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FitzRoy
transforming lives

# FitzRoy Support

## Trustees' Annual Report and Financial Statements for the year ended 31st March 2026

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# Reference and Administrative Information

The Trustees submit their Annual Report and Financial Statements for the year ended 31st March 2026.

## Administration and Location

Established in 1962, FitzRoy is a national charity that supports people with learning disabilities, autism and mental health. The Charity operates and is administered centrally from its headquarters in Petersfield, Hampshire. FitzRoy Support Limited (FitzRoy) is a Charity registered with the Charity Commission (No. 1011290) and a Company Limited by Guarantee (No. 2699902).

The Board members during the year were as follows:

| | | | |
|---|---|---|---|
| • Mark Smith | ♦ | Chair | (joined April 2025) |
| • David Evans | ♦ ⭘ ✶ ☐ | | |
| • Dawn Jacobs | ❖ | | |
| • Derrick McCourt | ◎ | | |
| • Neil Blackley | ❖ ☐ ◎ | | |
| • Julie Whetton | ☐ | | |
| • Saad Sayeed | ❖ ✶ | | |
| • Sarju Mistry | ◎ | | |
| • Jon Altham | ¥ ◎ | | |
| • Edwina Johnston | ❖ ¥ | | |
| • Matthew Moth | ⭘ | | |
| • Anthony Kerslake | | | (joined July 2025) |
| • Steve Jenkin | ¥ ✶ | | (joined May 2025 |
| • Martin Kyndt | ♦ | Chair | (retired July 2025) |
| • Mark Sanderson | ❖ | | (resigned December 2025) |

♦ Remuneration Committee
⭘ Nominations Committee
❖ Finance Committee
¥ Quality & Safeguarding Committee
✶ People Committee
☐ Property Committee
◎ IT & Transformation Committee

**Patrons**

HRH Princess Alexandra GCVO KG
Nigel Atkinson
Countess of Euston
Andrew Grant
Georgina Hovey
Margaret Marshall
Virginia McKenna OBE
Edward Thornton-Firkin

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**Executive Team**

| | |
|---|---|
| Angela Murphy | Chief Executive and Company Secretary |
| Alison Heustice | Executive Director of Finance & Property |
| Gillian Pleasance | Executive Director of Human Resources |
| Craig Richards | Executive Director of Transformation and IT |
| Diane Mee | Executive Director of Business Development & Partnerships |
| Lao Cooper | Executive Director of Operations & Quality |

**Registered Office**

FitzRoy House
8 Hylton Road
Petersfield
Hants GU32 3JY

| | |
|---|---|
| Telephone | 01730 711 111 |
| Website | www.fitzroy.org |
| Email | info@fitzroy.org |

**Auditors**

MHA Audit Services LLP
2 London Wall Place
London
EC2Y 5AU

**Bankers**

NatWest PLC
31 – 37 Victoria Road
Farnborough
Hampshire
GU14 7NR

Barclays Bank PLC
Tagus House
9 Ocean Village
Southampton
SO14 3TJ

**Solicitors**

Blake Morgan LLP
New Kings Court, Tollgate
Chandler's Ford
Eastleigh
SO53 3LG

Lester Aldridge
Mountbatten House
Grosvenor Square
Southampton
SO15 2JU

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# Trustees Report including Strategic Report

## Objectives and activities

FitzRoy transforms lives every day, supporting people to do the things that make a real difference to their everyday life. FitzRoy started as a pioneering organisation, set up by parents who were determined that people with learning disabilities, autism and mental health should not grow up in institutional care but instead live in loving homes with opportunities to learn, grow and thrive as equal and respected members of their communities.

More than 60 years on FitzRoy remains passionate that people with learning disabilities, autism and mental health issues have choices and get the support they need to fulfil their potential and gain independence. Pushing beyond traditional care provision, FitzRoy addresses the many misconceptions about what life for a disabled person should be like.

FitzRoy provides support for people with learning disabilities, autism and mental health issues. Some people also have physical disabilities and other health conditions.

FitzRoy runs 105 services across England, supporting more than 823 people, including 82 supported living services, 16 registered care or nursing homes, five-day services and two domiciliary care services. The people supported by FitzRoy are funded by over 62 local authorities and health bodies across England. Alongside this, fundraising plays an important role in enhancing quality of life and providing opportunities that go beyond core commissioned support.

### FitzRoy vision, purpose and values

**Vision**
A society where people are treated as equals within inclusive communities and empowered to ensure their rights and aspirations are met.

**Purpose**
We enable people with learning disabilities, autism and mental health issues to thrive, living more independently at home and at the heart of their communities.

**Values**
We see the person
Every person we support is unique, with their own wishes, needs and aspirations. At FitzRoy, people come first, and we continue to put people we support, their families and our incredible staff at the heart of everything we do.

**We are brave**
Decades ago, a mother bravely fought for the rights of her disabled son. Today, we continue that fight, searching out and embracing opportunities to reach more people. With tenacity, we advocate and find new ways of supporting people to live gloriously ordinary lives.

**We are creative**
People we support have often faced a lifetime of barriers and challenges that they and their families have had to overcome to enable them to live their best lives. When we support someone, this work continues. Through creative thinking, we enable people to dream bigger and believe in themselves and what they can achieve.

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| We support more than **800** people with learning disabilities, autism and mental health issues |
| --- |
| 439 in Supported Living. |
| 185 in our day services. |
| 199 in our registered care homes. |

# Public benefit

The Trustees confirm that in developing and reviewing the objectives and activities of FitzRoy and the Charity's Strategic Plan, due regard has been given to the public benefit guidance issued by the Charity Commission.

The benefit to the public is reflected in FitzRoy's mission to provide practical support, enabling people with learning disabilities, autism and mental health needs to lead full, stimulating and independent lives. Services are open to individuals referred by local authorities or health bodies and are delivered in a range of settings, including people's own homes and registered care and nursing homes.

FitzRoy places strong emphasis on community engagement and the development of positive local relationships. All placements are made following consultation between the individual, the referring authority and FitzRoy to ensure that support is appropriate and aligned with the person's needs, wishes and aspirations.

The impact of FitzRoy's work is demonstrated in the 'Achievements and Performance' section of this report.

No private benefit is derived from the activities of the Charity by Trustees or related parties. Details of reimbursed expenses are set out in the notes to the financial statements.

# Strategic Report

FitzRoy continues to deliver high quality, personalised support, guided by a clear vision, strong values and a focused three-year strategy, in an external environment marked by sustained funding and workforce pressures.

During 2025/26, demand for specialist support remained high, particularly for people with complex learning disabilities, autism and mental health needs who require community-based alternatives to inpatient and institutional settings. This demand is increasingly characterised by higher levels of complexity, including co-existing mental health needs, forensic histories and transitions from long-stay hospital settings, requiring specialist, responsive and person-centred approaches.

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FitzRoy continued to expand its reach, opening four new services across Hampshire, Oxfordshire and Norfolk. These included specialist provision for people moving from long-term institutional care, reflecting both growing demand and FitzRoy's experience in supporting people to live successfully in the community.

At the same time, local authority and health commissioners faced significant financial constraint. Fee uplifts did not reflect inflationary pressures, including increases in the National Living Wage and employer National Insurance contributions, creating ongoing challenges for providers. These pressures were experienced alongside continued workforce challenges across the sector.

Progress on wider social care reform remained slow. The government's announcement of a review led by Louise Casey signals renewed focus on the future of adult social care, although its impact will depend on how national policy translates into sustainable funding and commissioning arrangements at a local level.

Against this backdrop, FitzRoy delivered high quality support, opened new services and remained financially sustainable.

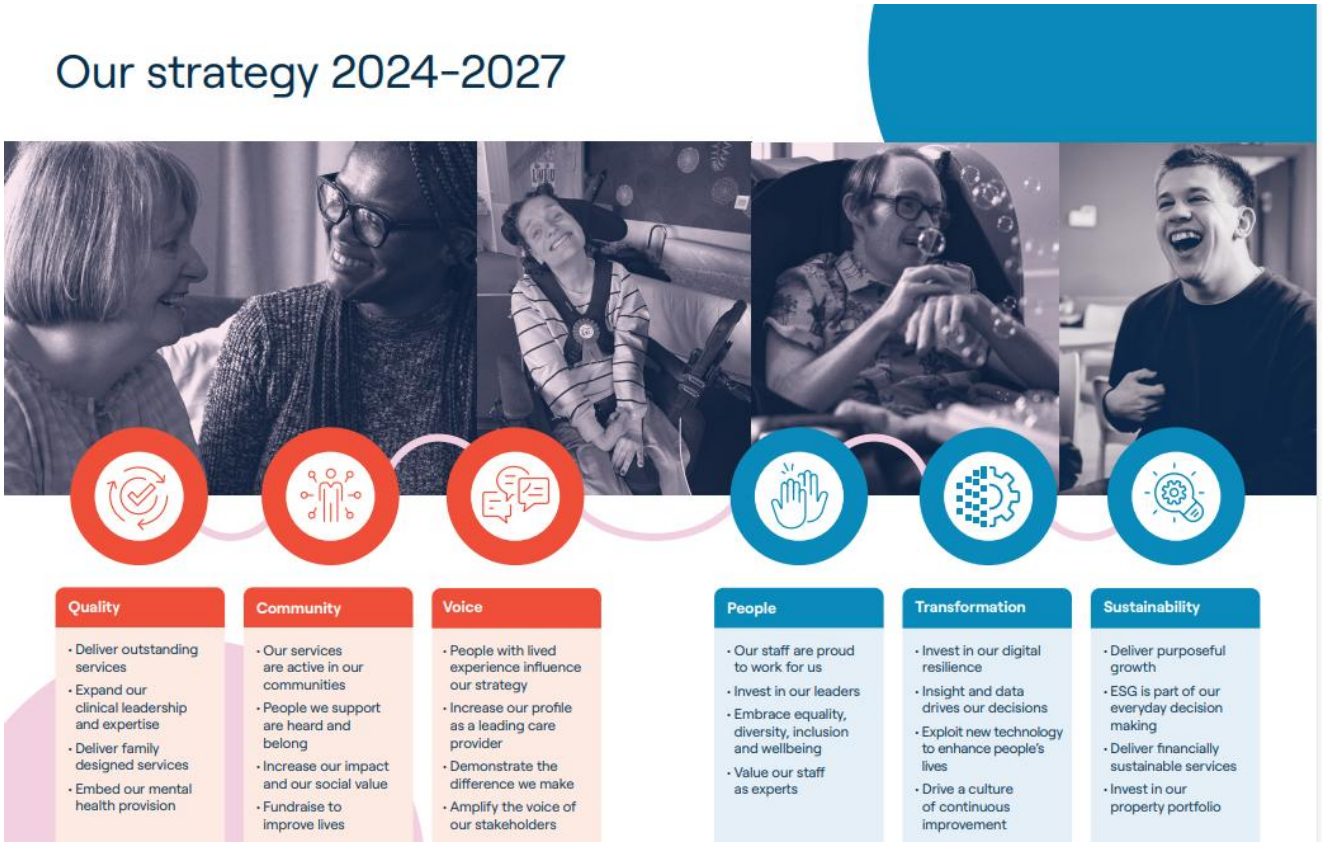
FitzRoy continued to engage constructively with commissioners, MPs, sector bodies and partners, contributing to national discussions on sustainable funding, workforce value and the role of community-based support as an alternative to institutional care.

