse for the staff team at a supported living service in Wolverhampton:

"If I needed support, I would want someone like you guys to support me. You are an amazing team and you have gone above and beyond and done the best for Charlie. I wish all carers were like your team."*

Compliment from a person we support for the staff at the Bredon Respite service in Widnes:

"I wish to thank the Bredon staff for making me feel welcomed during my stay. They supported me by developing my skills. They listen to me and help me make choices for myself, making agreements with staff. They made me feel safe and secure. They helped me with phone calls I needed to make. They went the extra mile on my last day to support me with somewhere to stay while my Social Worker sorted out somewhere for me to stay during the weekend. I feel the staff team have been very helpful and took time to listen to me and respect my wishes. I am very grateful for all their support."

Compliment from a relative of a person we support for the staff team at Strawberry Gardens, Morecambe:

"I wish to thank everyone for the wonderful birthday party that was prepared. Edgar had a great afternoon and so did we. The staff were brilliant and Edgar* was happy, and even danced in front of us all. I can't thank you enough for making Edgar's day special, especially as I have been ill and would not have managed it. No other care provision has done this for Edgar. Bless you all."*

Compliment from a Housing Enabler for the staff team at Bryson Place, Worcestershire:

"Just want to give a huge thank-you to the amazing support team at Bryson Place for always creating such a warm, welcoming atmosphere. You guys go above and beyond every day, and it really shows in the great work you do with people. Keep being awesome - you make a real difference."

Valued Views Survey 2025

Our annual customer satisfaction survey 'Valued Views' was distributed electronically and by post to all services. The survey was open from 22 September 2025 through to 31 October 2025. We used the same format and the same five questions as in previous years. We received 576 responses, a total of 12% of people we support, compared with 333 responses received in 2024, an increase of 73%. 65 respondents left valuable comments and suggestions alongside answering the five questions.

Weekly reminders were sent to Managers and Senior staff members and the importance of the survey widely communicated. The Customer Experience Manager attended General Managers Meetings before and during the survey to answer any questions or queries and remind staff of the importance of gathering feedback. The survey was available in an easy read format and staff were encouraged to support anyone who needed help accessing and filling in the survey. Central support was also available. The Customer Experience Manager visited six services where residents are non-verbal to discuss how staff engaged with them in order to gather responses for the survey.

2025 Survey Results with Comparison for Previous Years

No.	Question	2025 Yes	2024 Yes	2023 Yes	2021 Yes	2020 Yes
1.	Are you happy with your service from Creative Support?	97%	99%	97%	99%	98%
2.	Are staff supportive and caring?	99.5%	99%	98%	99%	99%
3.	Are you treated with dignity and respect?	98%	99%	98%	99%	99%
4.	Do you know how to raise an issue if you needed to?	97%	94%	94%	94%	94%
5.	Is your service helping you to achieve your goals?	98%	98%	96%	98%	95%
	Average Score	98%	98%	97%	98%	97%

Some comments included:

“Staff are extremely supportive and caring!” (Perth Close, Warrington)

“All service is excellent, especially 24-hour night cover which gives us all comfort and ease, thank you” (Whinn Dale, Wakefield).

“Lovely jubby! Lovely staff. All gentle and caring. If not happy, I will tell someone.” (Heysham Road, Lancashire).

“My son loves it there; he’s been going since he was 18 and he’s now 28.” (Wellingborough Day Centre, Wellingborough).

Ensuring Safety

Our Health and Safety Team continues to play a central role in supporting the safe delivery of our supported housing and social care services. This is achieved through a combination of planned and responsive health and safety inspections, thorough review and follow-up of accidents and incidents, provision of expert advice, and regular review of safety policies and procedures. The team also maintains close working relationships with statutory bodies, including Environmental Health and Fire Services.

To support safe and effective service implementation, health and safety inspections are undertaken for all new services and contracts. These assessments ensure that environments are suitable and safe for both staff and people we support. The Health & Safety Advisor retains ownership of all resulting action plans, requiring evidence of completion before actions are closed, ensuring that recommendations are fully implemented and safety standards are continuously improved.

The Health & Safety team provides an accessible helpdesk service for all safety-related matters, available to staff and managers five days a week. This is complemented by our 24-hour Duty Manager and Out of Hours service, ensuring round-the-clock support in relation to incidents and accidents.

Safety campaigns over the year have included COSHH, electric heaters, promoting near miss recording, lithium battery safety advice, extreme weather and BCP related disruption, medication and medical device alerts and recalls as these are shared.

Any safety findings and emerging concerns are reviewed through our monthly Social Care Governance meetings. In addition, Health & Safety reports and compliance data are scrutinised on a bi-monthly basis by the Housing and People & Performance Committees. A cross-departmental Health & Safety Group, established this year, brings together senior colleagues from HR, Property Services, Quality, and the Executive Team to share intelligence and drive continuous improvement collaboratively. Campaigns that have followed from these include custodian fire system register, Tunstall systems and promoting and developing effective incident reporting.

