

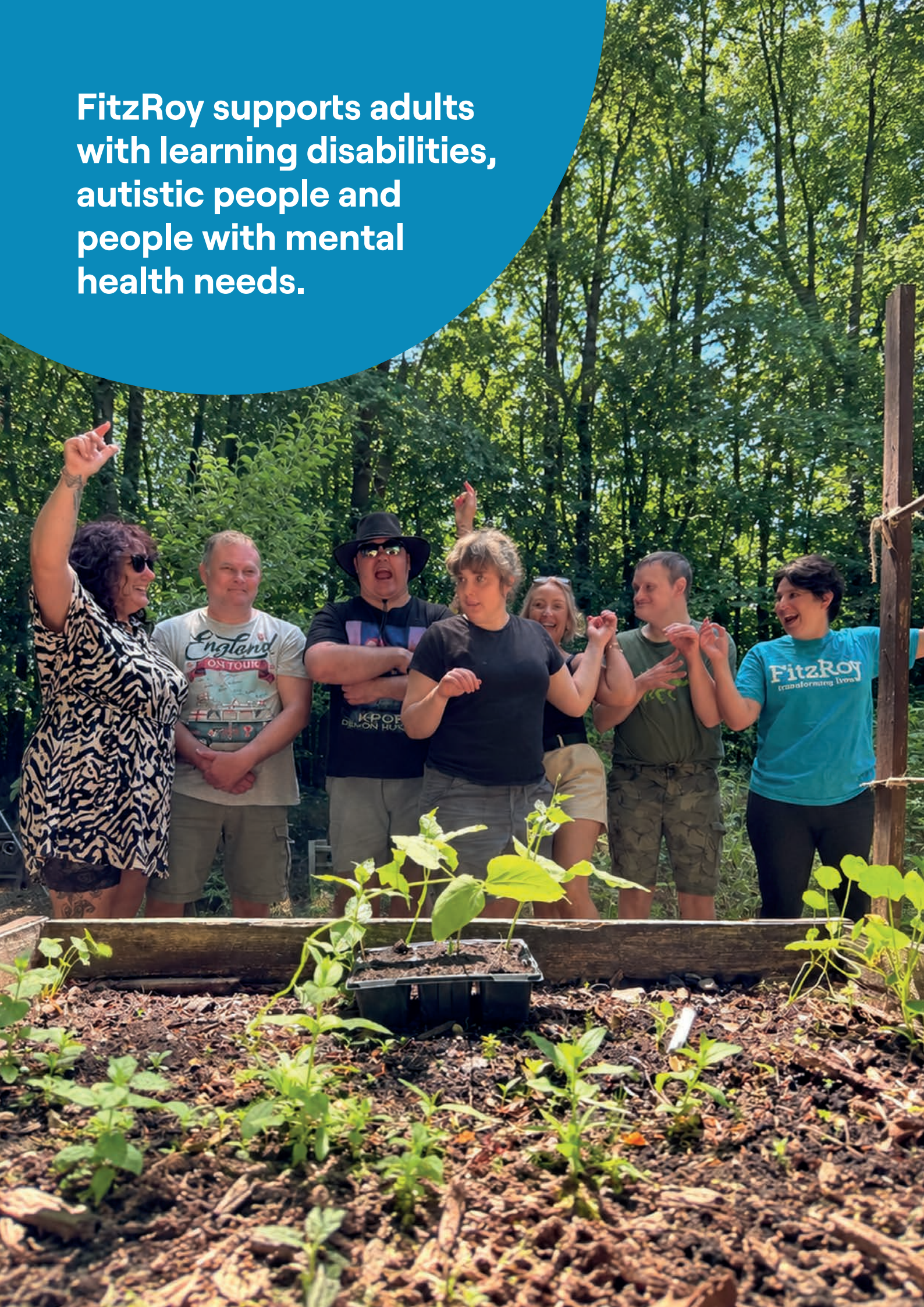
Impact Report 2025-2026

A home is only the beginning



FitzRoy
transforming lives

**FitzRoy supports adults
with learning disabilities,
autistic people and
people with mental
health needs.**



**We tailor everyday support,
bring specialist expertise when
it is needed and work with
people, families and partners
to find practical solutions.**