The 2024–27 strategy sets out priorities focused on quality, sustainability, people, influence and impact. 2025/26 represented the second year of delivery, with a deliberate emphasis on strengthening foundations, embedding consistent ways of working while supporting long-term organisational sustainability and remaining firmly values led. This includes the continued embedding of Living My Life, FitzRoy's outcomes framework, providing a consistent approach to person-led support and how impact is understood across the organisation.

FitzRoy's approach continues to be shaped by its founding purpose – to challenge institutional models of care and support people to live as equal citizens in their communities.

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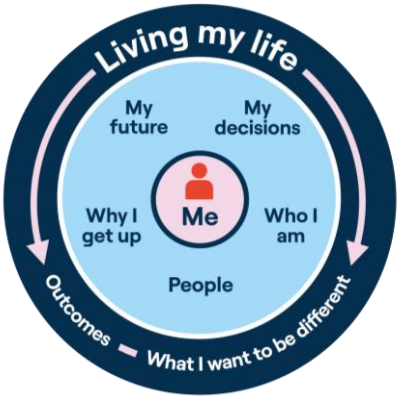
# Achievements and Performance




## Quality

### Strategic summary of action

Quality remained central to FitzRoy's strategy during 2025/26, with a continued focus on delivering consistent, person-led support in an increasingly complex operating environment. The organisation strengthened how quality is defined, measured and improved, with particular emphasis on outcomes, early identification of risk and consistency of practice.




Living My Life, co-produced with members of Nationwide (a service user group, who report their suggestions to the board), continued to underpin this approach, providing a shared framework for person-led support, decision-making and review. This has supported greater clarity for staff, improved consistency across services and a stronger link between day-to-day practice and organisational

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oversight. Nationwide members also continued to play an active role in shaping how Living My Life is communicated and embedded across the organisation.

Alongside this, FitzRoy implemented a new Quality Management System, strengthening organisational oversight and enabling earlier identification of risk and more targeted support for services where improvement is required. A third of all services have benefits from a new quality audit regime, with the remaining services being audited during 2026/2027. Support for families and important relationships remained integral, particularly during complex transitions from hospital and other institutional settings.

**Achievements and performance**

During the year, Living My Life was further embedded into everyday practice through updated training and induction, coproduction of approach and rollout to staff and people supported and integration into Digital Support Plans. This has supported more personalised approaches, clearer goal setting and improved understanding of what matters most to each person.

Building on its introduction in the previous year, the Community of Practice continued to be embedded, strengthening its role in supporting services with complex needs, providing specialist input and driving shared learning across the organisation. This has included providing specialist input to services, developing a Knowledge and Skills Framework for mental health services and introducing a more structured, tiered approach to training. New training modules were introduced, including those focused on mental health, coping and resilience, alongside improvements to post-incident review and learning.

FitzRoy continued to strengthen its proactive approach to supporting people with complex needs through Positive Behaviour Support (PBS) and safety planning. During the year, 332 people were supported with PBS plans, 59 with safety plans, including 49 people supported through both approaches. This reflects the increasing complexity of need within services and the organisation's focus on structured, preventative approaches to reducing risk and supporting wellbeing. Internal PBS monitoring shows that, where people received targeted PBS input, services saw an estimated 70% reduction in the frequency of recorded behaviours of concern. Teams also reported reductions in the intensity and duration of incidents.

FitzRoy's approach to PBS is grounded in improving quality of life and understanding the underlying causes of distress, rather than managing behaviour through restrictive or reactive interventions. This supports more personalised approaches and reduces reliance on crisis responses.

A notable example of impact during the year included supporting an individual to move into their own home after more than 40 years in hospital care. This complex transition, including the management of legal restrictions and purchasing a suitable property, demonstrating FitzRoy's commitment to investment in homes not hospitals and their ability to deliver highly personalised, community-based solutions for people with the most complex needs.

Internal quality assurance data indicates that 70% of services met or exceeded internal quality standards during the year. KPI data for February 2026 showed that 100% of services were meeting or exceeding expected standards. The majority of FitzRoy's regulated services are rated Good by the Care Quality Commission, reflecting a sustained focus on safe, effective and compassionate care.

Feedback from people supported and families remained positive. The most recent survey, carried out in summer 2024, found that:
– 97% of people supported said they are able to make choices about their lives
– 88% felt supported to do the things that are important to them
– 95% of families said their relative is happy

A further survey was launched in March 2026, with results to be shared during 2026 and reported in the 2026/27 statutory accounts.

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### Looking to the future

Building on progress made during the year, FitzRoy will continue to strengthen how quality is understood, measured and improved across the organisation.

**Priorities for 2026/27 include:**

- further embedding Living My Life as the consistent framework for practice and outcomes
- strengthening the use of quality and outcomes data to inform decision-making and continuous improvement
- supporting services where complexity and risk are increasing through earlier intervention and targeted support
- deepening the role of families and lived experience in quality assurance and learning processes
- piloting and developing new models of support, including approaches focused on independence for younger people
- Continuing to expand co-production of services, support and approaches
- Nationwide will introduce Quality Awards in 2026, recognising services based on assessments led by people with lived experience. This will further strengthen the role of voice, co-production and accountability in how quality is defined and experienced.

## Community

### Strategic summary of action

FitzRoy's strategy recognises that connection and purpose are essential to living a good life. During 2025/26, the organisation continued to prioritise community inclusion, social value and active participation for people supported.

Services worked with local partners to develop opportunities for volunteering, community projects and everyday participation, supporting confidence, skills development and visibility in local communities.

This activity also aligned with the increasing emphasis on social value within commissioned services.

### Achievements and performance

Community connection was reflected in a range of activity during the year, from everyday participation, where simple activities such as gardening and involvement in local groups supported wellbeing and social connection, to more structured partnerships with local organisations.

This included working alongside Police Community Support Officers to raise awareness of scams within local communities, and leading community walking groups that supported both physical wellbeing and social connection. Services also developed links with environmental and community groups, creating opportunities for people supported to take part in shared activities and contribute to their local areas.

Across services, people supported took part in volunteering activity, including local community initiatives such as litter picking, foodbanks and community groups. More than 25 people engaged with their local MP or community representatives, strengthening visibility and participation in local civic life.

A highlight of the year was FitzFest in Norfolk, which brought together more than 600 people from local services, families, staff and the wider community, reinforcing FitzRoy's commitment to inclusion and community presence.

Staff attended careers fairs and Job Centres, promoting care as a real career to a wider audience.

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### Looking to the future

Building on current community activity, FitzRoy will pilot new approaches that deepen social connection, wellbeing and participation for people supported. The launch of a Community Garden Project, a two-year pilot in partnership with Petersfield Community Garden. This will inform how similar models of jointly creating activities and links with the community could be adapted for other locations. Other opportunities to develop inclusive partnerships, such as community-based sports or activity groups and volunteer roles are also being explored.

## Voice

### Strategic summary of action

Ensuring that the voices of people supported, families and colleagues shape how services are designed and delivered remained central to FitzRoy's strategy during 2025/26. The organisation continued to strengthen co-production and embed lived experience across practice, workforce development and organisational influence.

Living My Life continues to be shaped through co-production with Nationwide, whose members contribute to how the framework is communicated, embedded and experienced in practice. This has strengthened the consistency and authenticity of person-led support across services.

Voice also extended beyond day-to-day support, with FitzRoy using its expertise and relationships to advocate for people supported, particularly in situations where individuals may otherwise struggle to have their needs recognised or their rights upheld.

### Achievements and performance

FitzRoy continued to strengthen the role of Nationwide as a structured and influential co-production forum. Nationwide is currently made up of 15 members who are supported by FitzRoy and who work alongside four regional forums.

Although the central Nationwide group has reduced in size this year as it develops clearer roles and a job description for members, it remains connected to a much wider network of people supported across FitzRoy. The introduction of four regional forums who meet twice a year, is gaining traction, with at least 15 people we support attending initial meetings. Issues, ideas and concerns raised through the regional forums are fed into Nationwide, where members agree the priorities, they want to raise with FitzRoy's Executive Team. Nationwide can ask directors or departments to attend meetings to answer questions, discuss specific issues or involve members in shaping activity. The forum also asks for feedback on actions taken so that people supported can see how their views have influenced decisions.

During the year, Nationwide worked with Tricia Nicol, co-founder of the Gloriously Ordinary Lives programme, to support the further development of its approach and strengthen its role in influencing organisational decision-making.

This work led to the introduction of clearer roles and responsibilities for members, co-produced by Nationwide itself, strengthening accountability and consistency in how lived experience is represented across the organisation.

Nationwide members now play an active role in gathering and sharing feedback through quarterly regional forums, open to all people supported. These forums have seen strong engagement, with total attendance in the hundreds across the year.

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Nationwide also provides a forum for direct engagement with senior leadership, with Trustees, Directors and senior colleagues attending meetings to share updates on key projects and respond to questions from members. This strengthens transparency, accountability and two-way dialogue across the organisation.

This approach has strengthened the link between lived experience and organisational learning, ensuring that feedback from people supported is heard, shared and used to inform practice.
This includes people with lived experience taking on paid co-trainer roles, delivering Oliver McGowan Tier 2 training and influencing how staff understand and support people with learning disabilities and autism.

Living My Life is a core part of FitzRoy's approach to voice because it helps ensure people's views, preferences, goals and aspirations are reflected in everyday support. The framework strengthens how people are involved in support planning and review, helping staff to listen, record what matters and act on what people say about how they want to live their lives.

Voice was reflected across individual, organisational and sector levels during the year, from people supported receiving national recognition for their advocacy, including Tess, who lives in one of our Suffolk supported living services, receiving two national leadership awards, to strengthened co-production through Nationwide and wider sector influence.

FitzRoy co-led a significant piece of work on cuckooing in social care, in partnership with KeyRing, drawing on lived experience, staff and sector partners. This resulted in the publication of a white paper to support earlier identification and prevention, particularly for people with learning disabilities, autism and mental health needs. The work has been well received across the sector and is now informing the development of practical resources to support staff and partners, as well as contributing national policy discussions.

FitzRoy also supported people in situations where there were power imbalances, particularly in relation to housing. FitzRoy supports 458 people who live in properties where we are not the landlord and, during the year, intervened in relation to approximately 30 properties where repairs, property standards or landlord responsibilities were not addressed promptly. This included working with private and social landlords in leased accommodation to ensure that required works were identified, chased and completed within agreed timescales. FitzRoy also escalated concerns relating to maintenance, major property works, compliance, health and safety and emergency repairs, and where appropriate pressed for further action or compensation. In 12 cases, this led to compensation being secured for people supported. This advocacy helped to ensure that homes remained safe, suitable and upheld dignity.

This advocacy reflects FitzRoy's role not only as a provider of care and support, but as an organisation that actively supports people to navigate complex systems and assert their rights.

**Looking to the future**

FitzRoy will continue to strengthen the role of lived experience, co-production and advocacy across both practice and organisational influence.