We successfully retained our CHAS (Contractors Health and Safety Accreditation Scheme) accreditation in 2025, demonstrating compliance with nationally recognised health and safety standards. We are preparing for reaccreditation in October 2026.

All serious accidents and injuries are subject to detailed review to identify learning and prevent recurrence. During 2025–26, 29 incidents were reported to the HSE under RIDDOR, compared with 39 in the previous year, indicating a positive downward trend. The most significant areas of concern continue to be slips, trips and falls, and incidents of violence at work.

We have continued with a positive relationship with our insurers, Travelers, who have provided high quality training in areas such as claims defensibility and root cause analysis. Through their bursary scheme, we have supported workforce development, including funding NEBOSH qualifications. We are also exploring additional training in substance misuse and overdose response, alongside specialist consultation for our mental health services to further strengthen our approaches in these areas.

As part of their offer, Travelers provide proactive rehabilitation support services for staff following work-related injuries, including physiotherapy. In 2025–26, 21 staff were referred to this service, compared with 18 in 2024–25. From our quarterly reviews it is evident how well the PRS offer is received by staff and our insurers as we can see a reduction in time off work and in insurance claims. We have also had positive staff feedback from staff who report feeling well supported in their recovery.

We actively promote staff engagement in health and safety across all levels of the organisation. Our annual staff health and safety survey, conducted in November and December 2025, received 158 responses. While this represents a decrease from the previous year, we are taking steps to improve participation in 2026, including extending the survey period and introducing additional incentives. The findings from the survey were positive, demonstrating a high degree of safety awareness.

Following inspection findings highlighting inconsistencies, we have reviewed and strengthened our COSHH policy and overall approach, with the updated framework due to launch in autumn 2026. The team has also completed a range of targeted training to address emerging risks and priorities, including fire door surveys, legionella management, and management of hoarding. In collaboration with our training colleagues, we have developed and rolled out a bespoke fire marshal training programme for all contracted staff, enhancing fire evacuation awareness and preparedness in emergency situations.



Property related compliance is monitored closely and reported to the Housing Committee and Board of Trustees. In 2025-2026, we reported 100 per cent compliance in relation to the following being carried out on time: gas testing, EICR, legionella risk assessments, LOLER lift inspections, electric gate inspections and Fire Risk Assessments. Recommendations in any of these reports are followed up by the Property Services Compliance Team. Damp and mould issues in properties that we own and manage are tracked until completion via the Damp and Mould Register. We provide bi-monthly progress reports to the Housing Committee and Board of Trustees.

Memberships and Partnerships

We are members of many national organisations and networks, including ACEVO, BILD, ASL, Homeless Link, Housing and Support Alliance, HQN, Mind, NAPA, Nacro, NCVO, RoSPA, Anne Craft Trust, VODG, The National Skills Academy for Social Care and many others. We renewed our membership with the National Care Forum for another year. We greatly value our membership of the National Housing Federation, which represents the social housing 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 Birmingham MIND and the Durham Mental Health Alliance of voluntary sector providers that works collaboratively 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 2025-26, Creative Support provided or was developing new services in 71 local authorities across England:

Barnsley Council	Middlesbrough City Council
Bedford Council	North East Lincolnshire County Council
Birmingham Council	North Northamptonshire Council
Blackburn with Darwen	North Lincolnshire County Council
Blackpool Council	North Tyneside MBC
Bolton MBC	North Yorkshire Council
Bradford City Council	Oldham Council
Bury MBC	Oxfordshire Council
Calderdale MBC	Reading Borough Council
Cheshire West and Chester Council	Redcar with Cleveland MBC
Cumberland Council	Rochdale MBC
Darlington Borough Council	St Helens MBC
Derby City Council	Salford City Council
Doncaster Metropolitan Borough Council	Sandwell Metropolitan BC
Dudley MBC	Sefton Council
Durham County Council	Sheffield City Council
Essex County Council	Shropshire County Council
Gateshead MBC	South Tyneside MBC
Halton Borough Council	Staffordshire County Council
Hartlepool Council	Stockport MBC
Hull City Council	Stockton-on-Tees Borough Council
Kirklees Council	Stoke-on-Trent City Council
Knowsley Council	Tameside MBC
Lancashire County Council	Telford & Wrekin Council
Leeds City Council	Thurrock Council
Leicester City Council	Trafford Council
Leicestershire County Council	Wakefield Council
Liverpool City Council	Warrington Borough Council
London Borough of Barnet	Warwickshire County Council
London Borough of Brent	Westmorland & Furness Council
London Borough of Bromley	West Berkshire Council
London Borough of Camden	West Northamptonshire Council
London Borough of Harrow	Wigan Borough Council
London Borough of Tower Hamlets	Wolverhampton City Council
London Borough of Wandsworth	Worcestershire County Council
Manchester City Council	

In addition to services in the above authorities, Creative Support is a member of commissioning frameworks to provide services commissioned by Cambridgeshire County Council, Coventry City Council, Cheshire East Council, Derbyshire County Council, East Riding of Yorkshire Council, Hampshire County Council, Herefordshire County Council, Newcastle City Council, Wokingham Borough Council and the London Boroughs of Ealing, Hackney and Newham.

