

Certitude Support

Consolidated Report and Financial Statements
for the year ended 31 March 2025



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Chair and Chief Executive Introduction

We are pleased to present Certitude's annual accounts for the year ended 31 March 2025.

Certitude is a values and mission-led organisation, and its' strengths include being purposefully people-focused, quality driven and financially resilient. As we reflect on the past year, we are filled with immense pride for the achievements of our committed, expert and passionate colleagues and the positive impact we have in the lives of the people and communities who draw on our support. These strengths have enabled us to continue to deliver on our mission in spite of the very challenging external policy environment and ongoing pressures on public finances that have led to continuing uncertainty for the adult social care sector.

Over the past 12 months we have continued our major programme of investment in people, quality and transformation (including new digital systems) all of which places us in the best possible position to continue managing the uncertain and complex external environment with confidence and determination to deliver on our mission and support people to live the lives they want.

Supporting people to have a good quality of life and to develop new skills, meet new people, and experience new things is our mission. Our locality model is further enhancing our great support to people and their families and making the most of local resources, connections, and creativity to deliver quality and value. The development of a revised and co-produced Quality Assurance



and Improvement Framework, the further expansion of the Quality Checker programme, our use of "Gloriously Ordinary Language" and the establishment of Local Quality Partnerships are among the initiatives taken forward this year to further strengthen quality and the voice and influence of people we support and their families.

Our colleagues are fundamental to the success of Certitude, and we are proud to have a positive organisational culture where people feel valued, supported and able to give of their best. The consistent excellent performance on our people metrics (a vacancy level less than 3%, 11% colleague turnover rate, 68% of manager roles filled by internal promotions) reflects Certitude as a great place to work. Our focus on skills and career development, coaching, well-being and creating an inclusive culture is key to attracting, recruiting and retaining colleagues with the right skills, knowledge and, importantly, great values that align with our purpose. We are committed to continuous learning and innovation; the expertise and resourcefulness of our colleagues is fundamental in driving Certitude forward.

Being diverse and inclusive lies at the core of our ethos and is central to delivering our mission and we are proud of our richly diverse

colleague make-up. Colleagues who identify as ethnically diverse remain significantly higher at 58% than the ethnically diverse population in London (40%) and our London Peers (49%) (Skills for Care October 2024). Our ethnically diverse manager population is 49%, which is higher than peer groups report for managers working in Adult Social Care at 21% and reflects the diversity seen in our overall colleague population.

Financial resilience remains vitally important to deliver our ambitions, and sustained uncertainty regarding social care funding and pressures on local authority budgets make this challenging. In response, we continue to work in close partnership with commissioners and seek constructive dialogue so together we can support people in the right way whilst also delivering best value to the public purse. Over the past 12 months we have carefully examined our own costs ensuring we are making the best use of our resources and expertise so that the funding we receive has the greatest impact.

Our investment in transformation supports effective and efficient delivery of our work. We have made good progress with our plans to implement modern digital systems across all our core business areas. Our new integrated HR & Payroll system is in place and we are on track and on budget to implement a new Finance and Care Management system in 2026. These systems will ensure we are fit for the future by automating business processes, increasing productivity and improving our impact reporting and data management. This will not only make us more efficient but most importantly these new systems will enable our colleagues to spend more of their time delivering on our mission and making a difference in people's lives.

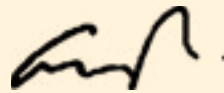
The policy and funding landscape in which we operate continues to present huge challenges to the sector with a continued vacuum in national social care policy and uncertainty around proposed welfare reform. The Budget announcement of increased employer national insurance contributions was an unexpected and damaging blow to the sector. Through our work with our More Than A Provider (MTAP) partners and key umbrella and sector bodies, including the Voluntary Organisation Disability Group (VODG), the Association of Directors of Adult Social Services (ADASS) and the Local Government Association (LGA), we have attempted to make policy-makers aware of the need for increased funding to offset the negative consequences of these Budget changes.

Looking to the future, the government announced an independent commission led by Baroness Louise Casey to create a cross-party plan for Adult Social Care. We are working closely with our MTAP partners, Social Care Future and others to push for social care reform that is driven by those who draw on support, their families and allies. Together we are setting out proposed solutions, initiatives and quick wins to help the Casey Commission, focusing on ways to improve commissioning and encouraging outcome-based approaches to contracting that give people more choice and control over their support. We are encouraged by the Commission's engagement, and we are offering our support and expertise to support innovation and test new ways of working. MTAP has also submitted feedback to the Treasury as part of the Spending Review consultation, and we are commissioning a rapid review of fee levels for supported living for people with learning disabilities and autistic people as we are concerned at the 'race to the bottom' approach to setting hourly rates for

this important model of support. If supported living is not commissioned and funded in a way that is sustainable in the short term, there is a risk that more institutionalised settings will become a default, while the sector waits for the recommendations from the Casey Commission.