In 2026, FitzRoy will convene a multi-agency roundtable with VODG, bringing together commissioners, integrated care system partners, local authorities, providers and policy colleagues to share learning on effective transitions from long-stay hospital and institutional settings into community-based support. The discussion will focus on what enables good discharge, how commissioning and provider relationships can be strengthened and how the distinct strengths of the not-for-profit sector can support better outcomes for people with complex needs.

**Priorities for 2026/27 include:**

- further embedding co-production with Nationwide in the development and communication of Living My Life

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- build on the cuckooing work developing tools and resources, sharing knowledge with partner organisations who support people with learning disabilities, autism and mental health needs.
- expanding opportunities for people with lived experience to contribute to training, quality assurance and organisational learning
- strengthening advocacy for people supported, particularly in relation to housing, access to services and complex systems
- building on sector influence through partnership working, sharing learning and contributing to national discussions

# People

**Strategic summary of action**
FitzRoy's workforce is central to delivering high-quality, personalised support. FitzRoy employs 1,706 colleagues, including 1,435 frontline staff, 178 bank staff and 93 colleagues in central support roles. Of the frontline workforce, 637 colleagues worked part time and 798 worked full-time. During the year, the organisation focused on stability, capability, ensuring colleagues had the skills and support to deliver person centred care.

Alongside continued investment in training and leadership development, FitzRoy placed greater emphasis on listening to colleagues, strengthening wellbeing and embedding inclusion in day-to-day organisational culture.

**Achievements and performance**
- Staff turnover reduced to approximately **16%**, significantly below sector averages (24.2% Skills for Care 2024)
- Agency staff usage reduced to **2.5%**, supporting continuity of care
- **89%** of services exceeded key performance indicators
- **37%** of the workforce completed or undertook formal qualifications
- **43%** of frontline staff completed Oliver McGowan Tier 2 training

Across the organisation, colleagues participated in more than 58,000 training sessions during the year, reflecting continued investment in skills, development and professional practice.

This included 41 internally delivered Oliver McGowan face-to-face courses, reaching 602 staff. FitzRoy also delivered 20 external Oliver McGowan training events, supporting 570 colleagues across the wider sector to strengthen advocacy and support for people with learning disabilities and autistic people. This nationally recognised training is designed to improve understanding of how to support people with learning disabilities and autism, and to help health and social care staff make reasonable adjustments, communicate effectively and provide more inclusive, person-centred support.

The 2025 staff engagement survey achieved a 73% response rate, with 81% reporting high engagement, pride in work and alignment with FitzRoy's purpose. More widely, 94% of staff report that they make a positive impact through their work, and 82% would recommend FitzRoy as a place to work. Feedback from the survey is informing local and organisational action, including priorities for leadership, communication and staff support.

During the year, FitzRoy launched colleague-led networks, including a Menopause network, an LGBTQIA+ network and an Ethnicity and Inclusion network. These networks are strengthening inclusion, wellbeing and colleague voice, and are increasingly informing organisational learning and leadership practice.

This was supported by continued investment in wellbeing initiatives, including mental health first aiders and wellbeing champions across services.

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Colleagues were recognised externally through regional and national awards, including the Great British Care Awards. FitzRoy submitted over 20 nominations across award programmes, resulting in multiple regional winners and finalists and a national finalist, reflecting the quality and commitment of colleagues across the organisation.

Internal recognition also continued through initiatives such as Team of the Month and Thank You Week, celebrating the contribution of colleagues across services.

**Looking to the future**

In the year ahead, FitzRoy will continue to prioritise workforce stability, capability and inclusion in a challenging labour market. This includes building on leadership development, responding to staff feedback from surveys and networks, and strengthening wellbeing and inclusion through colleague-led initiatives. Workforce planning will remain closely aligned to quality, sustainability and the needs of people supported.

# Sustainability

**Strategic summary of action**
Maintaining sustainability while protecting quality remained a central strategic priority during 2025/26. Against a challenging funding and cost environment, FitzRoy focused on disciplined decision making, selective growth and long-term resilience.

This included addressing longstanding service viability challenges, maintaining strong relationships with commissioners and investing in environments that support safe, high-quality care.

**Achievements and performance**

- Operational income for the year was on target at **£60m**
- Opening four new supported living services in Hampshire, Oxfordshire and Norfolk
- Investment of **£613k** was made in property improvements and adaptations
- 100% services compliant with food-waste collection
- 100% of FitzRoy owned properties achieved EPC ratings of C and above

Despite a challenging operating environment, FitzRoy delivered a stable financial and operational performance during 2025/26, underpinned by disciplined decision-making and a clear focus on long-term sustainability. This reflects effective service delivery, strong commissioner relationships and careful management of growth activity.
Environmental sustainability was further embedded operationally through staff engagement and local leadership. By year end, 25% of services had an identified Green Champion, which includes both staff and people we support, their role being leading practical action at local level and contributing to a growing culture of environmental responsibility across the organisation. Progress during the year also reflected improved oversight of environmental performance across the estate. This creates a more consistent platform for future ESG progress and regulatory readiness.

FitzRoy maintained strong strategic relationships with commissioners during the year, with development activity increasingly focused on early engagement, service design and long-term demand shaping. Business development activity focused on opportunities aligned with FitzRoy's strategic intent and risk appetite. New supported living contracts were won in Hampshire and Oxfordshire, along with the opening of a new forensic service in Norfolk, strengthening FitzRoy's geographic footprint and creating high-quality, sustainable provision tailored to people's needs. A review of the mobilisation process has developed additional input from teams and an extended support to new services to ensure service quality, workforce stability and long-term viability from inception.

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Investment continued in the development and testing of new service models designed to better align outcomes, cost and community integration. These initiatives strengthened FitzRoy's ability to respond to changing commissioner expectations and position the organisation for future demand in a rapidly evolving social care landscape.

Alongside growth and investment, FitzRoy took difficult but necessary decisions to address long-standing service viability challenges. Where services could not be operated sustainably or without compromising quality, action was taken to protect people we support, staff and the long-term strength of the organisation. These decisions, while challenging, were essential in maintaining financial resilience and ensuring FitzRoy remains well positioned to deliver safe, high-quality support into the future.

**Looking to the future**

FitzRoy will maintain a disciplined approach to sustainability, focusing on service viability, targeted growth and long-term resilience.

Priorities will include maintaining strong commissioning relationships, solutions that demonstrate innovation and adaption in a challenging market, including building on co-production family supported living model and additional forensic community supported living.

ESG will be embedded into day-to-day decision making, focusing on driving environmental changes that makes a measurable impact and involves staff and people supported.

# Transformation

**Strategic summary of action**
Transformation activity during 2025/26 focused on strengthening organisational resilience, infrastructure and efficiency, enabling services to deliver high quality support more consistently and effectively.

Digital capability, data quality and assistive technology continued to be developed as enablers of independence, insight and improvement. Alongside core system improvements, FitzRoy continued to explore how emerging technologies, including assistive technology and artificial intelligence, can support both people supported and colleagues in safe, practical and person-led ways.

**Achievements and performance**

Cyber Essentials Plus accreditation was achieved during the year, alongside external recognition for FitzRoy's Direct to Desk IT solution.

Digital Support Plans are now embedded across services, with 100% of support plans held digitally, improving accessibility, consistency and oversight.

The Assistive Technology Library continued to expand during the year, supporting increasing numbers of people to communicate, connect and live more independently. Since launch, the library has received more than 40 requests, with most available devices currently in use. Several items trialled through the library have since been retained as longer-term solutions for people supported, demonstrating the practical value of assistive technology in supporting independence and quality of life.

FitzRoy continued to develop and test a range of technologies to support personalised care and independence. The successful Vocala communication project at a Hampshire supported living service was expanded into additional services during the year following positive feedback from commissioners and staff. Sentai devices were introduced to support a small number of people with more specialist

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needs, with early learning highlighting the importance of careful matching between technology and individual requirements.

Genus technology is due to be introduced during 2026/27 as part of FitzRoy's continued exploration of innovative approaches to care and support. The organisation has also continued to explore the future use of PainChek, a digital pain assessment tool, subject to wider system integration developments.

Alongside this, FitzRoy has begun to explore the potential role of artificial intelligence in improving ways of working safely and effectively. Colleagues from a range of departments have started AI-related apprenticeship programmes to build understanding of practical use cases and support the safe development of digital capability across the organisation.

Across all strategic priorities, FitzRoy continues to strengthen its use of learning, insight and evidence to improve quality and support better outcomes for the people it supports.

### Looking to the future

Transformation activity will continue to focus on strengthening digital resilience, data quality and assistive technology as enablers of independence and insight.

FitzRoy will build on recent system improvements and learning from technology trials to support more consistent decision making, reduce administrative burden and enable staff to spend more time delivering meaningful support. Priorities for 2026/27 include expanding the use of assistive technology where it demonstrably improves independence and quality of life, strengthening digital capability across teams and continuing to explore safe and effective uses of emerging technologies, including artificial intelligence.

## Financial Review

Despite continued sector-wide pressures arising from legislative change and increasing cost demands, operational income increased by 3.6% during the year. This growth has been driven by supported living tender successes in Hampshire and Oxford, together with positive outcomes from contract uplift negotiations across local authority and ICB commissioned services. Sustained growth in operational income remains critical to ensuring the long-term financial sustainability of the Charity.

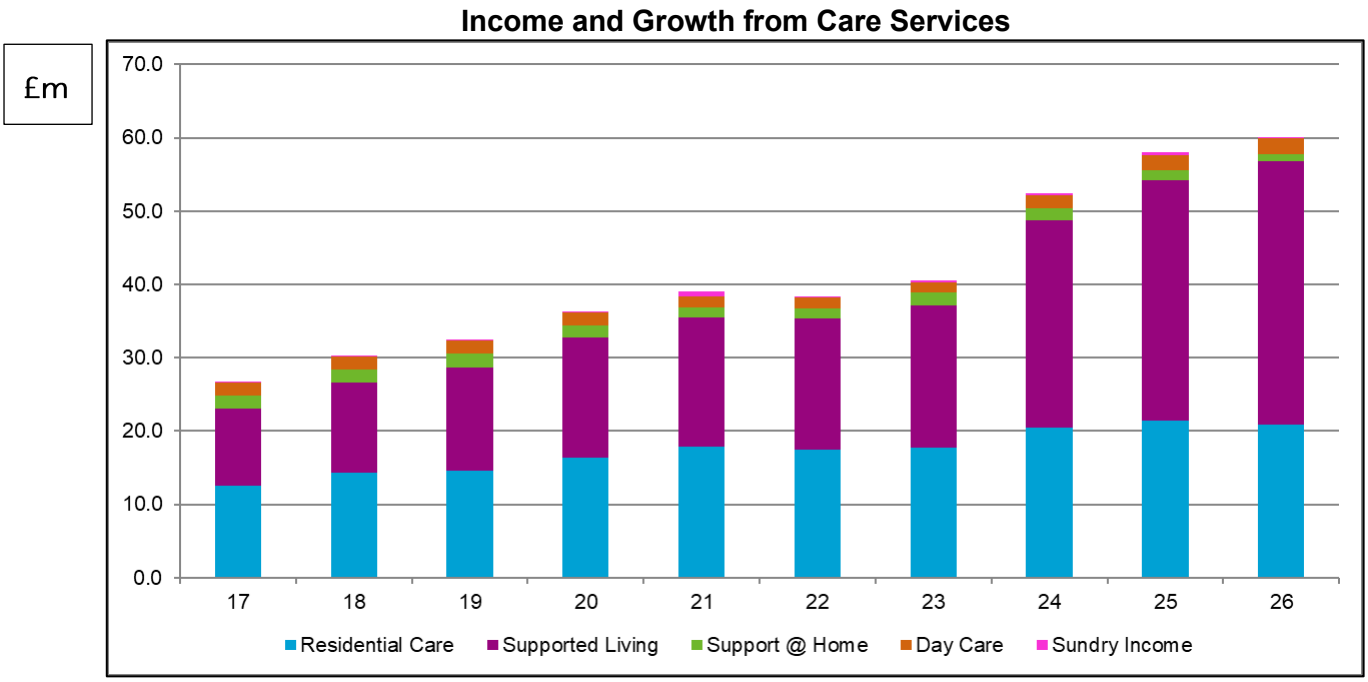
Alongside delivering value for money, maintaining and strengthening relationships with key stakeholders continues to be fundamental to our success. These partnerships have supported access to new opportunities, encouraged innovation, and strengthened collaborative working built on shared values and mutual trust.