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 across England. We are now 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 people we support 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 people we support to make positive changes in their lives.

A Message from the Chair



Photo of Joolz at Creative Support's 35th birthday party in Leeds

'What I have learned after 40 years serving people in social care'

A person grows when they are seen.
A community grows when everyone feels they belong.
A future grows when opportunity is shared.
I see and feel this at Creative Support.
May we never stop believing in everyone being seen.
The power of a human first approach,
it's infectious.
Being seen, being safe, being heard.
A world where every person is valued, every voice is heard
and every life is given real chances to flourish and
contribute.
Keep it close. Keep it at the heart of everything.
Because when we lift one another up, we all rise.

By Joolz Casey, Chair of Creative Support

For the past nine years I have had the privilege of being a member of Creative Support's Board of Trustees, with the past five years serving as Chair of the Board. At this year's AGM I will come to the end of my tenure as Chair and will be stepping down from the Board. I'd like to take this opportunity to reflect on what we have achieved together as a Creative Support community over these past five years.

What makes me feel especially proud is that we have not simply created a set of values that reflect the heart of the organisation; we have seen those values lived every day by the people I have met. Across Creative Support, people consistently embody these values through the respect, care and genuine warmth they bring to being alongside the people we are here to support. For such a large community to feel so personal, so connected and so driven by the lives and aspirations of the people it supports is a remarkable achievement and, quite frankly, it is awesome. It is true that 'We Care'. These values are seen and heard in daily practice, retold with pride through people's stories, and celebrated through awards that recognise people's achievements. Through the continued embedding of the 'We Care' values, we are seeing an ongoing commitment to a fully open, kind and collaborative culture where everyone can thrive.

We set out to co-produce our strategy, to make it genuinely meaningful to all, to create something that can live, that can be understood and essentially that can enable more co-ownership for our outcomes. The Creative 'I' Statements were born, built with the people we support, alongside our refreshed Mission and Purpose. This important collaboration has helped to define our shared purpose.

Creative Support exists to enable people to live their best lives, and through my visits to services and events across the country, I have been welcomed by so many people who describe their life, with excitement, joy and often deserved pride. It has been wonderful to hear about so many people's personal journeys and fantastic outcomes, achieving their goals and aspirations. Moving way beyond surviving life and all the challenges they face and with the unconditional positive regard shown by our people, demonstrating how it's possible to thrive, be happy and keep striving.

Our focus on meaningful co-production has been a journey, one that can't be rushed or designed, you must go with it, learn from the voices of people as they feel supported and brave enough to speak up. And so, it grows. There is so much more to achieve, so many voices now being heard, willing and wanting to join in. I can only see this growing stronger, with meaningful roles and voices emerging at all levels including board. Our national co-production hub Creative Together, our Creative Voices groups and our paid experts by experience are going from strength to strength.



I would like to say thank you to all of our wonderful staff. Our staff are absolutely our greatest asset, and we work so hard to invest in them with training and development, opportunities to grow and develop through our Development Pathways. It speaks for itself, the numbers of staff who stay committed, who develop and progress with us. People say they feel cared for, supported and free to challenge, they appreciate that they feel cared for at Creative Support. It's a win-win culture, being kind and caring to staff ripples out and enables everyone we support to feel cared for.

We continue to enhance the environments of our services, making high-quality improvements and ensuring that services feel welcoming, comfortable and personalised to everyone who calls the service 'home'. We don't rest, we keep striving for better and better. This attitude to hard work, consistency and continuous improvement is, I feel, a core part of the success that everyone owns a part in.

We are proud that our continued work to drive quality standards has contributed to 93% of Creative Support's CQC-registered services being rated as 'Good' or 'Outstanding'. But we know this is not about ratings alone. It is about people who are determined to keep improving and who demonstrate their commitment every day by empowering people to live their best lives. Whether their personal achievements are small or life-changing, the stories I hear show just how wonderful life can be when people are supported to live the life they choose. The ratings are one measure of this progress, but it is people's stories that are the real news for me.

None of these achievements could have been made without the sound financial position we have reached. Through determination, good financial management and decision-making, Creative Support is free of debt and has the ability to invest in more homes and provide high quality services for so many more people.

Our governance is robust, having been developed over recent years. I am proud of the strong and open working relationship between the Board and the Executive Team. We have worked hard to improve the effectiveness of our committees and our approach to risk management. I was pleased when an external governance review commissioned by Creative Support in 2024 found that the organisation is "high performing and effective". I am sure that hard work and a commitment to continued renewal and improvement will enable continued progress.

I would like to thank our trustees for their strong commitment and dedication to effective governance and oversight, and for their support for me as Chair. I would like to welcome the incoming Chair and wish her every success. I know I am leaving and handing over to a strong and highly dedicated team of trustees.