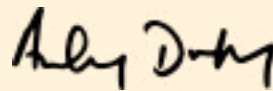
Despite the challenging context, we are optimistic that the actions and decisions we have taken over the last year, and indeed over the last several years, will stand us in good stead to navigate the road ahead with confidence. We are also determined to continue to work in collaboration with Certitude colleagues, people we support and families, our commissioners, strategic partners, and our regulator - CQC, to build a sustainable and fair social care system that we can all be proud of.

Finally, we would like to pay tribute and say a heartfelt thank you to everyone within Certitude and our many partners who have made our accomplishments possible. We are fortunate to have a very experienced and engaged Board who continue to give very generously of their time and wise counsel. Certitude's greatest asset are our talented and committed colleagues who make a difference to so many lives each and every day across London; a heartfelt and huge thank you to you all.



Scott Greenhalgh

Chair of the Certitude Board



Aisling Duffy

Chief Executive



Annual Report of the Board

The Board is pleased to present its report along with the financial statements of Certitude Support (referred to as Certitude) and its subsidiaries for the year ended 31 March 2025.

Certitude Support is a Registered Society incorporated under the Co-operative and Community Benefit Societies Act 2014, registration number 30891R (previously registered as an Industrial and Provident Society).

The Society was formed as the parent of Southside Partnership (SSP) and Support for Living Limited (SFL) on 8 February 2010 and changed its name to Certitude Support on 16 April 2010. Certitude Support is an exempt charity as defined in Schedule 3 of the Charities Act 2011. Certitude Support has

three subsidiaries: Support for Living Limited which is a Registered Society under the Co-operative Community Benefit Societies Act 2014 with registration number 27062R, Southside Partnership a registered charity, number 1010187 and registered company, registration number 2599171, Yarrow Housing Limited (Yarrow), a Registered Society incorporated under the Co-operative and Community Benefit Societies Act 2014, registration number 26315R. Certitude has a trading company called Certitude Trading Ltd (Company Number 14991207), as the company has not had any trading activity dormant accounts will be filed for 2024/25.

The Registered Office is 31-33 Lumiere Court, 209 Balham High Road, London, SW17 7BQ, which is also one of the two principal offices from which the affairs of the charity are managed.

The Board

Ultimate responsibility for the governance of Certitude rests with a Board, who served from 1 April 2024 and up to the date of approval of these financial statements.

Their membership and interest in the share capital of the Co-operative and Community Benefit Society is as follows:

	31/3/25	31/3/24
Yinka Balogun	1	1
Adebayo Emanuel	1	1
Sola Fadojutimi	1	1
Adelaide Forbes (from 24/7/24)	1	-
Prof. Sally Glen	1	1
Louise Graham-Smith (from 24/7/24)	1	-
Scott Greenhalgh, Chair	1	1
Michael Mowlem	1	1
Mike Smith (until 20/2/25)	-	1
John Turner	1	1
Susie Young	1	1
Total	10	9

There are no shareholders other than the Board members, and it is Certitude's policy that shareholding ends when a person ceases to be a Board member.

In addition to Board members, two Co-optees contribute their valuable knowledge and expertise across key Committees:

- Jo Orr, People & Organisation Development Committee
- Prod Sarigianis, Transformation Advisory Committee and Strategic Development & Finance Committee

The day-to-day management of the Group is delegated to a Chief Executive and other members of the Executive Team who, and at the date of approval of these Financial Statements, are as follows:

Aisling Duffy	Chief Executive
Nicholas Campbell-Watts	Executive Director of Strategy and Development
Caroline Fraser	Executive Director of People
Emma Main	Executive Director of Quality and Operations
Sanjay Shah	Executive Director of Finance

The Financial Statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Society's Rules, the Charities Act 2011, the Co-operative and Community Benefit Societies Act 2014 and the Charities SORP (FRS 102). Certitude chooses to present its Financial Statements in line with the Charities SORP (FRS 102). The Board has decided that the Charities SORP best reflects the nature of the Group's financial activity.



Structure, Governance and Management

The Board has overall responsibility for ensuring all areas below are in place and are reviewed on a regular basis to ensure compliance with best practice.

- The Governing Documents of the Organisation
- Values and Vision
- Business Plan(s)
- Standing Orders
- Strategic Plan(s)
- Operational Policies

The Board regularly reviews its performance to identify any specific skills, knowledge or experience which are lacking, and which should be sought in the appointment of any new members.

The following areas are identified as important:

- Expertise in provision of social care and health
- Professional finance, audit and housing
- Human Resources, Organisational Development, Change and Transformation
- Commercial and related expertise
- Digital and programme management
- Diversity, seeking to reflect the rich diversity of London
- An understanding of the life experiences of people we support, their relatives and carers

The Board may have a maximum of 13 members and has powers to co-opt up to three others.

Prospective Board members who meet the identified needs at the time are interviewed by the Nominations Committee. Written references are obtained, together with an enhanced disclosure from the Disclosure and Barring Service, which includes a check against the Protection of Vulnerable Adults list. Successful candidates are invited to apply to become a Board member shortly before their appointment to the Board.