For 2025/26, the organisation is reporting a deficit of £1,015m, primarily driven by costs associated with the closure of two services in Norfolk and the transfer of a rural residential service in Kent to another charity. Despite the transfer having an effect on overall financial results, this is a non-cash item and does therefore not affect the organisations cash position. Excluding the impact of asset transfers and other exceptional items, the year concluded with a sustainable operational surplus of £847k, underpinned by strong cash reserves. This financial resilience remains important as we continue to manage significant external pressures while maintaining focus on our longer-term strategic objectives.

Our ongoing collaboration with local authorities has remained critical in securing the fee uplifts required to deliver high-quality services and support the Charity's long-term sustainability. We continue to maintain rigorous financial oversight, with post-year-end forecasts and financial performance subject to regular review by the Trustee Board.

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Income

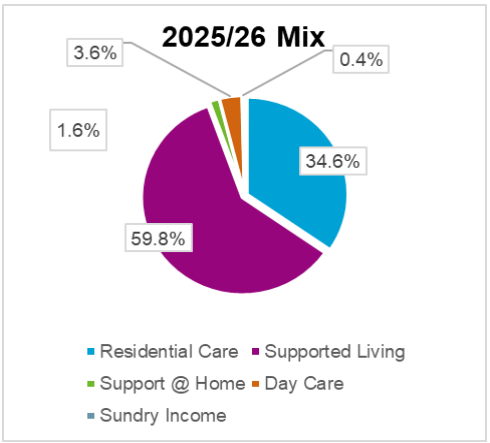


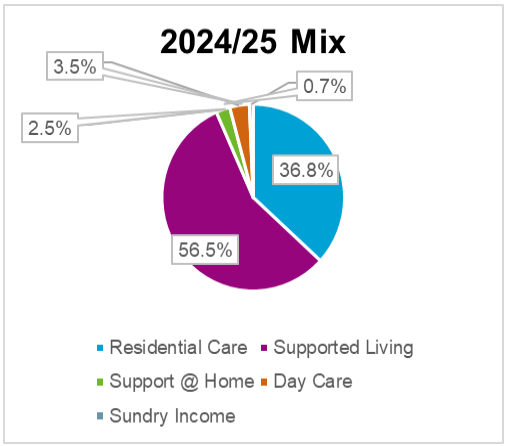

In the year to March 2026, income from Care Services grew by 3.6% to £60m, including approximately £300k generated from new business, with the remaining growth driven by local authority fee uplifts and contract adjustments.

Total income – comprising care service fees, donations and investment income – remained broadly stable, increasing by 0.8%. This position reflects the impact of the reduced legacy accrual and losses arising from the disposal/transfer of assets during the year. Local authority fees continue to represent the Charity's primary source of income.

Service mix continued to evolve in line with commissioning trends. Income from Support at Home services declined by 34.2%, Long-Term Residential income reduced by 2.7% reflecting the transfer of our rural residential service in Kent. In contrast, Supported Living increased by 9.7% and Day Care by 6.8%, driven largely by successful tender wins in Hampshire and Oxford and the continued expansion of supported living services across a range of specialisms.

**Mix of Income**




The 2025/26 income mix continues to reflect the wider direction of travel within Adult Social Care commissioning, with Supported Living now representing almost 60% of income, compared to 35% from

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Residential Care. This aligns with the ongoing preference from commissioners to support people in more independent, community-based settings wherever appropriate, promoting greater choice, control and person-centred outcomes. Whilst Residential Care remains a significant and important part of the portfolio, the continued growth in Supported Living demonstrates the organisation's ability to adapt to changing market demand and commissioning priorities.

Our fundraising activities during the year resulted in donations of £458k, (before the £560k reduction in a long-standing legacy accrual), we benefited from generous support from various Charitable Trusts and locally held fundraising events.

We continue to proactively manage our asset base and working capital, ensuring that the organisation's resources are optimised to deliver maximum impact for the people we support.

**EXPENDITURE**

Total expenditure increased in the year by 3.0%, reflecting the small increase in income. We have seen a further 35.2% reduction in agency costs, providing a greater consistency of support to the people using our services.

We remain committed to delivering high-quality care, despite the continued financial pressures from rising costs. These costs, including general inflation, National Living Wage and pay uplifts sufficient to remain an above NLW employer, are offset by fee uplifts that often fail to fully cover these expenses.

During the year, we incurred losses on the disposal of assets relating to two closed locations in Norfolk, and on the transfer of assets for one of our Kent residential services, totalling £961k (see note 3b). The Kent service was transferred to a charity with values closely aligned to FitzRoy's and expertise in rural residential support, offering people a wider range of meaningful opportunities, including animal care, gardening and work-based skills in their café. The transfer supports the long-term sustainability of the service and the people who live there.

Effective working capital management remains a key priority, providing the flexibility needed to support future growth. We continue to maintain strong relationships with local authorities, ensuring efficient invoicing and timely receipt of funds. However, fee debtor balances have risen over the past year, reflecting growth in income and what appears to be, a change in the timeframe authorities pay. Both FitzRoy and our local authority partners are focused on resolving these issues promptly to maintain financial stability.

FitzRoy Support Services Limited (FSSL), a trading subsidiary of FitzRoy Support delivers regulated care services. FSSL returned a surplus of £75.3k in 25/26 (£1k 24/25), with amounts due from the subsidiary at March 2026 being £721k, due to timing issues in relation to payment of debtors.

## Fundraising practices

FitzRoy's work is primarily funded through local authority income, which covers the core costs of delivering care and support. Voluntary income plays an important complementary role, enabling the organisation to enhance support and provide additional resources at a time when care packages are under increasing pressure. Support from donors and partners helps FitzRoy remain true to its values, supporting people not only to be safe, but to live fulfilling, independent and connected lives.

FitzRoy is particularly grateful to its supporters, patrons, ambassadors, and the families and friends who continue to provide consistent and valued support. Through this support, the organisation is able to develop opportunities and experiences that would not otherwise be possible for the people it supports. FitzRoy extends its sincere thanks to the individuals, trusts and foundations, community groups and corporate partners who supported its work during the year.

The organisation is committed to high standards of fundraising practice and operates with transparency, integrity and care. FitzRoy is a member of both the Fundraising Regulator and the Chartered Institute

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of Fundraising and works to ensure compliance with relevant regulations and codes of practice. FitzRoy does not buy or sell supporter data and is committed to protecting the privacy and trust of all those who engage with the organisation.

FitzRoy takes steps to protect people in vulnerable circumstances from unreasonable intrusion, pressure or persistent approaches during fundraising activity. Fundraisers maintain current knowledge and understanding of how to recognise and respond appropriately where someone may be vulnerable, including respecting requests not to be contacted and ensuring people are not placed under pressure to give. This is supported by FitzRoy's Fundraising and Vulnerable Persons Policy and Gambling Policy, which are regularly reviewed, updated and circulated in line with best practice and relevant legislation.

Fundraising activity is delivered by a team of 2.7 full-time equivalent professional fundraisers, alongside colleagues across services who are encouraged and supported to get involved where appropriate. Guidance, materials and practical support are provided to both staff and people supported who choose to fundraise, helping to build shared ownership and pride in the outcomes achieved.

**Reserves policy**

Maintaining financial sustainability is one of the key elements in the charity's on-going risk assessment. The Trustees and Executive team review the main risks to the charity as part of their annual procedures.

Reserves are essential to ensure the Charity's financial resilience and long-term sustainability. They provide a necessary buffer to manage fluctuations in income, particularly when there are protracted negotiations with Local Authorities ensuring the uplifts are adequate to meet the rising cost pressures we face. These include regulatory change such as NLW and employer National Insurance contributions (ENICs), ongoing recruitment and retention challenges, and the need to offer competitive pay and benefits to our staff. Maintaining appropriate reserves help safeguard against operational risk, ensures the Charity can continue to deliver high-quality care services in a sustainable and resilient manner, whilst continuing to deliver against our strategic priorities.

The Trustees reviewed the Charity's reserves policy during 2026 and, following consideration of the principal risks facing the Charity, established a target range for free reserves of between £8.7m and £11.9m. The assessment includes a review of the risk register, with key risks quantified where possible and adjusted to reflect their likelihood of occurrence. Consideration is also given to the Charity's continuing growth, working capital requirements, contractual obligations to staff, and the need to manage short-term financial risks and uncertainties.

At 31 March 2026, the Charity held free reserves of £8.7m, which is within the target range established by the Trustees. The Trustees are therefore satisfied that the Charity has sufficient reserves to support its ongoing operations and meet foreseeable commitments while maintaining financial resilience.

On 31 March 2026 FitzRoy held a total of £22.7m in reserves, with £0.3m Restricted, £13.3m Designated (made up of Fixed Asset fund of £12.0m and Maintenance & Redevelopment fund of £1.1m, along with a Transformation fund of £0.2m) and £9.0m Free Reserve. It is expected that the designated Maintenance & Redevelopment and Transformation funds will be utilised during 2026/27 to facilitate maintenance of our property portfolio and to invest in new digital transformation projects or services.

| | **£k** |
|---|---|
| **Restricted Funds:** | |
| Amenity, Friends & Development | 638 |
| **Designated Funds:** | |
| Fixed Asset Fund | 11,966 |
| Maintenance, redevelopment & transformation | 1,335 |
| **General Funds:** | |
| Free Reserve | 8,739 |
| **TOTAL FUNDS** | **22,678** |

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## Investment policy

The Memorandum and Articles of Association of the Charity provide the Trustees with the power to make investments as they consider appropriate. The Trustees recognise that the Charity's principal investment is its properties portfolio, which supports the delivery of its charitable purpose.

The Charity also holds a small portfolio of listed investments, originally received as gifts, which continues to be held in accordance with the Trustees' investment policy. Cash balances not required for immediate operational purposes are invested in low-risk, interest bearing deposit accounts, including fixed term deposits and notice accounts with funds placed to achieve the best available return while maintaining appropriate liquidity and preserving capital. The Trustees do not actively invest surplus operational cash in higher-risk investments assets, reflecting their priority to safeguard charitable funds while generating an appropriate return.