As Creative Support enters the next phase of its five-year Strategic Plan, I have every confidence that Creative Support will continue to flourish. I extend my heartfelt gratitude to our compassionate staff, our hard-working senior management team and the amazing people we support. You make the Creative Support community what it is and long may it continue.

Joolz Casey - Chair of the Board of Trustees

September 2026

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. Under these regulations, the Board has elected to prepare the financial statements in accordance with UK accounting standards including FRS102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

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 Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. It has general responsibility for taking reasonable steps to safeguard the assets of the Society and to prevent and detect fraud and other irregularities.

The Board is responsible for the maintenance and integrity of the corporate and financial information included on the Society's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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:

Joolz Casey (Chair)

Fiona King

Rachael Corbelli

Helen O'Sullivan

Claire Judkins

Chrissie Cooke

Robert McDonald

Steven Farmery-Vigus

Mofe Binitie

Appointed 24 July 2025

Robert Graham

Appointed 24 July 2025

Isla Wilson (Chair in waiting)

Appointed 10 September 2026

Carolyn McConnell (Trustee in waiting)

Appointed 10 September 2026

Independent Auditor's Report to the members of Creative Support Limited

Opinion

We have audited the financial statements of Creative Support Limited (the 'Society') for the year ended 31 March 2026 which comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Changes in Reserves, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies in note 1. 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 2026 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 2022.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

- the Society has not maintained a satisfactory system of control over transactions; or
- the Society has not kept proper accounting records; or
- the Society's financial statements are not in agreement with 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 Board's responsibilities in respect of the accounts set out on page 60, 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 has 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.

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 risks 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, regulations and guidance that affect the Society, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws, regulations and guidance that we identified included the Co-operative and Community Benefit Societies Act 2014, the NHF Code of Governance, the Regulatory Standards, the Statement of Recommended Practice for registered housing providers: Housing SORP 2018, the Housing and Regeneration Act 2008, the Accounting Direction for Private Registered Providers of Social Housing 2022, tax legislation, health and safety legislation, and employment legislation.
- We enquired of the Board and reviewed correspondence and Board meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed controls the Board have in place, where necessary, to ensure compliance.
- We gained an understanding of the controls that the Board have in place to prevent and detect fraud. We enquired of the Board about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations 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: laws related to the provision of social housing recognising the regulated nature of the Society's activities.

- We reviewed financial statements disclosures and supporting documentation to assess compliance with relevant laws and regulations discussed above.
- We enquired of the Board about actual and potential litigation and claims.
- We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

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 and Section 128 of the Housing and Regeneration Act 2008. 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.



Menzies LLP
Statutory Auditor
One Express
1 George Leigh Street
Manchester
M4 5DL

Date: 23 September 2026

CREATIVE SUPPORT LIMITED
Statement of Comprehensive Income



	Note	Year ended 31 Mar 26	Year ended 31 Mar 25
		£'000	£'000
Turnover	2	197,725	178,500
Operating expenditure		(185,653)	(167,406)
Gain on disposal of housing property	5	354	-
Operating surplus		12,426	11,094
Interest receivable		1,467	1,346
Surplus for the year	6	13,893	12,440
Actuarial gains on defined benefit pension schemes	15	185	57
Total comprehensive income for the year		14,078	12,497

The results relate wholly to continuing activities and the notes on pages 68 to 87 form an integral part of these accounts.

The financial statements on pages 64 to 87 were approved and authorised for issue by the Board on 10 September 2026 and were signed on its behalf by:

Board Member:
Helen O'Sullivan

Board Member:
Fiona King

Company Secretary:
Hazel Beddows

		At 31 Mar 26	At 31 Mar 25
	Note	£'000	£'000
Fixed assets			
Intangible assets and goodwill	9	-	-
Tangible fixed assets	10	81,668	79,175
		81,668	79,175
Net pension assets	15	155	-
Current assets			
Trade and other debtors	11	18,957	19,287
Cash and cash equivalents	12	50,828	38,415
		69,785	57,702
Less: Creditors: amounts falling due within one year	13	(16,850)	(16,182)
Net current assets		52,935	41,520
Total assets less current liabilities		134,758	120,695
Creditors: amounts falling due after more than one year	14	(3,069)	(3,103)
Provisions for liabilities and charges			
Other provisions	17	(173)	(154)
Total net assets		131,516	117,438
Reserves			
Non-equity share capital	19	-	-
Revenue reserve		128,288	114,395
Pension reserve		2,488	2,303
		130,776	116,698
Restricted reserve		7	7
Revaluation reserve		733	733
Total reserves		131,516	117,438

The financial statements on pages 64 to 87 were approved and authorised for issue by the Board on 10 September 2026 and were signed on its behalf by:

Board Member:
Helen O'Sullivan



Board Member:
Fiona King



Company Secretary:
Hazel Beddows



The notes on pages 68 to 87 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 2024	101,955	7	733	2,246	104,941
Surplus from Statement of Comprehensive Income	12,440	-	-	-	12,440
Other Comprehensive Income for the year:					
Actuarial gains on defined benefit pension schemes	-	-	-	57	57
Balance at 31 March 2025	114,395	7	733	2,303	117,438
Surplus from Statement of Comprehensive Income	13,893	-	-	-	13,893
Other Comprehensive Income for the year:					
Actuarial gains on defined benefit pension schemes	-	-	-	185	185
Balance at 31 March 2026	<u>128,288</u>	<u>7</u>	<u>733</u>	<u>2,488</u>	<u>131,516</u>

The notes on pages 68 to 87 form an integral part of these accounts.