Once appointed, Board members are provided with a comprehensive induction, which includes access to the Board portal (SharePoint site) and the Board Manual and take part in visits to people we support and teams.

Mandatory training includes:

- Data Protection including UK GDPR
- Cyber Security
- Equality & Diversity
- Safeguarding Adults

The Board has seven committees:

- Audit and Risk Assurance Committee
- Nominations Committee
- People and Organisation Development Committee (People & OD)
- Quality, Performance and Compliance Committee (QPC)
- Strategic Development and Finance Committee (SDF)
- Remuneration Committee
- Transformation Advisory Committee (TAC)

Certitude has Standing Orders which set out the delegation of day-to-day management to the Chief Executive and the Executive Team, and the Terms of Reference of the Board and its committees. Following an annual review, objectives for the Board and for the Chair of the Board are reviewed and approved by the Board.

Given the importance of safeguarding in our sector, the Board has continued to review governance and reporting in relation to safeguarding concerns, reinforcing the Board's commitment to quality, transparency, and continued learning. Certitude works to ensure the organisation is run in a way that actively prevents harm, harassment, bullying, abuse and neglect. Everyone in the organisation has a role to play in safeguarding; it is part of everyone's day-to-day activities. All safeguarding incidents are reported at each Quality, Performance and Compliance Committee meeting and an annual review is also completed to understand the learning that has taken place and how we can improve safeguarding protocols across the organisation.

Through the Chief Executive, the Executive Team has corporate responsibility for the overall formulation and implementation of the organisation's policies and procedures. In accordance with the guidelines from the Board and various committees, the Executive Team advises the Board on the development and practical implementation of the Business Plan.

Gender Pay Gap

Certitude has conducted a review of its gender pay gap statistics. The information has been considered by the Board and senior management, and we are pleased to be able to continue to report a low gender pay gap across the organisation, which reflects our commitment to diversity and inclusion across

the organisation. More details are available in our latest [Gender Pay Gap Report](#).

Diversity and Inclusion

Our [Diversity and Inclusion Strategy](#), 2023-2026, details our mission to develop a diverse and inclusive Certitude that enables colleagues to do their best work for the people we support so they can lead the lives they want. We operate in diverse, multicultural communities in London and are committed to providing support that is inclusive of those communities. We want to ensure a positive work environment in which everyone can influence, share their knowledge and experiences, and feel their perspectives are valued. We have established four networks – Intercultural Network, Pride@Certitude, AccessAbility Network and Women's Network. The Diversity & Inclusion Steering Group continues to meet regularly and updates the Executive Team on progress against the Diversity and Inclusion Strategy. The Board is updated annually.

Environmental, Social, and Governance

The second year of implementing Certitude's ESG strategy has continued to make good progress. We remain ESOS compliant and have continued to review our energy usage across all locations, identifying areas for improvement and reduction in local energy use. Our offices include energy efficient lighting, energy saving appliances and smart energy management systems. We continue to review our supply chain practice, increasing our due diligence requirements to meet quality, reliability and sustainability criteria. We continue to support social value for communities by recruiting locally, offering apprenticeships, offering services to micro, small and medium enterprise, voluntary and community groups and take action to care for local environments.

Our Social Impact has been strengthened further by the continued growth of Connect and Do which has extended into two new boroughs and remains a free, inclusive community arts programme which welcomes and provides a safe space for over 200 people across London each week. We are also pleased to have welcomed 90 colleagues this year who were previously unemployed.

The Board reviews compliance with the Charity Governance Code on an annual basis and any changes are agreed by the Board. The Audit and Risk Assurance Committee continues to review improvement in governance practices and monitor progress and address any areas requiring further improvement.

Risk Management

The Board has overall responsibility for ensuring that Certitude and its subsidiaries have appropriate systems of controls; financial and otherwise. The Board is also responsible for safeguarding the assets of the organisation and for taking reasonable steps for the prevention and detection of fraud and other irregularities, and to provide reassurance that:

- assets are safeguarded against unauthorised use or disposal
- proper records are maintained and financial information used within the organisation for publication is reliable
- the charity complies with relevant laws and regulations

As part of Certitude's risk management process, the Board acknowledges its responsibility for the system of internal control and for reviewing its effectiveness. The Board recognises that such a system is designed to manage (and not eliminate) risk of failure to achieve the organisation's vision and mission

and can only provide reasonable (not absolute) reassurance against material misstatement or loss.

Management of risk is an integral part of our planning and project management processes, with risks identified and assessed as we develop our plans each year. With support from the Board, we have a Corporate Risk Register setting out key strategic risks, scoring of these based on gross and net risks, the actions needed to achieve the target net risk rating, assessing risk appetite and further actions required. We have also developed a Quality Assurance and Improvement Framework that provides a range of assurance processes to ensure the ongoing provision and improvement of high-quality care and support.

The Corporate Risk Register is overseen by the Audit and Risk Assurance Committee who provide scrutiny and recommends any changes to the Risk Register to the Certitude Board. The Executive Team owns and reviews risks with the relevant Board committee on a quarterly basis and proposes changes, including any new risks, to the Audit and Risk Assurance Committee.