Contents

Introduction from our Chief Executive
and Chair of Trustees

4

FitzRoy at a glance

6

Living My Life

8

Homes Not Hospitals

10

Developing the right support

12

Nothing about me without me

14

What you made possible

16

Financial Summary

18



Welcome

At FitzRoy, this has been a year defined by creativity, innovation and collaboration. We have opened new services and strengthened existing ones, supported someone to move into their own home after more than 40 years in hospital and brought specialist expertise around people earlier, helping prevent difficulties from escalating into crisis. We have also explored how technology can improve communication, independence and choice. Our colleagues have received national recognition for the quality of their support and for their work delivering Oliver McGowan Training.

We have looked beyond our own services too. With KeyRing and Cordis Bright, we worked to develop practical responses to coercion and cuckooing. With VODG, we brought providers and sector partners together to examine how people with forensic backgrounds can be better supported in the community. Through VODG and the Care and Support Alliance, we brought the experiences of people we support to Baroness Louise Casey's Social Care Commission.

Social care is too often discussed only when something has gone wrong – when a family is at breaking point, someone cannot leave hospital or pressure on the NHS becomes impossible to ignore.

But at its best, social care gives people the foundations for an ordinary, fulfilling life. A home of their own, relationships that matter, choices about how they live and opportunities to work, learn or contribute.

That belief has guided us since 1962, when Elizabeth FitzRoy refused to accept that her son Michael should live in an institution. With other parents, she created a practical

alternative – homes with a small 'h', where people could be part of family and community life.

More than 60 years later, our purpose remains just as urgent. People still spend years in hospital because suitable housing, funding and specialist community support have not come together.

We combine skilled everyday support with specialist expertise, bringing housing, clinical knowledge and teams together. When the usual answers do not work, we work with others to find a different one.

This report shares stories of people building confidence, finding their voice, leaving hospital after decades, learning new skills, improving their mental health and becoming more independent.

It is also a story of innovation, creating bespoke support, designing services around people's futures, embracing new technology and helping people influence the decisions that affect their lives.



Angela Murphy
Chief Executive



Mark Smith
Chair of Trustees



In 1962, Elizabeth FitzRoy challenged the belief that her son belonged in an institution and created a different future.

More than **60 years later**, we continue to support people to live the lives they choose.



FitzRoy at a glance



823

people supported.



£613,000

invested in homes and adaptations.



105

services, including supported living, residential care, nursing care, day opportunities and Support at Home



£451,000

raised through voluntary income and fundraising.



60

More than 60 local authorities and integrated care systems worked with.



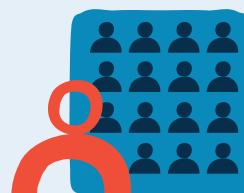
332

people supported through Positive Behaviour Support plans.



4

new services opened during the year.



602

colleagues completed Oliver McGowan training.

People we support told us



98%

feel staff listen to them



99%

feel involved in planning their support



99%

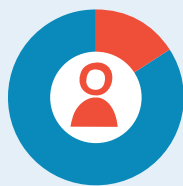
feel supported to make their own decisions

The people behind great support

FitzRoy employs more than

1,700

colleagues



16%

staff turnover
(24% is sector average)

94%



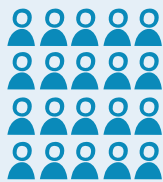
of colleagues say they make a positive impact through their work

During the year:



58,000

training sessions completed.



BEFORE

Use of agency staff **reduced to 2.5%**



AFTER



85%

of colleagues feel proud to work at FitzRoy

Where FitzRoy works



● Supported Living
 ● Residential Care
 ● Day Services
 ● Support at Home



Living My Life

Having somewhere to live is important, but people need far more than a roof over their head.

They want friendships, purpose, opportunities and choice.

That is why every person is supported through our Living My Life approach.

Living My Life helps people identify what matters most to them, what they want to achieve and how support can help make that happen. Built around People, Who I am, Why I get up, My future and My decisions, it helps ensure the person remains at the centre of every decision.