	Note	Year ended 31 Mar 26 £'000	Year ended 31 Mar 25 £'000
Net cash generated from operating activities	Note (a)	15,500	15,350
Cash flow from investing activities			
Purchase of tangible fixed assets		(5,776)	(4,378)
Proceeds from sale of tangible fixed assets		1,222	11
Grants received (repaid)		-	34
Interest received		1,467	1,346
		(3,087)	(2,987)
Cash flow from financing activities			
Interest paid		-	-
Repayment of borrowings		-	-
		-	-
Net change in cash and cash equivalents		12,413	12,363
Cash and cash equivalents at beginning of the year		38,415	26,052
Cash and cash equivalents at end of the year		50,828	38,415
Note (a)		Year ended 31 Mar 26 £'000	Year ended 31 Mar 25 £'000
Cash flow from operating activities			
Surplus for the year		13,893	12,440
Adjustments for non-cash items:			
Depreciation and impairment of tangible fixed assets		2,095	2,055
Amortisation of intangible assets		-	28
Accelerated depreciation on component disposals		320	432
Pension costs less contributions payable		30	54
Decrease/(increase) in trade and other debtors		330	(85)
Increase in trade and other creditors		668	2,309
Increase/(decrease) in provisions		19	(8)
Gain on disposal of tangible fixed assets		(354)	-
Donation of Long term leasehold property		-	(495)
Adjustments for investing or financing activities:			
Government grants amortised in the year		(34)	(34)
Interest payable		-	-
Interest receivable		(1,467)	(1,346)
Net cash generated from operating activities		15,500	15,350

The notes on pages 68 to 87 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.

The financial statements comply with 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 2022. The accounts are prepared on the historical cost basis of accounting and are presented in sterling £'000 for the year ended 31 March 2026.

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 Report of the Board of Trustees.

The Trustees 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 has a strong balance sheet, no debt and significant cash reserves, and is expected to continue generating positive cash flow from surpluses produced by operating 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.

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:-

- 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 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 as all impairment tests as detailed below demonstrated that asset values exceeded net book values of each property.

1. Principal Accounting Policies (continued)

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 2.5% 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.

d. Pension Asset

FRS 102 requires that defined benefit plan surpluses are recognised only to the extent that they are recoverable either through reduced contributions in the future or through refunds from the plan. The accounting valuations of The Lancashire County Pension Fund and London Borough of Bromley Pension Fund identified a total accounting surplus of £5.517M.

The Society has considered the asset ceiling report produced by the Scheme Actuary and judged that the surpluses are not fully recoverable and accordingly, the Society has restricted recognition of the pension asset position, restricting the surpluses to £155,000, and reducing actuarial gains in respect of these schemes.

Other key sources of estimation and assumptions:

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.

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.

1. Principal Accounting Policies (continued)

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.

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.

Tangible fixed assets and depreciation

Housing properties

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

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

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

Freehold land is not depreciated.

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

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

UELs for identified components are as follows:

	Years
Kitchens	10
Bathroom	15
Roofs	50
Heating	20
External works	20
Windows	34
Structure	100
Boilers	15

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.

1. Principal Accounting Policies (continued)

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.

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.

1. Principal Accounting Policies (continued)

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

As at the year end, there are six pension schemes, two 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 15. 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 two 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.

As at 31 March 2026, 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 (if any) on these Local Government Pension Schemes at 31 March 2026 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 15. 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 position at 31 March 2026, included on the Balance Sheet within non-current assets is £155,000. The amount expensed to operating expenditure in the financial year was £30,000 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.

1. Principal Accounting Policies (continued)

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	2026	2025
		Turnover	Turnover
		£'000	£'000
Social housing lettings	3	15,433	15,474
Other social housing activities			
Community Care		172,896	153,828
Prevention and wellbeing		8,229	8,156
Activities other than social housing			
Revenue grants		13	88
Donations		241	1
Donation of Long term leasehold property		-	495
Other grants and income		913	458
Total		197,725	178,500

Other income includes grants received from Skills for Care amounting to £25,715 (2025: £77,000).

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.