To ensure we are appropriately measuring the financial impact of key risks, during 2024/25 we reviewed the financial measures used to assess impact. This has taken account of the reserves position as well as the financial targets set by the Certitude Board, whilst recognising that there are some risks that are easier to measure by their financial impact than others.

The Audit and Risk Assurance Committee is now, at each of its meetings, completing a deep dive review of at least one of the risks on the Risk Register. This allows the Committee to fully understand the risk and test the mitigating

actions in place. Colleagues responsible for risk management of that particular risk attend the meeting to discuss and take questions from the Committee. During 2024/25 deep dives were completed on the following risk areas:

- Cyber Risk
- Property Management
- Health & Safety
- People we support money management

Actions from these deep dive reviews are taken forward by the relevant Certitude lead in each specific area.

Key Risks

The following key risks have been identified by the Board as part of its review:

Risk	Impact	Management
Financial Sustainability - Depletion of Certitude funds resulting from expenditure in excess of income	Impact on quality of service as costs are cut to mitigate losses. Forced reduction in central costs leading to inadequate resources to properly manage the organisation.	Controls in place to manage and monitor Certitude finances, key targets set for the year are reviewed monthly, prioritising of tasks to deliver the targets set. Investment in critical digital systems is enabling a more efficient central infrastructure.
	Difficulties to grow and invest in new activities due to lack of funds.	Quarterly review of all contracts, and financial viability; on-going review of loss-making services with commissioners seeking additional income or remodelling of services, priority target list agreed for 25/26. Empty rooms management, all high value empty rooms actively reviewed and managed; Finance provide detailed monthly information on financial impact, regular updates provided to the Executive Team and other senior managers, and overall performance monitored by the Strategic Development and Finance Committee.
	Unable to pay staff adequately, leading to difficulties to attract and retain staff.	Close monitoring of all people metrics to ensure pay and reward strategies are effective; Recruitment and retention targets significantly outperform the benchmark. Monitored by People & OD Committee
		Maintain a detailed financial forecast model that reflects the organisations future plans, assumptions and cost implications. Informs growth plans and targets.
	Contract loss and reduction in income. Ongoing cost increase has a detrimental impact on colleagues, people we support and budget cost pressures for Certitude.	Contract uplift targets set for 25/26 to be reviewed monthly by the Exec Team with regular reports to the SDF Committee on progress. Keep under review Local Authority Financial positions including any S114 notices.

Risk	Impact	Management
Quality and performance not consistently achieved or maintained for people we support and their families	Potential risks to the health and wellbeing of people we support. Fail to meet Quality standards, experience and outcomes for people we support and their families. Potential loss of contracts or closure of services and the resulting impact on our reputation as a high-quality provider.	Refreshed Quality Assurance and Improvement framework being rolled out across our localities and central functions. Quality of Life embedding programme is supporting more consistent use of measurable quality outcomes. Development of Local Quality Partnerships in progress to strengthen the influence and contribution of people we support and families and commissioners regarding quality locally. Embedding a localised model of service delivery and design which sees local leadership and subject matters experts developed in every locality. Maintain our focus on achieving Good and Outstanding ratings in CQC registered services (97% of people using regulated support are in services rated Good or Outstanding). Implementing our approaches to organisational learning/practice improvement from accidents and incidents. Quarterly audits by Operations and Community Managers to review that managers are meeting expectations. Actions following audits/visits are RAG rated to ensure high risk and priority actions are completed in a timely fashion and attract the level of scrutiny and importance they need. Completing a review of all best practice approaches, to develop a single Certitude 'Way of Working' framework to ensure consistently high-quality support. Monitored by Quality, Performance & Compliance Committee.
Quality and performance not consistently achieved or maintained for people we support and their families	Potential risks to the health and wellbeing of people we support. Fail to meet Quality standards, experience and outcomes for people we support and their families. Potential loss of contracts or closure of services and the resulting impact on our reputation as a high-quality provider.	Deployment of skilled and committed managers accountable for delivering on quality performance including use of compliance folder of daily, weekly and monthly manager audits. Refreshed Quality Assurance and Improvement framework being rolled out across our localities and central functions. Quality of Life embedding programme is supporting more consistent use of measurable quality outcomes. Development of Local Quality Partnerships in progress to strengthen the influence and contribution of people we support and families and commissioners regarding quality locally. Embedding a localised model of service delivery and design which sees local leadership and subject matters experts developed in every locality. Maintain our focus on achieving Good and Outstanding ratings in CQC registered services (97% of people using regulated support are in services rated Good or Outstanding). Implementing our approaches to organisational learning/practice improvement from accidents and incidents.