Turning listening into action

Living My Life is built into colleague induction, manager development and support planning so that listening leads to changes in everyday support.

The approach helps us understand not only the support someone needs, but the life they want to build.

From 50 emergency calls a month to none

Sarah's story

Sarah used to call the emergency services more than 50 times a month. When she was struggling with her mental health and life felt overwhelming, Sarah would hurt herself and call 999 – sometimes it felt like the only place she could turn.

Sarah's support team used Living My Life to help her identify what mattered to her and what she wanted to change. They focused on what was going well and what she's proud of. From there, they explored what could be better and what Sarah wanted for her future.

Together with her team, Sarah developed her personalised crisis plan, covering triggers, coping strategies, the support that helps when she is distressed and the signs that show when she is struggling. Sarah also began keeping a journal so she could share thoughts and feelings that were difficult to say out loud.

Today, Sarah has gone months without calling 999 and feels more confident managing her mental health.

Service Manager Emily said:

“

We might have given her tools like the crisis plan and journal, but she's done all the work herself.”



“

Instead of spending hours waiting in hospital or staying overnight, I'm at home in my own space and my own bed where I feel happy and safe.”

Sarah



Homes not hospitals

FitzRoy was founded to create a community alternative to institutional care. More than 60 years later, our purpose remains the same.

Homes not hospitals means bringing the right support around someone early enough to prevent an unnecessary admission, as well as helping people leave hospital for a home in their community. Today, more than 2,000 people with a learning disability or autism are in mental health hospitals when they don't need to be.

For someone to leave hospital successfully, housing, funding, specialist support and the right staff team must come together around them. FitzRoy works with people, families, commissioners, clinical teams and other partners to make complex moves possible and help people remain living in their own home.



After years or decades in hospital, moving into a home of your own is a huge step. Hospital life follows set routines and choices can be limited. The transition needs to be carefully planned.

Specialist support before crisis

Where someone's support needs are complex, their team can draw on FitzRoy's Complex Care Team, bringing together mental health leadership, Positive Behaviour Support, quality and operational expertise. The team works alongside people, families, support colleagues and other professionals to understand distress, improve communication and adapt support before difficulties become crises.

During 2025–26, the team worked alongside 40 support teams, together supporting 405 people. This expertise is available across FitzRoy, not only for people leaving hospital.



Ian now has his own place, after living in a secure hospital for 25 years.

A home after more than 40 years

David's story

For more than 40 years, David* lived in secure mental health hospitals, where much of his life was shaped by institutional routines and restrictions.

This year David moved into his own bungalow in Norfolk, near his family. FitzRoy bought the bungalow specifically for him because an existing service was not the right answer.

Making that possible meant bringing together the right property, funding, legal arrangements, specialist support and staff team. FitzRoy worked with David, his clinical team, commissioners and health and housing partners to develop the whole arrangement around him.

The transition happened gradually. David began by visiting the bungalow, choosing paint colours and furnishings, then staying for one or two nights at a time, building familiarity with his new home and support team. The move happened at the pace David could manage.

Today, the difference in David's quality of life is difficult to articulate. He has freedom and is living a normal life, in his own home. He is going out every day, visiting friends and family and all the things that so many of us take for granted.

*We have changed David's name to protect his privacy.

“

At first I was a bit worried. Now I'm happy. Nothing to worry about at all. I'm out every single day.”

David



Developing the **right** support

The right support is different for everyone – and it should be able to change as someone's life, needs and ambitions change.

Sometimes that means developing skills and confidence so someone can move on to more independent living. Sometimes it means designing a new service around a person and their family rather than expecting them to fit an existing model.

Family co-production

Not everyone can, or should, fit into an existing service. Sometimes the right answer has to be designed around the person from the beginning.

One approach FitzRoy uses is family co-production. We bring together the person, their family and professionals before decisions about the property, staffing and support model have been fixed.

Families bring knowledge of the person's history, communication, routines and what helps them feel safe. Combining that with professional expertise means we can shape the home, support and transition around the individual rather than asking them to fit an existing service.