	2026	2025
	£'000	£'000
Income		
Rent receivable net of identifiable service charges and voids	8,189	8,130
Service charge income	7,210	7,310
Amortised government grants	34	34
Turnover from Social Housing Lettings	15,433	15,474
Operating expenditure on Social Housing Lettings	12,008	12,439
Operating Surplus on Social Housing Lettings	3,425	3,035
Void losses (being rental income lost as a result of property not being let, although it is available for letting)	721	699

4. Accommodation in Management

As at 31 March 2026, the Society had 1,233 units of supported housing under management (2025: 1,234) as set out below:-

	Owned		Managed/leased	
	Supported Housing - Other	Supported Housing - Older people	Supported Housing - Other	Supported Housing - Older people
At 1 April 2025	765	-	418	51
Reclassification	36		(36)	
Additions	11	-	-	-
Disposals/decommissioned	(11)	-	(1)	-
At 31 March 2026	801	-	381	51

5. Gains on disposals of housing properties

	2026 £'000	2025 £'000
Proceeds of sales, net of selling expenses	1,216	-
Less: net book value on disposals	(862)	-
Net gain	354	-

6. Surplus on ordinary activities

	2026 £'000	2025 £'000
The operating surplus is stated after charging/(crediting):-		
Auditors remuneration (excluding VAT):		
Audit of the financial statements	44	43
Operating lease rentals:		
Land and buildings	962	962
Plant and machinery	110	110
Depreciation of social housing properties	1,143	1,139
Depreciation of other properties	157	137
Depreciation of other fixed assets	795	774
Rent losses from bad debts	63	84

7. Employee information

	2026	2025	2026	2025
	Full time equivalents	Full time equivalents	No.	No.
The average number of persons employed during the year expressed in full time equivalents (37.5 hours per week) and headcount was :-				
Senior Management	117	118	121	122
Housing, Support, and Care	3,797	3,682	5,217	5,169
Administration	294	280	339	321
	4,208	4,080	5,677	5,612

The staff costs below include wages paid to staff on a bank contract excluded from the numbers above. There were an additional 493 (2025: 501) staff on a bank contract, with 11,081 average weekly hours worked in 2026 (2025: 11,181)

	2026	2025
	£'000	£'000
Staff costs (including directors' emoluments detailed in note 8)		
Wages and salaries	137,668	123,976
Social Security costs	16,768	10,983
Other pension costs	2,763	2,520
	157,199	137,479

Agency staff costs incurred by Creative Support amounting to £7,051,000 (2025: £7,663,000) are not included in the analysis above. These costs are incurred to provide cover for hours required on contracts that are not delivered by contracted staff.

	2026	2025
	No.	No.
Aggregate number of staff whose remuneration exceeded £60,000 in the period (including directors detailed in note 8):		
£60,001 - £70,000	9	7
£70,001 - £80,000	5	2
£80,001 - £90,000	4	4
£90,001 - £100,000	2	2
£100,001-£110,000	-	2
£120,001-£130,000	1	-
£170,001-£180,000	1	-

Remuneration includes salary and taxable benefits, and excludes employers' pension contributions.

8. Key management personnel and directors' remuneration

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

	2026	2025
	£'000	£'000
Salary	1,222	1,040
Benefits in kind	37	29
Pension contributions	42	27
	1,301	1,096
Aggregate consideration payable to Directors for loss of office	-	-

The emoluments of the highest paid director, excluding pension contributions, were £176,991 (2025: £109,973) and are included in the above analysis.

The Chief Executive received remuneration for the year ending 31 March 2026 totalling £176,991 (2025: £109,973), comprising basic salary of £113,962 (2025: £109,973) and additional payments of £50,290 (2025: £0) for back pay over the previous 6 years, and £5,827 in lieu of holiday pay for prior years (2025: £0). In addition, employer contributions of £6,913 (2025: £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.

The Society commissioned a governance review in 2024, which concluded that the Society is a highly performing and effective organisation. One of the recommendations of the review to further strengthen governance was that Trustees received payment for holding office in line with other registered social housing providers of the same scale. The Trustees considered that the recommendation was in the best interest of the Society in terms of recruitment, retention, diversity and skills. Payments to trustees as office holders is allowed by the Society's rules, and payments commenced in January 2025. No payments were made to Trustees for pensions or other retirement benefits.

Payments for holding office were made to individual Trustees, as set out below (for the 3 months from January 2025, and for the 12 months ended 31 March 2026)

	2026 £	2025 £
Trustee Name		
Joolz Casey	12,000	3,000
Chrissie Cooke	6,050	1,513
Rachael Corbelli	5,500	1,375
Steven Farmery-Vigus	3,644	439
Claire Judkins	5,500	1,375
Fiona King	5,500	1,375
Robert McDonald	3,500	583
Helen O'Sullivan	3,500	875
Robert Graham	2,333	-
Mofe Binitie	2,333	-
	49,861	10,535

Six trustees received reimbursed expenses totalling £5,386 (2025: £2,758, 2 trustees).