Risk	Impact	Management
Continued...	Continued...	Quarterly audits by Operations and Community Managers to review that managers are meeting expectations. Actions following audits/visits are RAG rated to ensure high risk and priority actions are completed in a timely fashion and attract the level of scrutiny and importance they need. Completing a review of all best practice approaches, to develop a single Certitude 'Way of Working' framework to ensure consistently high-quality support. Monitored by Quality, Performance & Compliance Committee.
Loss of strategically important contracts leading to significant loss of income and contribution to central management costs	Strain on other contracts and less service development and innovation opportunities through reduced central management income. Reputational damage of losing contracts in key boroughs.	Discussion with commissioners to review service model changes and work towards more flexible longer term contracting arrangements. We continue to review options for each contract and any cost centres in deficit and agree action plans to bring the relevant budget back to balance. We ensure pricing for new services include all fixed and variable costs and future proof value for the life of the contract. Service redesign options for houses with empty room to provide longer term sustainability. Ending of contracts/services where we cannot make progress in bridging financial sustainability gaps, various options are reviewed with exiting a contract a last resort.
Being exposed to a Cyber-security threat that results in loss of sensitive information or fraud	Failure to protect sensitive data, Certitude holds a significant amount of sensitive data relating to the people we support, colleagues and families. Fail to maintain an IT infrastructure and network configuration that is adequate to ensure data protection and protect against cybersecurity threats.	Regular external reviews of our security with penetration testing. Cyber-security improvements and accreditations now achieved providing greater systems assurance. Details of projects to improve cyber-security position and reduce risk are updated on an ongoing basis. GDPR compliance review undertaken using expert support, we continue to review data transfer and storage requirements for all new contracts and renewals. Ongoing reviews by the IT team to ensure system threats are reviewed as they materialise, deployment of new technology to support the safeguarding of systems and data. Learning taken from cyber-attacks to ensure we implement any changes that help safeguard Certitude data and systems. Monitored by the Transformation Advisory Committee.

Overall responsibility for overseeing the management of risks, compliance with our risk management framework and the agreed risk appetite of the Group lies with the Board. The appetite considers the level of risk and risk combinations that the Board is prepared to take to achieve the strategic objectives, together with the level of risk the organisation can withstand.

In the ordinary course of activities, Certitude and its subsidiaries actively manage a variety of financial risks which include credit and liquidity risk through various control mechanisms. Our liquid assets are held in cash and in a well-diversified investment portfolio, which is managed by professional Investment Managers, this is overseen by the Strategic Development and Finance Committee. Cash levels are reviewed on an ongoing basis to ensure funds are held at appropriate levels, considering both daily operational needs and the need to diversify the risk. With planned transformation activities over the next few years, cash management will need to be monitored closely as well as ensuring a strong balance sheet is maintained.

Fundraising

At Certitude we work closely with all our supporters and endeavour to:

- Listen and respect supporters' wishes
- Be honest and transparent about where donors' money goes
- Respect any personal information supporters share with us
- Be accountable and committed to the highest fundraising standards in line with the Fundraising Regulator and The Institute of Fundraising

- Invite feedback that we can learn from and develop our fundraising approach at Certitude

We continue to provide several ways for people to give including Enthuse, our main giving platform, and JustGiving as an alternative platform, along with options such as text to donate, donating gifts in kind through Amazon Wishlist and donating whilst shopping through Easy Fundraising. In 2024 we introduced contactless devices so people attending events and our community activities can make contributions if they choose.

We comply with fundraising guidelines from the Fundraising Regulator, Charity Commission, and this includes the Code of Fundraising Practice for the UK. We are committed to maintaining the highest standards by meeting best practice guidelines and complying with regulations when undertaking our activities and insist on the same from those raising funds on our behalf. For individuals, this is through our fundraising guidelines. We are not aware of any instances where those acting on our behalf have failed to comply. We currently work with a small number of companies to raise money and expect them to work with us to meet the same high standards.

We carefully manage our corporate relationships and have contracts and/or memorandums of understanding in place to ensure compliance and shared understanding. We also ensure that all companies are subject to our due diligence process. We have received no complaints in 2024/25 regarding fundraising. However, we continue to monitor our fundraising channels to ensure any complaints are dealt with according to guidance from the Fundraising Code of Practice and internal practices.

We monitor regulatory developments to ensure these standards are maintained, and our fundraising activity is open, legal and fair. We are registered with the Fundraising Regulator and our Fundraising Promise is posted on our website. Our approach to data protection is in line with the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018. We take our supporters' requests and the protection of their personal data very seriously. We never swap or sell their data, and our supporters can change their communication preferences at any time.



Objectives and Activities

The Objectives of the Society, as set out in its Rules are for public benefit:

- **to provide care and support for people who have learning disabilities or difficulties and/or autism, and/or experience mental ill health**
- **and/or physical disability or are elderly or infirm**

Public Benefit

We provide support across London to adults with learning disabilities, mental health support needs and autism. We support people to develop new skills, meet new people and live the life they want – so they can bring their own unique brilliance to the world.

We remain mindful of our commitment to public benefit by working to fulfil our charitable aims and we have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.