Our family co-production model is just one of the ways we develop a different solution when the usual answers do not work for people we support.

Building towards greater independence

At our specialist transition service for young people in Oxfordshire, young adults are supported to build the practical, social and emotional skills they need for greater independence.

The service is designed as a pathway, usually lasting between 18 months and three years depending on the person. Support focuses on practical skills such as cooking, managing money and looking after a home, as well as relationships, confidence, independent travel, work and volunteering.

In the first year, we saw clear progress. Of the eight people who completed a full progress assessment, four were ready to begin actively planning their next move or looking for suitable housing. A further two were expected to begin move-on discussions or have their readiness reviewed within six to 12 months. Across the service, people are managing more everyday tasks with less support, travelling more independently and taking part in college, work experience, volunteering and community activities.

Shaping his future

Kieran's story

When Kieran moved into his own flat, he enjoyed having more freedom while knowing support was there when he needed it.

During the year he joined a local cooking group. New places and changes to routine could make him anxious, but gradually he became a regular member. Before long, he was also sharing his skills, helping others in the kitchen and encouraging them to try things for themselves.

Kieran then set himself another goal – travelling there independently. He got a bike and started making the journey himself, giving him greater freedom and the confidence that comes from knowing he could do it for himself.

“

I'm where I want to be. They don't bug you, but they're there when you need them.”

Kieran

“

It has been amazing to see Kieran grow in confidence over the last few months. The biggest difference has been seeing him believe in himself. He has found something he really enjoys, become more independent and started using his skills to encourage other people.”

Kevin, Deputy Manager





Nothing about **me** without me



Listening to people's experiences makes FitzRoy better. It helps us spot what is not working, challenge assumptions and make better decisions about support, training, quality and the way FitzRoy is run.

People shaping FitzRoy

Nationwide is FitzRoy's national forum, currently made up of 18 members, working alongside four regional forums that give people across FitzRoy opportunities to share what is working, raise concerns and identify things they want to change. Issues raised locally can be taken to Nationwide, where members agree the priorities they want to raise with FitzRoy's senior leaders and Trustees.

Nationwide members have helped shape Living My Life, contributed to recruitment – including senior appointments – and influenced organisational decisions. They are also helping drive our green agenda and can ask senior leaders and departments to attend meetings, respond to concerns and report back on action taken.

Members have also challenged language used about people through 'Words to Put in the Bin' and are developing Quality Awards, with people with lived experience helping assess and recognise the quality of FitzRoy services.



People changing how colleagues learn

People with lived experience also help teach colleagues what good support looks and feels like.

FitzRoy is a QACLS-accredited provider of Tier 2 Part 2 of the Oliver McGowan Mandatory Training on Learning Disability and Autism. Every face-to-face session is co-delivered by a qualified trainer and two co-trainers with lived experience.

We have 29 lived experience trainers, including 10 people who are supported by FitzRoy services. By sharing their own experiences, they help participants understand the impact of communication, inclusion and reasonable adjustments from the perspective of the person receiving support.

During 2025–26, FitzRoy delivered 20 external sessions, reaching 570 people beyond our own organisation.



I really enjoy doing the training and being part of the team.”

Phillip, Expert Co-trainer

The next step – lived experience leadership

We want people with lived experience to have more opportunities to influence quality and lead change.

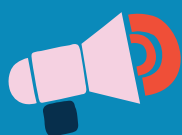
We are developing Raise Every Voice, a programme that would create more paid and supported roles for people as Quality Checkers, trainers, advocates and leaders.

Our ambition is that people we support have more opportunities to take on meaningful roles, influence decisions and lead change, continuing to help us improve people's quality of life and the support we provide.



What **you** made possible

Most of FitzRoy's income is commissioned to provide people's agreed care and support. Voluntary funding allows us to go further – adding specialist expertise, testing practical ideas and creating opportunities that would otherwise not be possible.



£451,000

raised in voluntary income during 2025–26



Specialist support before crisis

With charitable support, FitzRoy strengthened Positive Behaviour Support across the South East, training 335 colleagues across 11 services and improving support for 223 people. Bespoke plans for 13 people helped teams better understand distress and adapt support, routines or environments to improve people's quality of life.