The investment objective for the coming year is to achieve an average return of approximately 4% across the Charity's investment portfolio, principally through returns on cash deposits whilst maintaining an appropriate level of liquidity.

The small balance of investments held in equities increased to £23.9k from £22.3k in the previous year to March 2025. The capital value of investments increased this year with an unrealised gains in the year of £6.0k as a result of the changes in the stock market. The actual amount invested in the stock market at the end of the year, was £60.7k.

## Risks and uncertainties

The risk register is reviewed on a regular basis by each sub-committee as well as the trustee board, it is then formally reviewed and updated annually. The principal risks and uncertainties identified are:

- Safeguarding
- loss of income
- staff recruitment & retention
- failure to complete our digital transformation & business systems programme
- changes in regulation
- fraud

To manage these risks, we have a digital transformation and business systems strategy in place with a senior leadership team driving new ways of working, finance/operational process to address loss of income, processes in place to address the development of staff and their pay and benefits package, as well as tried and tested systems and procedures formulated to manage and mitigate the risks the charity faces.

In addition, we have a robust disaster recovery plan in place and have made a significant investment in our business systems, infrastructure & resource and will continue to prioritise this in the coming year, in order to ensure business continuity.

Given the nature of the sector that FitzRoy operates in, a key risk is delivering quality support to vulnerable adults, whilst actively working to minimise and protect those we support from any safeguarding issues. To do this, FitzRoy have robust policies and procedures in place, as well as carrying out quality audits and regular reviews of occurrences so we can spot any emerging issues early.

During the 2025/26 fiscal year, we experienced a reduction in inflation-linked fee increases from local authorities compared to the previous year. This, combined with ongoing cost-of-living pressures, rising staffing costs, and recruitment challenges, presents significant financial pressures. In the medium term, the sector continues to advocate for greater recognition from the Government and local authorities of the escalating funding challenges, particularly in relation to the National Living Wage and increases in Employers National Insurance Contributions.

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Long-term sustainability and liquidity remain a primary financial objective, and the organisational strategy underpins this objective. Salary pressures, driven by legislation regarding the National Living Wage, compound this issue and mean we need to consistently review our processes for efficiencies, and our structure for opportunities to reduce our overhead cost.

Ensuring readiness for a major incident remains a critical priority, with our disaster recovery plan undergoing regular review and oversight by the Executive team to ensure it remains robust and effective.

# Structure, Governance and Management

The charity is incorporated as a company limited by guarantee and is governed in accordance with its Memorandum and Articles of Association.

## Statement of Trustees' responsibilities and corporate governance

The Trustees constitute Directors of the Company for the purposes of the Companies Act 2006 and Trustees of the Charity for the purposes of the Charities Act 2011. A full list of all Trustees is given on page one.

In an effort to maintain a broad skills mix, Trustees regularly review the Board's ability to provide support to the officers of the charity and, in the event of particular skills being lost due to retirements, a through transparent recruitment process is followed. Over the years we have employed selective advertising including social media channels, external recruitment consultants as well as more traditional networking opportunities to recruit Trustees. New Trustees are taken through an induction process that includes visits to a number of our services across the country to familiarise themselves with the running of the Charity. A number of our current Trustees have direct experience of learning disability within their own families.

Trustees undergo induction training upon appointment, then are offered ad hoc training throughout their term.

Section 172 of the UK Companies Act 2006 states that all Trustees must act in accordance with a set of general duties. A Trustee of a charitable organisation must act in the way they consider, in good faith, would most likely promote the success of the charity for the benefit of its stakeholders as a whole, and in doing so have regard (amongst other matters) to the:

- likely consequences of any decisions in the long term
- interests of the charitable company's employees
- need to foster the charitable company's business relationships with suppliers, customers and other
- impact of the charitable company's operations on the community and the environment
- charitable company's reputation for standards and business conduct; and
- need to act fairly between members of the charitable company

The following paragraphs summarise how the Trustees fulfil their duties:

The Board of Trustees generally meets six times a year to assess the overall direction and governance of FitzRoy but regularly reviews the frequency of meetings to support the needs of the organisation. The Trustees delegate the exercise of certain functions in connection with the management and administration of the charity to seven Board Committees, the Finance, Remuneration, Nominations,

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Quality & Safeguarding, Property, People, and IT & Transformation. These groups meet regularly and report back to the Board on a regular basis and seek full ratification of certain decisions.

Each year the Trustees hold an extended all day strategy meeting with the Executive team. This provides an opportunity to reflect on the strategic direction of the charity, meet service users, review the major risks to the charity and undergo ongoing training.

A review of Board performance and Trustee chair performance is conducted annually by way of survey to each individual Trustee. The consolidated survey feedback is discussed with the full Board with recommendations forming part of the annual governance workplan. All trustees set their own annual objectives which are reviewed in consultation with the Chair every year.

## People We Support & families

We have a service user group, called Nationwide, where members of this group regularly report to the Board with their suggestions for the organisation.

An annual satisfaction survey is carried out, which is completed by the people we support, families and all external stakeholders The survey results are then reported back to this same group as well to our service managers and staff. Each service is required to develop an action plan based on the feedback they receive in these surveys. We also report our results to the board of Trustees. The results are then used in various forms of external marketing communications including FitzRoy News, communications with commissioners, donors, and families alike. The executive team, along with the board, would reflect on suggestions, comments raised in the survey and feedback any actions.

## Supporters & donors

We work closely with our supporters and donors to ensure we are engaging with them effectively. They receive our supporter communications based on their personal preferences and are engaged with on a one-to-one level with the fundraising team, senior leadership team, executive and CEO where appropriate.

The income from our supporters and donors links into the Finance Committee which meets four times per year, where budgets, forecasts and results are reviewed. A report from the Executive Director of Business Development and Partnerships is reviewed by the main board on a bi-monthly basis.

We have a group of Ambassadors who are made up of long-term supporters of the charity, trustees are involved in activities with this valued group of supporters.

## Employees

The knowledge and expertise of our staff across the organisation is a critical asset and helps the charity to thrive. Our Recruitment and Selection policy ensures consideration is made to the full and fair consideration of disabled persons both in terms of applications, changes that arise during continuing employment and their career development and progression. Every day our staffs' commitment means that we achieve our charitable objectives, and we place a huge emphasis on recognising the tremendous contribution they make.

Our frontline teams have embraced digital transformation, and we are utilising technology to engage with staff more, ensuring everyone who works for FitzRoy feels valued and achieves their potential.

Following the staff survey, we focused on three key areas: helping staff feel confident to report concerns, increasing visible leadership, and improving IT systems and information sharing. Since then, we have introduced anonymous reporting routes, strengthened support for colleagues involved in investigations, delivered conflict management training to management teams, and launched wider work around psychological safety and inclusion. Executive and SLT visibility has increased significantly, with 100% of services visited, leadership roadshows delivered across the organisation, where our frontline staff were invited to attend, the exec team also completed shadow shifts. We have also invested heavily

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in technology and communication improvements, including new laptops and tablets, Wi-Fi upgrades across services, new DSP training modules, and improved IT engagement with regional teams.

Our senior management and trustees regularly visit services to meet with staff, the people we support and their families. The leadership team also meet with regional management teams on a regular basis where valuable feedback from frontline staff is discussed.

## Suppliers

We value all our suppliers and have both local and national contracts, where appropriate. Communication transparency in dealing with suppliers is delegated to the Finance Committee and executive team who will discuss any major contracts and or supply issues as and when appropriate. Budgets, forecasts, and actual results are reviewed on a regular basis by the Finance Committee and the Board.

## Community & Environment

FitzRoy holds community fundraising events in order to engage the local communities where the people we support live. Our new strategy increased our aspirations for our services and people we support and how they contribute and participate in their local community.

The trustees recognise the importance of leading a charity that not only generates value for its beneficiaries, but also to the wider society. We recognise the environmental and climate risks, and we are committed to reducing, where possible, the impact of our operations and minimise our environmental impact. In order to achieve this, FitzRoy are working to improve the energy ratings of our property portfolio whilst also ensuring that waste is recycled where possible, and the most efficient light sources are used. We will continue to ensure the use of the most energy efficient heating systems and make sure that double glazed sealed units are in place in order to reduce energy usage.

During the last financial year, due to growth in the number of locations, FitzRoy used 2,98,373 kWh (2025: 3,244,273 kWh) of energy from gas and electricity, as well as 110,399 litres (2025: 142,575 litres) of diesel, petrol and heating oil. This resulted in total gross kg $CO_2$ of 712,610 across 105 locations (2025: 860,459 across 109 locations), a reduction of 1,108kg $CO_2$ per location, and an intensity ratio of $tCO_2$ of 0.01185 (2025: 0.01483) per £1m of income from care services.

The methodology used to produce these results was to collect the kWh, litres of diesel, petrol, and heating oil usage data from our various suppliers, we also used data collected from reimbursed business travel from our accounting systems. We then used the 'UK Government GHG Conversion Factors for Company Reporting' to convert the source data into kg $CO_2e$ units and from then used our turnover for the year 2025/26 to produce our intensity ratio.

## Modern slavery

The organisation is committed to preventing modern slavery in its charitable activities and supply chains. Modern slavery encompasses slavery, forced labour, human trafficking, and domestic servitude. A copy of our modern slavery statement can be found on our website.

**The Trustees are responsible** for preparing the Annual Report and the financial statements in accordance with the UK Companies Act 2006 and for being satisfied that the financial statements give a true and fair view. The Trustees are also responsible for preparing the financial statements in accordance with United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources of the Charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently.

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- 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 Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that show and explain the Charity's transactions, disclose with reasonable accuracy at any time the financial position of the Charity, and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware at the time of approving the Trustees' Annual Report:
• There is no relevant information, being information needed by the auditor in connection with preparing the report, of which the Group's auditor is unaware; and
• The trustees, having made enquiries of fellow directors and the Group's auditor that they, have each taken all steps that he/she is obliged to take as a director of that information.

The Charity is managed on a day-to-day basis by its Officers and Executive team under the leadership of the Chief Executive, who is appointed by and responsible to the Trustees.

The Board of Trustees reviews and approves changes in remuneration to all staff annually, with delegated powers to the Remuneration Committee for senior staff remuneration and performance, which is measured against overall organisational KPIs.

## Fundraising

### Fundraising and voluntary income
### The impact of FitzRoy's supporters

During the year, FitzRoy raised £451,000 of voluntary income in a challenging fundraising environment characterised by increased competition for funding and higher expectations around clarity of purpose and demonstrable impact.

In response, FitzRoy continued to focus on a needs-led, people first approach to fundraising, working closely with services to connect supporters to what matters most to people supported. This included initiatives that support independence, community connection and the creation of safe, personalised homes. The vast majority of voluntary income during the year was secured through purposeful, carefully targeted fundraising, ensuring that funds raised were closely aligned to strategic priorities and could deliver tangible benefit.