Our Strategic Priorities

As set out in our 10 year 'Plan Big, Be Local' strategy, our vision is based on four strategic destinations, which started in 2022:

Provider of choice

High-quality, impactful person-led Certitude support is provided by well-resourced local teams, best-placed to help people and their families to live happier, healthier, and more fulfilled lives. We help people to live, work, and learn in places that they love. We encourage people to set their own goals and aspirations, direct their support, and monitor its effectiveness through access to personalised impact data. People and families contribute their lived expertise at all levels and across all activities in Certitude, helping us to be better-designed, better-led, smarter, and more locally focused on what matters most.

Employer of choice

People want to work for Certitude because we develop people and support them to be their best selves. This has made it easy to recruit and keep the best colleagues. Our organisation is designed around agile, highly motivated teams who have fully embraced the clever, reliable technology that we have in place to help them to work smarter and be more effective. Our leaders are great coaches who sponsor innovation and grow and develop individuals and teams to great performance. We are mission-driven, using intelligent data to focus our efforts on continuously improving our ability to help people and their families to live great lives.

Partner of choice

Through ambitious and thoughtful strategic growth and innovation, we have been able to keep investing wisely and well in the quality of our support and teams. As a result, we have been able to extend our reach to significantly more people and their families. We are the strategic partner of choice for several commissioning areas in and around London who approach us when they need big, tricky issues resolved. This is because we are trusted to deliver transformation efficiently and effectively.

A digital-first organisation

As a digitally enabled organisation, our people, systems, and processes are agile, proactive and easily able to adapt to our constantly growing and flexing organisation. Through effective investment and implementation, we have embedded digital thinking and design into all aspects of Certitude, including our workspaces. This has enabled fully remote, flexible, and smarter ways of working. It has enabled more efficient and effective ways of providing support to people and their families.

In order to achieve this, we measure our progress against three strategic goals:



Strategic Goal 1: Quality and Impact of Our Support: To become the provider of choice in the areas where we work

- **Maximise opportunities for people and their families to have more choice and control** over important aspects and decisions in their lives by establishing a consistent, scalable approach to how we work, which values and involves them locally in the planning, design, delivery and review of our support and key activities
- **Establish an effective approach to the design, delivery and structure of local operations** that enables us to:
 - Design support around people's needs, responding with agility and pace to the changing needs and requirements of local people and commissioners
 - Deliver strong quality, regulatory and business performance outcomes
 - Achieve and absorb significant growth
- **Establish an effective framework of intelligent quality and business performance data** to monitor, evaluate and continuously improve our local teams' ability to meet people's needs, demonstrate social impact and ensure good contract and regulatory performance

Strategic Goal 2: People Culture and Organisational Development: To become the employer of choice in the areas where we work

- To develop and establish effective approaches to attraction, recruitment, reward and recognition to enable Certitude to be an employer of choice

- To develop Certitude's Learning & Development and Organisational Development offer and approach to Leadership Development to equip Certitude colleagues to be confident and capable to deliver Certitude's Forward Plan
- To enable Certitude to successfully manage change and develop an engaging and inclusive high performing culture
- To establish a robust organisation design for Certitude that's capable of absorbing growth, and develop our approach to engagement of colleagues and their wellbeing

Strategic Goal 3: A Strong and Growing Organisation: To become the strategic partner of choice in the areas where we work

- To continue to grow and develop the organisation in line with the objectives of the organisational strategy through the delivery of the Growth and Development Strategy
- To enable more effective, smarter, and agile ways of working, driving business efficiency and supporting collaboration across teams and organisational projects
- To ensure our sustainability through strong financial management
- To maintain good governance in line with best practice and ensure the continuing development of the Board

Organisational Transformation

We have embarked on a significant transformation programme to make a step change in how we work as an organisation so that we can better and more consistently meet the needs of people we support and

their families through quality-focused, locality-based, personalised approaches that shift decision-making, choice, and control as close to the person as possible. Our transformation programme will ensure that we have the right digital and non-digital capabilities to deliver our ambitions and operate successfully within an increasingly challenging external environment.

Progress so far

Certitude's transformation represents the changes we need to make to become an organisation that is truly fit for the future. This involves changes to our digital systems as well as changes to how we operate, so we can achieve the ambitions set out in our Forward Plan.

Over the past 12 months, we have made good progress, as follows:

- Following a robust procurement process to understand our requirements, we have implemented a new integrated HR & Payroll system. This has been a big project involving many colleagues and a significant milestone in our transformation. The system was launched on 1 April 2025 and offers new capabilities and an improved experience for our colleagues.
- We have also developed the specification required to choose a new finance system. We have developed this in partnership with colleagues in finance and budget holders across the organisation to understand their needs. Just like the HR & Payroll system, this will offer new features, improved reporting and greater visibility in real-time of important financial information to budget holders.
- Organisational redesign continued to focus on implementing our locality design as part of our new borough-based operating model. Several key elements are taking shape, including the formation of borough-based localities and aligned operational leadership structures. These plans also include establishing Local Quality Partnerships to give people and their families a voice in shaping local quality improvement and developing local subject matter expertise to address the specific support needs of each locality. Delivered as part of our continuous development and improvement of operations, the work is designed to harness the collective energy, knowledge, and resources of colleagues, people we support, and their families to coproduce and cogovern outstanding local support.
- The Supported Living project is pivotal in ensuring people we support have greater control, choice and decision-making autonomy. This work involves us working with people we support and our operational colleagues to implement ten non-negotiable supported living principles. We have approximately 151 supported living homes and in this year, we worked with people in 26 of these homes to review how the principles are currently implemented and how we could improve which will be rolled out across our Supported Living portfolio.
- We have strengthened our programme governance through improved reporting and monitoring to the Transformation Advisory Committee each quarter and to the Board.