“I don't have so many bad days anymore – I have good days. Really good days.”

Hayley

Hayley's experience

After years in hospital following a serious head injury, Hayley was anxious about moving into her FitzRoy home.

Her PBS-trained team took time to understand what helped her feel safe, introducing people, sounds and routines gradually and adapting her support around her.

When Hayley became distressed, she could experience seizures, which limited her ability to get out and do the things she enjoyed. As she has become more settled, the seizures have reduced significantly.

Today, Hayley is enjoying everyday life. Photography, time in the garden, going to the pub and having her family visit.

Technology people can try

Funding from The Hospital Saturday Fund established our Assistive Technology Library, giving people and support teams the opportunity to try equipment before deciding whether it is right for them.

Since launch, the library has responded to more than 40 requests, with trials leading to longer-term solutions that help people express themselves, maintain relationships and live more independently.



Supporting people to flourish

Funding from the Oliver Ford Foundation is helping FitzRoy increase access to nature-based activities.

It has helped develop FitzRoy in Bloom and our work with Petersfield Community Garden, creating opportunities for people to grow, learn, volunteer, spend time outdoors and become more connected with their communities.



Safer homes and stronger voices

Thanks to charitable funding, FitzRoy has collaborated with KeyRing and Cordis Bright to explore how people with learning disabilities, autistic people and people with mental health needs can be better protected from cuckooing – where someone is coerced and loses control of their home.

The project has created a 26-organisation Prevention Network, reached more than 270 social care professionals and people with lived experience through webinars and produced a white paper identifying barriers to earlier, coordinated action.

Next, we will share learning and resources to improve understanding of cuckooing, build confidence among professionals and identify gaps in current responses. Working with people with lived experience, we will help staff and partners recognise risks earlier, respond consistently and prevent exploitation, while using frontline experience to influence policy and improve outcomes for people at risk.

Thank you

Every donation, grant and fundraising effort gives FitzRoy more freedom to respond to what people tell us they need – whether that is specialist expertise, new technology, a better environment or an opportunity to try something new. Thank you to everyone who made that possible during 2025–26.



Financial summary

During the year, FitzRoy took on existing supported living services in Hampshire and Oxfordshire and opened a new bespoke service in Norfolk providing specialist provision for people moving from long-term institutional care.

Supported living income grew by 9.7% and now accounts for almost 60% of FitzRoy's care service income.

Income

£60.2m total income

99% operational income

1% donations and legacies

Expenditure

£60.3m total expenditure

92% direct costs

8% support costs

Together, we achieved more

With thanks to the people, organisations and partners who supported FitzRoy throughout the year.



Our Board of Trustees:

Mark Smith Chair

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Dawn Jacobs

Steve Jenkin
(appointed July 2026)

Anthony Kerslake
(appointed July 2026)

Derrick McCourt

Mark Sanderson
(stood down Dec 2025)

Neil Blackley

Julie Whetton

Saad Sayeed

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Charitable trusts and foundations:

Special thanks to the **Oliver Ford Foundation** whose generosity has multiplied our impact and transformed lives for over 30 years.

Adint Charitable Trust

P F Charitable Trust

The Chalk Cliff Trust

DMF Ellis Charitable Trust

The Tula Trust

The Hawthorne Charitable Trust

The Hospital Saturday Fund

From the FitzRoy 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
and Partnerships

Lao Cooper

Executive Director of
Operations & Quality
(Resigned July 2026)

Nationwide members

Andy Shaw

Arabela Tanase

Emma Harris

Gemma King

Graeme Rathbone

Harriet Livingstone

Jo Warren

Lee Whitehouse

Linda Rowley

Lucky Sahota

Maria Williams

Michael George

Peter Smith

Phillip Thomas

Shaun Witcomb

Stephen McLaren

Stephen Pembrey

Turran McGlynn



**FitzRoy works with you,
wherever you are, at home
and in the community, to give
you independence, support,
and a voice about the things
that matter to you.**



FitzRoy
transforming lives

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