9. Intangible assets and goodwill

£'000

Cost or valuation

At 31 March 2025	1,040
Additions	-
Disposals	(1,040)
At 31 March 2026	-

Amortisation

At 31 March 2025	1,040
Amortisation in year	-
Disposals	(1,040)
At 31 March 2026	-

Net book value

At 31 March 2026	-
At 31 March 2025	-

10. Tangible fixed assets

	Total Housing Properties	Social Housing Properties for letting - under Construction	Project Furniture and Equipment	Office Equipment	Motor Vehicles £'000	Total fixed assets
	£'000		£'000	£'000	£'000	£'000
Cost						
At start of the year	91,729	-	1,670	3,093	1,194	97,686
Additions	4,053	834	300	575	14	5,776
Disposals	(1,764)	-	(236)	(113)	(19)	(2,132)
At end of the year	<u>94,018</u>	<u>834</u>	<u>1,734</u>	<u>3,555</u>	<u>1,189</u>	<u>101,330</u>
Depreciation and impairment						
At start of the year	14,921	-	1,082	1,745	763	18,511
Charge for the year	1,300	-	200	444	151	2,095
Disposals	(584)	-	(236)	(110)	(14)	(944)
At end of the year	<u>15,637</u>	<u>-</u>	<u>1,046</u>	<u>2,079</u>	<u>900</u>	<u>19,662</u>
Net book value at the end of the year	<u>78,381</u>	<u>834</u>	<u>688</u>	<u>1,476</u>	<u>289</u>	<u>81,668</u>
Net book value at the start of the year	<u>76,808</u>	<u>-</u>	<u>588</u>	<u>1,348</u>	<u>431</u>	<u>79,175</u>
Housing Properties comprise:					2026	2025
Freeholds					59,832	58,303
Long leaseholds					18,240	18,354
Short leaseholds					309	151
					<u>78,381</u>	<u>76,808</u>

11. Trade and other debtors

	2026	2025
	£'000	£'000
Rent arrears	1,414	1,220
Less: provision for bad debts	(178)	(84)
	1,236	1,136
Grants, supported tenancy and other contract fees receivable	2,324	8,013
Less: provision for bad debts and credit notes	(1,310)	(2,078)
Other debtors	263	355
Prepayment and accrued income	16,444	11,861
	18,957	19,287

Debtors are all due within one year.

12. Cash and cash equivalents

	2026	2025
	£'000	£'000
Cash at bank short term deposits	50,828	38,415
	50,828	38,415

At the balance sheet date, Creative Support acting as appointee, court approved deputy or other approved representative, held funds on behalf of clients supported by Creative Support in a separate general account amounting to £326,516 (2025: £272,864) and in individual accounts amounting to £5,373,858 (2025: £5,528,399). These funds have not been included in the assets or liabilities of the Society.

13. Creditors: amounts falling due within one year

	Note	2026	2025
		£'000	£'000
Trade creditors		2,666	3,415
Other taxation and social security payable		5,265	4,026
Accruals and deferred income		7,487	7,462
Deferred Capital Grant	18	34	34
Other creditors		1,398	1,245
		16,850	16,182

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

		2026	2025
		£'000	£'000
Deferred Capital Grant	18	3,069	3,103
		3,069	3,103

15. 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 six pension schemes.

(i) Membership details

Scheme	Active members at 31 March 2026	Type of scheme
Standard Life Personal Pension Scheme (formerly Legal & General)	88	Defined contribution
Royal London Group Personal Pension Scheme	5	Defined contribution
NHS Pension Scheme	42	Defined benefit
Local Government schemes	6	Defined benefit
Peoples Pension (auto-enrolment)	4,555	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 three defined benefit schemes, arising as a result of TUPE transfers of staff. Details of the defined benefit schemes are set out below at note 15 (v) and 15(vi).

(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.

15. Pension obligations (continued)

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 2026, is based on valuation data as 31 March 2024, updated to 31 March 2026 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.

b) Full actuarial (funding) valuation

The last published actuarial valuation undertaken for the NHS Pension Scheme was completed for the year ending 31 March 2024. 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
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 2025 and rolled forward allowing for the different financial assumptions required under FRS102, to 31 March 2026 by a qualified independent actuary.

The employer's contributions to the LGPS by the Society for the year ended 31 March 2026 were £5,000 (2025:£19,000) at a contribution rate between 0.0% and 23.2% of pensionable salaries. The employers' contribution rate for the year ended 31 March 2026 has been set at between 0% and 23.2%. Estimated contributions to the LGPSs during the accounting period commencing 1 April 2026 are £5,000.

Principal actuarial assumptions Financial assumptions

	31 March 2026	31 March 2025
	% per annum	% per annum
Discount rate	6.20%	5.8% - 5.9%
Future salary increases	4.40%	4.1% - 4.2%
Future pension increases	3.00%	2.7% - 2.8%
Inflation assumptions	2.90%	2.6% - 2.7%

The post-retirement mortality assumptions adopted to value the benefit obligation at 31 March 2026 and 31 March 2025 are based on SAPS 4 and SAPS 4 middle.

15. Pension obligations (continued)

The Lancashire County Pension Fund and London Borough of Bromley Pension Fund have a total gross accounting surplus at the reporting date of £5.517M, prior to the pension assets ceiling. In line with FRS 102 requirements the Society has recognised an asset on the balance sheet of £155,000 to the extent that it is able to recover the surplus, either through reduced contributions in the future, or through refunds from the plan.