Provider of Choice: What we've achieved

We continued our bold transformation programme to improve the way we support people and their families and to become a more local, productive and efficient, fit-for-the-future organisation.

We've completed a significant redesign of Operations to establish a locality-based management approach. This includes repositioning and integrating substantial organisational resources to strengthen Operations, including the Specialist Support Team, Practice Development, and in October, the Quality and Housing Teams. This closer collaboration and focus on locality, will reduce siloed and transactional ways of working, and enhance the quality of our support for people and their families.

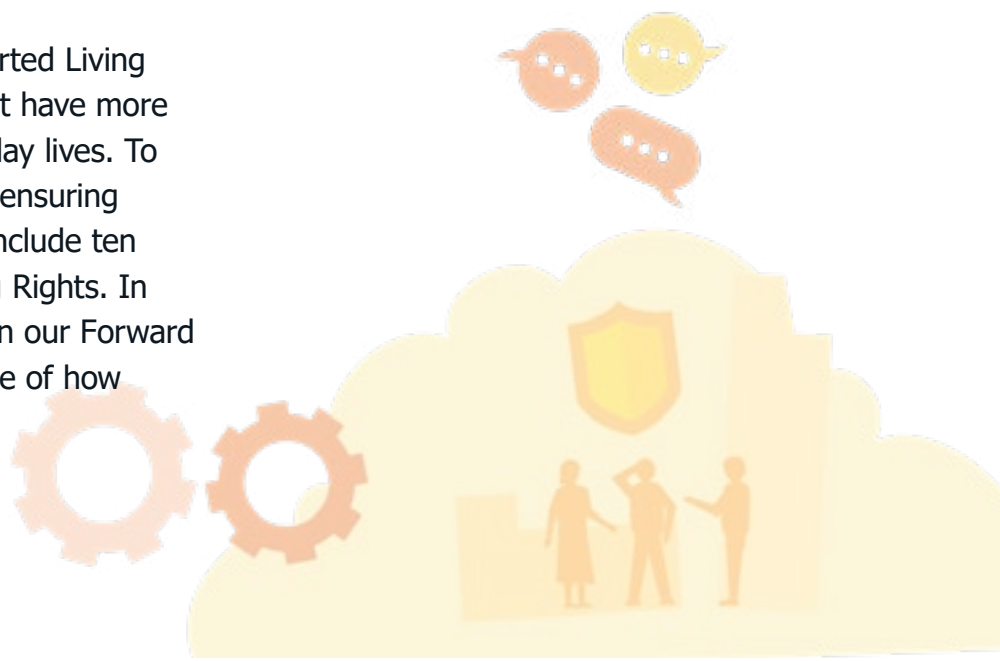
As part of this approach, we have launched a subject matter experts programme for colleagues to share specialist skills, knowledge and ideas at a local level. Local Quality Partnerships are being established across our localities – an opportunity to bring together the people we support, their families, and colleagues to talk about what matters and make decisions together.

We further embedded our Supported Living project to help people we support have more choice and control in their everyday lives. To demonstrate our commitment to ensuring human rights are upheld, these include ten 'non-negotiable' Supported Living Rights. In line with our objectives outlined in our Forward Plan, this work is another example of how

we're bringing decision making closer to each person we support, so that they're able to have greater independence in their lives.

We recently reviewed our Quality Assurance and Improvement Framework, building on its strengths and introducing additional elements to ensure that it supports our organisational Locality approach, and continues to enable the views of people and families to shape support and help drive improvement, whilst meeting the requirement of our regulators and commissioners. By taking a more agile approach to quality improvement, we can act quickly on the learning that we gain to drive continuous improvement.

We have secured and commenced a new contract in Southwark which builds on our existing experience of providing mental health support in the local area, further implementing supported living across the borough to help people achieve more independence in their lives. Following a competitive tender we were awarded a new contract in Hounslow to support 11 people with learning disabilities and/or autism in their own flats which will commence on 1 June 2025.



DJ's Story| Supported Living

DJ is supported by Certitude and talks about how living in a mental health supported housing environment has been transformative in helping overcome numerous challenges on a journey toward wellness and stability.

Before moving into supported living, I felt isolated and often overwhelmed by my mental health issues, but this environment has given me the resources, support, and community I needed to heal.