Thanks to the generosity of supporters, FitzRoy was able to fund a range of initiatives during the year, including:

- the introduction of a new Positive Behaviour Specialist role in the South, providing expert support to people with complex needs
- the launch of the Assistive Technology Library, enabling new ways for people to communicate, connect and live more independently
- grants supporting people to achieve personal goals and aspirations
- funding to improve and personalise people's homes

A significant development during the year was a grant from the Oliver Ford Foundation, supporting FitzRoy's ambition to increase access to nature-based activity for people supported. This funding has acted as a catalyst for the organisation's FitzRoy in Bloom and wider ESG activity, supporting wellbeing, social connection and inclusion, and informing longer-term learning through pilot approaches.

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The year also saw the return of FitzFest in Norfolk, an inclusive community festival bringing together people supported, families, staff and the wider community, while raising funds to support improvements to The Maltings' sensory garden.

To support longer-term sustainability of voluntary income, FitzRoy also launched the FitzRoy Weekly Lottery, providing a regular giving mechanism to complement other fundraising activity and helping to build more predictable, resilient income streams.

FitzRoy remains extremely grateful to all individuals, funders and partners who supported the organisation during the year. Their contribution plays an important role in enabling FitzRoy to enhance quality of life, choice and opportunity for the people it supports.

FitzRoy maintains a number of internal policies relating to fundraising, including its Individuals in Potentially Vulnerable Circumstances Policy. These policies are regularly reviewed, with oversight provided by the Director of Transformation, IT, Fundraising and Communications, who reports to the Board of Trustees on fundraising strategy, performance and practice.

The organisation is pleased to report that no complaints were received in relation to fundraising during the year. FitzRoy remains extremely grateful to everyone who donated, fundraised or supported its work, and recognises the important role this support plays in enhancing quality of life and opportunity for the people it supports.

## Organisational changes

### Board of Trustees

During the year we saw two trustees resign, with three newly appointed.

### Auditors

A resolution proposing that MHA be reappointed as auditors will be put to the Annual General meeting.

The Trustees' Report and Strategic Report were approved by the Trustees in their capacity as Directors of the company on 16th July 2026 and are signed on their behalf by:



**Mark Smith**
**Trustee and Chair of the Board of Trustees**

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# Independent Auditor's Report to the Members of FitzRoy For the Year Ended 31 March 2026

## Opinion

We have audited the financial statements of FitzRoy Support (the 'charitable company') for the year ended 31 March 2026 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2026, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

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

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

## Conclusions relating to going concern

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

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

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

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## Other information

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

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

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report (incorporating the Directors' Report and the Strategic Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the Trustees' report (incorporating the Directors' Report and the Strategic Report) has been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or Strategic Report included within the Trustees' Report.
We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company, or returns adequate for our audit have not been received from branches not visited by us; or

- the charitable company's financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of Directors' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit.

## Responsibilities of Trustees

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

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

**Auditors 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.

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

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-

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assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

**Use of this report**

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



**Stuart McKay BSc FCA DChA** (Senior Statutory Auditor)

For and behalf of

MHA

Statutory Auditor

London, United Kingdom

Date: 30 July 2026

MHA is the trading name of MHA Audit Services LLP, a limited liability partnership in England and Wales

(registered number OC455542).

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# Statement of Financial Activities for the year ended 31 March 2026
(Incorporating an income and expenditure account)

| | Notes | Unrestricted Funds | Restricted Funds | Total to 31 March 2026 | Total to 31 March 2025 |
|---|---|---|---|---|---|
| | | £ | £ | £ | £ |
| **Income and endowments from:** | | | | | |
| Donations and Legacies | | **(454,286)** | **352,809** | **(101,477)** | 454,732 |
| Charitable Activities | | **60,113,204** | **-** | **60,113,204** | 58,016,563 |
| Investment income & interest receivable | | **189,430** | **-** | **189,430** | 327,975 |
| ***Other:*** | | | | | |
| Loss on realisation of investment | | **-** | **-** | **-** | (335) |
| **Total Income** | 2 | **59,848,348** | **352,809** | **60,201,157** | 58,798,935 |
| **Expenditure on:** | | | | | |
| Raising Funds | 3 | **276,273** | **-** | **276,273** | 159,151 |
| Cost of charitable activities | 3 | **59,764,006** | **221,354** | **59,985,360** | 58,240,164 |
| Loss on disposal of assets | 3B | **960,776** | **-** | **960,776** | - |
| **Total Expenditure** | | **61,001,056** | **221,354** | **61,222,410** | 58,399,315 |
| Net gains/(loss) on revaluation of investments | 5 | **6,026** | **-** | **6,026** | (5,689) |
| **Net income/(expenditure)** | | **(846,681)** | **(168,545)** | **(1,015,226)** | 393,931 |
| Transfers | 8 | **39,421** | **(39421)** | **-** | - |
| **Net movement of funds** | | **(807,260)** | **(207,966)** | **(1,015,226)** | 393,931 |
| *Reconciliation of funds:* | | | | | |
| Total funds brought forward | 8 | **23,147,326** | **545,919** | **23,693,245** | 23,299,314 |
| **Total funds carried forward** | 8 | **22,340,066** | **337,953** | **22,678,019** | **23,693,245** |

* There are no recognised gains and losses other than those stated above.
* All of the above results derive from continuing activities.
* The notes on pages 32 to 42 form part of these financial statements.

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# Balance Sheet as at 31 March 2026

Company Registration Number: 2699902

| | Notes | £ | 2026 £ | £ | 2025 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Tangible assets | 4 | | | | |
| Property | | | **11,653,287** | | 12,563,899 |
| Equipment | | | **312,773** | | 330,961 |
| | | | **11,966,060** | | 12,894,860 |
| Investments | 5 | | **60,744** | | 54,719 |
| | | | **12,026,804** | | 12,949,579 |
| **Current assets** | | | | | |
| Debtors | 6 | **10,019,373** | | 8,429,881 | |
| Short Term Investments | | **-** | | - | |
| Short term cash and cash equivalents | | **5,117,448** | | 6,571,476 | |
| | | **15,136,821** | | 15,001,357 | |
| Creditors: amounts falling due within one year | 7 | **(4,485,606)** | | (4,257,691) | |
| **Net Current Assets** | | | **10,651,215** | | 10,743,666 |
| Total assets less current liabilities | | | **22,678,019** | | 23,693,245 |
| **Total Net Assets** | | | **22,678,019** | | 23,693,245 |
| **Funds** | | | | | |
| Restricted income funds | 8,9 | | **637,953** | | 545,919 |
| Designated funds | 8,9 | | **13,301,074** | | 14,271,637 |
| Unrestricted income fund | 8,9 | | **8,738,992** | | 8,875,689 |
| **Total charity funds** | 8,9 | | **22,678,019** | | 23,693,245 |

The notes on pages 33 to 43 form part of these financial statements.

**The financial statements were approved by the Board, authorised for issue on 16th July 2026, and signed on its behalf by:**

**Mark Smith** **Dawn Jacobs** Dawn Jacobs

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# Statement of Cash Flows for the year ended 31 March 2026

| | Notes | | 2026 | | 2025 |
|---|---|---|---|---|---|
| | | £ | £ | £ | £ |
| **Net cash inflow from operating activities** (See note below) | | | **(1,221,001)** | | (348,428) |
| **Cash flows from investing activities:** | | | | | |
| Interest received | | **188,394** | | 326,896 | |
| Investment income | | **1,036** | | 1,079 | |
| Purchase of tangible fixed assets | **4** | **(422,725)** | | (834,691) | |
| Proceeds on investments/sale of fixed assets | | **268** | | - | |
| (Increase)/decrease in Short-term investments | | **-** | | 3,000,000 | |
| **Net cash from investing activities** | | | **(233,027)** | | 2,493,284 |
| **Change in cash and cash equivalents in the reporting period** | | | **(1,454,028)** | | 2,144,856 |
| Short term cash & cash equivalents at the start of the year | | | **6,571,476** | | 4,426,620 |
| Short term cash & cash equivalents at the end of the year | | | **5,117,448** | | 6,571,476 |
| **(Decrease)/Increase in Cash** | | | **(1,454,028)** | | 2,144,856 |

As the Charity does not have any debt, an analysis of net debt has not been produced.

## I. Reconciliation of net income to net cash inflow from operating activities

| | 2026 | 2025 |
|---|---|---|
| | £ | £ |
| Net incoming resources | **(1,015,226)** | 393,931 |
| Property assets - non-cash adjustment | **4,184** | 12,000 |
| Return from investments | **(189,430)** | (327,975) |
| Gain on investments | **(6,026)** | 6,024 |
| Depreciation charge | **386,298** | 388,630 |
| Loss on transfer/sale of fixed asset | **960,776** | - |
| (Increase) in debtors | **(846,090)** | (1,732,049) |
| Increase in creditors | **(515,487)** | 911,011 |
| Net cash inflow from operating activities | **(1,221,001)** | (348,428) |

The notes on pages 33 to 43 form part of these financial statements.

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## 1. ACCOUNTING POLICIES

### a) Basis of accounting

FitzRoy is a public benefit entity incorporated in England, and the Trustees consider it to be a going concern. The financial statements have been prepared under the historical cost convention as modified by the revaluation of fixed asset investments. They accord with United Kingdom Generally Accepted Accounting Practice, the Statement of Recommended Practice – Accounting and Reporting by Charities issued in 2019 (SORP 2019) and Companies Act 2006. The accounts have been prepared under FRS 102 and SORP 2019.

The financial statements are presented in sterling which is also the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest whole £1, except where otherwise indicated.

The following are the principal accounting policies, which have not changed in the year.

### b) Going concern

We continue to produce detailed forecasts which cover the current financial year and 2/3 years hence, these are reviewed by the Finance Committee and board post year end. The 2026/27 projection shows a 1.9% surplus operationally, with the following years below 2%. Given our strong reserves position which enables us to carry out the work set out in our strategy, and the focused KPIs set for 2026/27 and beyond, the Trustees have concluded that the charity can meet its debts as they fall due and consequently the charity continues to adopt the going concern basis in preparing its financial statements.

### c) Group accounts

The charity has two subsidiary undertakings, Love4Life, a charitable incorporated organisation, which commenced activity on 1 April 2022 and FitzRoy Support Services Limited, a private company limited by shares, which commenced activity on 1 April 2023. The financial statements of Love4Life and FitzRoy Support Services Limited have not been consolidated into these financial statements on the grounds of materiality and therefore these financial statements are those of the charity and not the group.

### d) Fund accounting

Unrestricted funds comprise Designated Funds and the General Fund/Free Reserve and represent the accumulated net surplus of unrestricted income over expenditure. They are available for use by the Charity in furtherance of its general objectives. Designated funds comprise unrestricted funds which have been set aside at the discretion of the Trustees for specific purposes. Restricted funds are funds subject to specific restrictive conditions imposed by donors. Interest income is allocated to the various funds according to cash balances and investments attributable to them. The purpose and use of the designated and restricted funds are set out in the notes to the financial statements.

### d) Income

Income is accounted for on a receivable basis, except donations which are recognised in the year in which they are received. The charity's income largely comprises of contracts for care services, recognised as the service is delivered. Legacies are regarded as receivable when it is probable that the legacy will be received, and its value can be measured reliably.