The Society has considered the asset ceiling report produced by the Scheme Actuary and judged that the surpluses are not fully recoverable and accordingly, the Society has restricted the recognition of the pension asset position, restricting the surpluses to £155,000, and reducing actuarial gains in respect of these schemes.

The assumed life expectations on retirement at age 65 are:

	2026	2025
	No. of years	No. of years
Retiring today:		
Males	21.0 - 21.9	21.1 - 21.8
Females	23.6 - 24.3	23.6 - 24.1
Retiring in 20 years:		
Males	22.1 - 22.9	22.3 - 22.8
Females	25.1 - 25.8	25.4 - 25.8

Amounts recognised in surplus or deficit

	2026 £'000	2025 £'000
Current service costs	30	49
Loss on settlements	-	-
Curtailment costs	-	4
Administrative expenses	1	1
Amounts charged to operating costs	31	54
Net interest	(1)	-
Amounts charged to other finance costs	(1)	-
Actuarial gains	185	57

15. Pension obligations (continued)

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

	2026	2025
	£'000	£'000
Opening scheme liabilities	4,462	7,455
Recognition of present value of scheme liabilities	-	(2,298)
Current service cost	30	49
Past service cost	-	-
Interest cost	253	247
Remeasurements	(86)	(751)
Members contributions	10	15
Curtailments	-	4
Settlements	-	-
Benefits paid (net)	(199)	(259)
Closing scheme liabilities	4,470	4,462

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

	2026	2025
	£'000	£'000
Opening fair value of plan assets	4,462	7,452
Recognition of fair value of plan assets	-	(2,298)
Impact of asset ceiling	160	(794)
Administration expenses	(1)	(1)
Interest income	575	248
Return on plan assets (in excess of interest income)	(387)	80
Contributions by employer	5	19
Members contributions	10	15
Benefits paid (net)	(199)	(259)
Closing fair value of plan assets	4,625	4,462

	2026	2025
	£'000	£'000
Actual return on scheme assets	404	328

Amounts recognised in the Statement of Financial Position

	2026	2025
	£'000	£'000
Fair value of plan assets	4,625	4,462
Present value of scheme liabilities	(4,470)	(4,462)
FRS 102 surplus/(deficit) in the schemes	155	-

15. Pension obligations (continued)

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

	2026	2025
	%	%
Equities	0.1% - 56.3%	0.1% - 52.8%
Gilts	0.0% - 3.5%	0.0% - 2.4%
Bonds	0.0% - 9.1%	0.1% - 10.7%
Properties	1.4% - 12.2%	1.2% - 13.1%
Cash	1.0% - 3.1%	1.5% - 5.3%
Other	15.8% - 97.5%	15.7% - 97.1%

16. Analysis of Changes in Net debt

	At 1 April 2025 £'000	Cash Flows £'000	Non cash movements £'000	At 31 March 2026 £'000
Cash and cash Equivalents	38,415	12,413	-	50,828
	38,415	12,413	-	50,828

17. Provisions for liabilities and charges

	At 1 April 2025 £'000	Additional provision £'000	Released/ utilised £'000	At 31 March 2026 £'000
Dilapidations provisions	154	-	19	173

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

18. Deferred capital grant

	2026	2025
	£'000	£'000
At start of the year	3,137	3,137
Grant received / (disposed of) in the year	-	34
Released to income in the year	(34)	(34)
At the end of the year	3,103	3,137
Amount due to be released in less than 1 year	34	34
Amount due to be released after more than 1 year	3,069	3,103
	3,103	3,137

19. Non-equity share capital

	2026	2025
	£	£
Association		
Allotted Issued and Fully Paid		
At the start of the year	75	70
Issued during the year	2	5
At the end of the year	77	75

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.

20. Capital commitments

	2026	2025
	£'000	£'000
Capital expenditure that has been contracted for but has not been provided for in the financial statements	2,441	1,608
Capital expenditure that has been authorised by the Board but has not yet been contracted for	3,600	265
	6,041	1,873

21. Operating leases

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

	2026	2025
	£'000	£'000
Within one year	678	862
Between one and five years	1,713	2,046
Later than five years	163	480
	2,554	3,388

22. Grant and financial assistance

	2026	2025
	£'000	£'000
The total accumulated government grant and financial assistance received or receivable at 31 March:		
Total gross grant at end of year	3,422	3,422
Total cumulative amortisation at the start of the year	(285)	(251)
Recognised as income in statement of Comprehensive Income in the year	(34)	(34)
Held as deferred capital grant at end of year	3,103	3,137

23. Related parties

Other than those disclosed in note 8, there are no related party transactions (2025: none).





Creative Support
Head Office
Wellington House
131 Wellington Road South
Stockport SK1 3TS



0161 236 0829



@crtvspprt



@crtvspprt



@crtvspprt



www.creativesupport.co.uk

Creative Support Limited is a Registered Society under the Co-operative and Community Benefit Societies Act 2014 and an exempt charity (Register Number 27440R).