Income from Government grants is accounted for when the charity has entitlement to the funds, any conditions attached to the grants have been met and it is probable that the income will be received, the amount can be measure reliably and is not deferred.

### f) Expenditure

The expenditure is classified under categories which reflect the use of the resource. Central costs are allocated to cost of care services. The charity has incurred expenditure on support costs. Support costs are costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Irrecoverable VAT is included in expenditure. Termination benefits,

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including redundancy costs, are recognised when the charity has the obligation to pay the benefits and they can be reliably measured.

**g) Tangible fixed assets**

The costs of acquisition of and adaptation to freehold properties, excluding the land value, are depreciated over their useful lives.

Properties are split into their component parts and associated useful lives are:

- Bathrooms - 10 years
- Boilers and heating - 15 years
- Bricks and mortar - 100 years
- Electrical re-wire - 30 years
- Kitchens - 15 years
- Lifts - 40 years
- Roofs *(flat & pitched)* - 25 & 50 years
- Specialised baths - 10 years
- Windows and doors - 25 years
- Specialist flooring - 8 years

Other tangible fixed assets are stated at cost including any incidental expenses of acquisition and depreciated by equal annual instalments over the expected useful lives of the assets, which are as follows:

- Computers - 4 years
- Furniture and equipment - 4-8 years
- Motor vehicles - 4 years
- Office fixtures and fittings - 10 years
- Short leasehold properties - the length of the lease/ contract

Any expenditure below £2,000 is included in the Statement of Financial Activities.

**h) Investments**

Investments are stated at market value. All gains and losses on revaluations are shown in the Statement of Financial Activities. Income from the investments is recognised in the year in which it arises.

**i) Financial Instruments**

The charity has financial assets and financial liabilities of a kind that qualify as basic financial instruments in accordance with FRS102. Basic financial instruments are initially recognised at the transaction value and subsequently measured at their settlement value.

j) **Debtors -** Fee and other debtors are measured at their recoverable amounts, prepayments are valued at the amount prepaid as at 31 March 2026.

**k) Operating leases -** Operating lease rentals are charged to the Statement of Financial Activities as they become due.

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

**m) Liquid resources -** Cash and cash equivalents are those with a period of maturity of 95 days or less, held in both none & interest-bearing bank accounts, these form the day to day working capital of the Charity. Short term investments are those with a maturity period greater than 95 days, representing funds not required immediately.

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n) **Key judgements & estimates -** The Charity makes an estimate on the recoverable value of fee and other debtors. When assessing the impairment of these debtors, management considers factors including the ageing profile and historical experience. £87k bad debt provision is included within the debtor balances in note 6. The charity estimates the useful lives of fixed asset components. The estimates and associated assumptions are based on historical experience within the charity and also by utilising guidance from the NHF (National Housing Federation). Dilapidation accruals are also estimated based on works required over the life of the repairing lease and historical experience.

o) **Pension costs**

The Charity participates in defined contribution schemes which require contributions to be made to separately administered funds. Contributions to the charity's defined contribution pension schemes are charged to the statement of financial activities in the year in which they are incurred. The Charity also participates in the NHS pension scheme and the Local Government Pension Scheme (LGPS).

The NHS pension scheme is a multi-employer scheme. Thus, the Charity is unable to identify its share of the underlying assets and liabilities. Therefore, in accordance with the exemption in FRS 102, the Charity accounts for the NHS pension scheme as if it were a defined contribution scheme. The Charity's contributions are recognised as an expense in the Statement of Financial Activities in the periods during which services are rendered by employees.

The charity participates in the Local Government Pension Scheme (LGPS), a defined benefit pension scheme administered by Nottinghamshire County Council Pension Fund. The scheme is funded .

In accordance with the requirements of the FRS 102, the charity is required to recognise its share of the scheme's assets and liabilities in the financial statements. However, the charity's share of the LGPS is not considered material to the financial statements, either individually or in aggregate.

As such, the charity has not recognised the associated pension asset or liability in the balance sheet. Instead, contributions to the scheme are accounted for on a defined contribution basis, with payments recognised as an expense in the period in which they are made.

## 2. INCOME

Income from Local Authorities relates to care services provided. £52,809 (2025 £183,835) of income from donations & legacies is classified as restricted, all other income was unrestricted.

Fundraising income during the year has been significantly impacted by a reduction of £560k in a long-standing legacy accrual. This adjustment follows receipt of updated information regarding the administration of the estate, indicating that the residual value available for distribution is lower than previously estimated.

The original accrual was based on the best information available at the time and reflected management's reasonable expectation of the Charity's entitlement from the estate. As the administration of the estate has progressed, revised estimates of the remaining assets, liabilities and costs have become available, resulting in a lower anticipated receipt for FitzRoy. In accordance with accounting requirements, the accrual has therefore been reduced to reflect the latest estimate of the Charity's expected entitlement.

Whilst this adjustment has had a significant impact on reported fundraising income for the year, it is a non-cash accounting adjustment and does not affect the underlying operational performance of the Charity. The revision reflects updated information relating to a historic legacy rather than any deterioration in current fundraising activity or future fundraising prospects.

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## 3. EXPENDITURE

| | Direct Costs £ | Support Costs £ | Total 2026 £ | Total 2025 £ |
|---|---|---|---|---|
| Cost of Care Services | | | | |
| Staffing | **49,370,000** | **2,951,049** | **52,321,049** | 50,704,022 |
| Marketing | **-** | **41,855** | **41,855** | 43,846 |
| Business Systems | **-** | **561,224** | **561,224** | 446,863 |
| Depreciation | **369,917** | **16,381** | **386,298** | 388,630 |
| Recruitment/Training/Insurance | **834,221** | **461,770** | **1,295,991** | 1,017,014 |
| Office & administration | **2,371,025** | **633,663** | **3,004,688** | 2,862,540 |
| Building Running Costs | **1,885,507** | **217,750** | **2,103,257** | 2,446,972 |
| Governance | **203,000** | **66,666** | **269,666** | 330,278 |
| | **55,033,671** | **4,950,357** | **59,984,028** | 58,240,164 |
| *Expenditure on raising funds:* | | | | |
| Staffing | **182,504** | **-** | **182,504** | 119,581 |
| Fundraising and publicity costs | **-** | **95,102** | **95,102** | 39,570 |
| Total Outgoing Resources | **55,216,175** | **5,045,459** | **60,261,634** | 58,399,315 |

Expenditure included in the current year of £221,354, (24/25 £129,137) is classified as restricted against the cost of care services.

| | 2026 £ | 2025 £ |
|---|---|---|
| **Total resources expended are stated after charging:** | | |
| Auditor's remuneration – | | |
| Audit services | **51,509** | 50,079 |
| Other services | **-** | - |
| Depreciation of fixed assets | **386,298** | 388,630 |
| Lease Payments – | | |
| Land & buildings | **137,658** | 198,362 |
| Plant, Equipment & Vehicles | **337,626** | 336,475 |

| | £ | £ |
|---|---|---|
| **Other costs, analysed above as Governance, cover the following categories:** | | |
| Staffing costs | **203,000** | 201,000 |
| Auditor's remuneration | **51,509** | 50,079 |
| Trustee meeting costs | **8,742** | 7,351 |
| Governance related professional fees | **5,971** | 71,196 |
| Trustee expenses | **444** | 652 |
| | **269,666** | 330,278 |

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Governance costs include audit fee, trustee related expenses, and an allocation of staff costs to support the internal audit, statutory reporting, and strategic planning roles.

| | **2026** | 2025 |
|---|---|---|
| | **£** | £ |
| Staff costs during the year amounted to: | | |
| Salaries | **44,160,386** | 43,556,761 |
| Contractual redundancy costs | **160,828** | 128,803 |
| Social security costs | **5,430,482** | 3,879,050 |
| Employer's pension contributions | **1,163,760** | 1,086,421 |
| Apprenticeship levy | **209,431** | 202,140 |
| Other forms of employee benefits | **355,575** | 223,782 |
| | **51,480,462** | 49,076,957 |
| Agency staff costs | **1,323,894** | 2,042,843 |
| | **52,804,356** | 51,119,800 |

| | **Number 2026** | Number 2025 |
|---|---|---|
| The average number of full-time equivalent including overtime and non-contracted staff but excluding agency staff was: | | |
| Care provision | **1298** | 1306 |
| Fundraising | **3** | 2 |
| **Total** | **1301** | 1308 |

| | **Number 2026** | Number 2025 |
|---|---|---|
| The average number of staff, comprising both part and fulltime employees, during the year, analysed by function was: | | |
| Care provision | **1723** | 1,744 |
| Fundraising | **3** | 4 |
| **Total** | **1726** | 1,748 |

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At 31st March 2026, the Charity employed 852 (2025: 848) full time staff and 841 (2025: 947) part time staff. The total emoluments of employees earning more than £60,000 per annum (including benefits in kind but excluding employer's pension contributions) fall within the following bands:

| | **Number 2026** | Number 2025 |
|---|---|---|
| £60,001 - £70,000 | **10** | 8 |
| £70,001 - £80,000 | **1** | 3 |
| £80,001 - £90,000 | **2** | 2 |
| £90,001 - £100,000 | **2** | 1 |
| £100,001 - £110,000 | **2** | 0 |
| £130,001 - £140,000 | **0** | 1 |
| £150,001 - £160,000 | **1** | 0 |

For the above members of staff, pension contributions amounting to £117,188 (2025: £73,993) were paid into a money purchase plan. Total salaries and benefits paid to key management personnel & directors amounted to £766,577 (2025: £823,167). Key management personnel comprise the Executive team, who are responsible for the strategic direction and control of the charity. During the prior year, key management personnel also included members of Senior Leadership Team.

The Trustees neither received nor waived any remuneration during the current or preceding financial years. Travel expenses for their meetings reimbursed during the year amounted to £444 for 2 Trustees (2025: £652 for 4 Trustees), with a mix of meetings being split between online and in person. The Charity operates a strict expenses policy that has been reviewed and approved by the Chairman and the Trustees and is applicable to all staff, Directors and Trustees. There are no transactions with related parties which require disclosure (2025: none).

### 3B. LOSS ON SALE OF ASSETS

| | **Freehold Property** | **Short Leasehold** | **Computers** | **Furniture & Equip** | **Motor Vehicles** | **Total** |
|---|---|---|---|---|---|---|
| **Cost** | | | | | | |
| At April 2025 | 1,581,214 | 221,658 | 25,242 | 154,426 | 32,486 | 2,015,2026 |
| Additions | 2,088 | 708 | | | | 2,796 |
| **At 31 March 2026** | **1,583,302** | **222,366** | **25,242** | **154,426** | **32,486** | **2,017,822** |
| **Depreciation** | | | | | | |
| At April 2025 | 733,586 | 115,693 | 25,242 | 125,921 | 32,486 | 1,032,928 |
| Charge | 14,646 | 1,971 | | 3,027 | | 19,644 |
| **At 31 March 2026** | **748,232** | **117,664** | **25,242** | **128,948** | **32,486** | **1,052,572** |
| **Net book value** | | | | | | |
| At April 2025 | 847,628 | 105,964 | 0 | 28,505 | 0 | 982,097 |
| **At 31 March 2026** | **835,070** | **104,702** | **0** | **25,478** | **0** | **965,250** |

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During the year, the Charity transferred the assets and operation of a residential service in Kent to another charitable organisation with similar charitable objects. This was a non-cash transaction and had no impact on the Charity's cash position, although it resulted in an accounting adjustment affecting the surplus for the year.

In reaching this decision, the Trustees considered a range of options, including disposal on the open market. Having previously provided significant financial support to sustain the service, the Trustees concluded that the transfer represented the most appropriate way of securing continuity of care for beneficiaries while ensuring the service could continue to operate in furtherance of charitable purposes.

The Trustees were also mindful that the property had originally been gifted to the Charity to support the provision of care and support services. The transfer therefore reflected both the intentions of the original donors and the Charity's commitment to ensuring that the assets continued to be used for charitable purposes. In making their decision, the Trustees carefully balanced the interests of beneficiaries, the long-term sustainability of the Charity, and their duty to act in furtherance of the Charity's objects.

## 4. TANGIBLE FIXED ASSETS

| | Freehold property | Assets under construction | Long leasehold | Short leasehold | Computers | Furniture & Equip't | Motor Vehicles | Total |
|---|---|---|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ | £ | £ | £ |
| **Cost** | | | | | | | | |
| At 1 April 2025 | **15,933,724** | **414,962** | **823,684** | **766,852** | **316,736** | **1,681,366** | **32,486** | **19,969,810** |
| Additions | 301,814 | 2,040 | 35,297 | 26,988 | - | 44,009 | 12,600 | 422,748 |
| Disposals | (1,583,302) | - | - | (222,366) | (25,242) | (154,426) | (32,486) | (2,017,823) |
| Adjust's | 14,699 | (14,699) | - | - | - | - | - | - |
| **At 31 March 2026** | **14,666,935** | **402,303** | **858,981** | **571,474** | **291,494** | **1,570,949** | **12,600** | **18,374,735** |
| **Depreciation** | | | | | | | | |
| At 1 April 2025 | **4,153,410** | **-** | **791,050** | **430,863** | **316,736** | **1,350,405** | **32,486** | **7,074,950** |
| Charge | 278,359 | - | 2,456 | 56,166 | - | 47,550 | 1,767 | 386,298 |
| Disposals | (748,232) | - | - | (117,665) | (25,242) | (128,948) | (32,486) | (1,052,573) |
| **At 31 March 2026** | **3,683,536** | **-** | **793,506** | **369,364** | **291,494** | **1,269,009** | **1,767** | **6,408,675** |
| **Net book value** | | | | | | | | |
| At 1 April 2025 | **11,780,314** | **414,962** | **32,634** | **335,989** | **-** | **330,961** | **-** | **12,894,860** |
| **At 31 March 2026** | **10,983,399** | **402,303** | **65,475** | **202,110** | **-** | **301,940** | **10,833** | **11,966,060** |

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## 5. INVESTMENTS

| | 2026 | 2025 |
|---|---|---|
| | £ | £ |
| Market Value at 1 April | **54,719** | 65,255 |
| Additions | **-** | - |
| Sale proceeds | **-** | (4,847) |
| Net unrealised investment gain/(losses) | **6,026** | (5,689) |
| Market Value as at 31 March | **60,744** | 54,719 |

| | 2026 | 2025 |
|---|---|---|
| Investments are analysed as follows: | £ | £ |
| Government Bonds | **14,000** | 14,000 |
| UK Equities | **23,892** | 22,283 |
| UK Investment Trusts | **22,851** | 18,435 |
| Love4Life – CIO No. 1187757 | **-** | - |
| FitzRoy Support Services Limited – Co. No. 14589928 | **1** | 1 |
| TOTAL | **60,744** | 54,719 |

## 6. DEBTORS AND PREPAYMENTS

| | 2026 | 2025 |
|---|---|---|
| | £ | £ |
| Fee debtors | **6,766,008** | 5,073,431 |
| Accrued income | **842,344** | 658,998 |
| Other debtors | **1,012,966** | 1,647,055 |
| Amounts due from group undertakings | **723,980** | 479,542 |
| Prepayments | **674,075** | 570,855 |
| | **10,019,373** | 8,429,881 |

## 7. CREDITORS: Amounts falling due within one year

| | 2026 | 2025 |
|---|---|---|
| | £ | £ |
| Trade creditors | **688,888** | **539,576** |
| Accruals and deferred income | **1,574,709** | **1,836,128** |
| Other creditors | **1,190,735** | **956,907** |
| Taxation and social security | **1,031,274** | **925,080** |
| | **4,485,606** | **4,257,691** |

Deferred income of £743k (2025 £821k) relates to invoicing for care services in late March 2026, relating to services provided during April 2026.

| Deferred Income reconciliation | | | |
|---|---|---|---|
| **Bal at 01.04.2025** | **Income Released** | **Income Deferred** | **Balance at 31.03.2026** |
| **£** | **£** | **£** | **£** |
| 821,304 | (821,304) | 743,402 | 743,402 |

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## 8. FUNDS

| | Balance at 1 April 2025 | Incoming resources & unrealised loss | Outgoing resources | Inter fund transfers | Balance at 31 March 2026 |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| **Amenity & Development Fund** | **545,919** | 352,809 | (221,354) | (39,421) | **637,953** |
| **Restricted funds** | **545,919** | **352,809** | **(221,354)** | **(39,421)** | **637,953** |
| **Designated funds** | | | | | |
| Fixed asset funds | **12,894,859** | (960,776) | (386,298) | 418,275 | **11,966,060** |
| Maintenance and redevelopment projects | **1,051,380** | - | (314,932) | 424,602 | **1,161,050** |
| Transformation fund | **325,398** | **-** | **-** | (151,434) | **173,964** |
| **sub-total** | **14,271,637** | **(960,776)** | **(701,230)** | **691,443** | **13,301,074** |
| **General fund** | **8,875,689** | **59,854,375** | **(59,339,050)** | **(652,022)** | **8,738,992** |
| **Total funds** | **23,693,245** | **59,246,408** | **(60,261,634)** | **-** | **22,678,019** |

**Restricted Funds**

The Amenity, Friends and Development fund relates to monies raised for specific projects in services or central support functions, as well as unexpended donations resulting from specific appeals to be applied on development projects and smaller projects across the activities of the Charity. Transfers take place from this to the Fixed Asset fund because of expenditure on capital items.

**Designated Funds**

The Fixed Asset Fund represents the net book value of unrestricted funds already invested in properties and other fixed assets. The Maintenance and Redevelopment Projects Fund represents estimated amounts required to fund the on-going refurbishment and maintenance programmes of properties in the next financial year, with the Transformation fund enabling us to invest in new digital transformation projects or services. Movements during the year represent fixed asset additions, movement between assets under construction and property additions, along with NBV of disposals offset against proceed from sale of fixed asset.

## 9. ANALYSIS OF NET ASSETS BETWEEN FUNDS

| | Unrestricted Funds | Restricted Funds | Balance at 31 March 2026 |
|---|---|---|---|
| | £ | £ | £ |
| Tangible fixed assets | 11,966,060 | - | **11,966,060** |
| Investments | 60,744 | - | **60,744** |
| Net Current Assets | 10,013,261 | 637,954 | **10,651,215** |
| Creditors: amounts due after more than one year | - | - | **-** |
| **Total** | **22,040,065** | **637,954** | **22,678,019** |

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## 10. PENSION SCHEMES

The Charity contributes towards three employee pension schemes. The Creative Personal Pension Scheme is a money purchase plan with the Charity contributing between 4% and 10% of members' salaries, and up to 3% for the Auto Enrolment Scheme. The NHS and Local Government Pension Scheme (LGPS) are both schemes we continue to pay into as a result of staff transferring in under TUPE. Contributions for both NHS and LGPS schemes vary and are advised by either the NHS or LGPS administrating bodies.

The charity participates in the NHS Pension Scheme, a defined benefit scheme that is unfunded and accounted for as a defined contribution scheme under FRS102. It is not possible to identify the charity's share of the underlying assets and liabilities on a consistent and reasonable basis. Employer contributions for the year ended 31st March 2026 were £97,284 (2024/25 £94,436).

The charity's share of the LGPS is not considered material to the financial statements, either individually or in aggregate, and also include the contributions made in the 2025/26 year, as a result it is accounted for as a defined contribution scheme.

## 11. OPERATING LEASE COMMITMENTS

| | **Land & Buildings 2026 £** | **Plant, Equipment & Vehicles 2026 £** | **Other 2026 £** | Land & Buildings 2025 £ | Plant, Equipment & Vehicles 2025 £ | Other 2025 £ |
|---|---|---|---|---|---|---|
| Total future minimum lease payments under operating leases, expiring: | | | | | | |
| Within one year | **96,498** | **168,119** | **41,280** | **165,255** | **161,445** | **40,805** |
| In the second to the fifth year | **171,288** | **486,037** | **61,920** | **222,600** | **214,846** | **20,403** |
| After five years | **59,194** | **117,838** | **-** | **76,519** | **-** | **-** |
| Total | **326,980** | **771,995** | **103,199** | **464,374** | **376,291** | **61,208** |

## 12. CAPITAL COMMITMENTS

No significant capital commitments at the time of signing, however we continue to invest in our business systems and properties.

## 13. TAXATION

The company is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge arose in the period.

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## 14. RELATED PARTY TRANSACTIONS

As of the 31st of March 2026, FitzRoy Support owed Love4Life £419 (2025: £5,517) with Love4Life owing FitzRoy Support £3,117 (2025: £15,231). During the year, FitzRoy Support charged Love4Life £15,857 (2025: £25,000) in management fees, whilst also making a grant of £15,000 (2025: £30,000) to Love4Life.

As of the 31st of March 2026, FitzRoy Support owed FitzRoy Support Services Limited (FSSL) £441,634 (2025: £408,077), with FSSL owing FitzRoy Support £720,863 (2025: £479,542). During the year, FitzRoy Support charged FSSL £0 (2025: £1,025) in management fees and £172,652 (2025: £169,192) in sub-contracting charges.

There were no other related party transactions carried out during the year.

## 15. EVENTS AFTER THE REPORTING DATE – Post Balance Sheet Events

Subsequent to the year end, the Charity entered into discussions with another charity regarding the future operation of the Love4Life network. Following these discussions, a tentative agreement was reached in June 2026 to transfer the activities of Love4Life to the other charity through a change of control of the charitable incorporated organisation (CIO).

At the date of approval of these financial statements, the parties are progressing the necessary legal documentation and due diligence processes, with a Deed of Transfer expected to be executed and the transfer completed on 31 August 2026.

As the agreement was reached after the reporting date, this event has not resulted in any adjustment to the amounts recognised in these financial statements.

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FitzRoy

Our vision, mission and values guide us each step of the way and are as important now as when the charity first began.

**Our vision**
A society where people are treated as equals within inclusive communities and empowered to ensure their rights and aspirations are met.

**Our purpose**
We enable people with learning disabilities, autism and mental health issues to thrive, living more independently at home and at the heart of their communities.

**Join the conversation**

Central Support, FitzRoy House, 8 Hylton Road, Petersfield, Hampshire, GU32 3JY
Call: 01730 711 111 Web: www.fitzroy.org

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