One of the most impactful aspects has been the access to trained staff members who understand mental health and recovery. Knowing that there are people around me who not only provide guidance but also genuinely care about my well-being has been a source of comfort. They're always there to listen, to offer advice, and to encourage me during difficult times. These consistent, supportive interactions have helped me feel more secure and less alone in my journey.

Living in a community with others who also face mental health challenges has been another key component of my growth. I no longer feel as though I'm the only one dealing with these issues, and that sense of shared experience has made a huge difference. We've supported each other in ways that only people

who have been through similar struggles can. This camaraderie has been empowering, teaching me that I am not defined by my challenges and that others genuinely understand what I'm going through.

Perhaps one of the biggest benefits has been learning how to build routines and structure into my day. In supported living, I've developed daily habits and coping mechanisms that have been essential in managing my mental health. With guidance, I've learned techniques for self-care, mindfulness, and even practical skills like budgeting and cooking. These routines have helped me feel more independent and have given me a sense of accomplishment.

Looking back, I am grateful for the progress I've made. Certitude has been a lifeline, providing the stability and encouragement I needed to overcome some of my most difficult mental health challenges. It has given me hope, self-confidence, and the tools I need to keep moving forward.



Certitude has been a lifeline, providing the stability and encouragement I needed to overcome some of my most difficult mental health challenges. It has given me hope, self-confidence, and the tools I need to keep moving forward.

DJ
Supported by Certitude



Iman's new role as a Subject Matter Expert

Iman recently became a Certitude Subject Matter Expert in the Ealing Locality; her new role provides specialist training and development for colleagues to become experts in supporting people with complex health needs.

Iman already had experience supporting people in Ealing with profound and multiple learning disabilities. She took up the role to become an expert in supporting people's health and wellbeing, using her specialist knowledge to help ensure people receive the medical and health-related support they need and are entitled to. This is an important role, as data shows that people with learning disabilities are at greater risk of dying early from preventable causes.

Iman received mentoring and training to gain a strong understanding of the law around health and medical support for people with learning disabilities, including the reasonable adjustments they can expect when engaging with the National Health Service.

As well as listening to people and their family members, she is now able to advise them effectively and keep them accurately informed and updated. The Subject Matter Expert development programme also included training on how to tackle difficult conversations. This helped Iman become a strong advocate for people we support, able to present her case confidently when challenging GPs and other health professionals, as well as supporting people to advocate for themselves.

Iman's training and development had an immediate impact on the lives of people we support in Ealing. After carefully reviewing the medical histories and records of several people, Iman quickly identified issues that she was able to work with health partners to act upon immediately, such as completing overdue annual health checks and chasing pain management prescriptions for somebody who's medication had been stopped following a hospital admission. Her work also includes reviewing and questioning inappropriate prescriptions of psychotropic medications in line with NHS STOMP guidelines.

As well as addressing these immediate health concerns, Iman's work helps to prevent more serious problems occurring later, reducing people's hospital attendance and bed-based care.

Our Subject Matter Expert development programme will continue to benefit people we support and help spread this knowledge to other colleagues across all our localities.



Employer of Choice: What we've achieved

We continue to attract, recruit and retain colleagues with the right skills, knowledge and most importantly the right values and behaviours.

We have remodelled our senior Operations management structures, including our Quality and Housing teams to strengthen and better align resources to support our new locality approach. We also restructured our senior leadership to create a more streamlined, agile and strategic Executive Team. These structural changes will help us strengthen our position as the provider, employer and strategic partner of choice while enhancing how our teams work together. It will also provide more opportunities for colleagues to progress into leadership roles.

Our Quality Checker team has grown, employing two new Quality Checkers, who use their experience as a disabled person and knowledge of Certitude's support to give feedback and insights that keep us focused on what we're doing to ensure a good life for the people we support. They were recognised in this year's Certitude Excellence awards, winning a Tremendous Teams Award.

Given the challenges in the sector, our vacancy and retention rates are both performing well against our benchmarks. Vacancies remain between 1% - 4% and our colleague turnover is averaging 11%. Our diversity at Certitude continues to be a huge strength. 58% of our workforce is ethnically diverse and when looking at management roles this figure is 49% both of which are higher than the sector average. Our inclusion networks have held events to celebrate International Women's Day, Black History Month, Race Equality Week and our first Iftar.

We value the wellbeing of our colleagues and have further developed our range of support on offer. We continue to provide mental health support via our employee assistance programme in addition to a team of colleagues who are wellbeing champions and are trained mental health first aiders. In collaboration with our new Women's Network, we also held a series of online menopause café events. We remain committed to building a skilled workforce through access to high-quality learning, development, and qualifications. Since the launch of our new online Learning Academy platform, we've continued to support opportunities to advance colleagues' skills, confidence and access to qualifications including a range of diplomas and apprenticeships. As an approved centre of City and Guilds, we have aligned our Level 2 Adult Social Care pathway with the government's new care workforce categories which were announced in 2024.

We have also continued to develop the expertise of our locality teams, which has included specific training and development for our borough- based subject matter experts' programme.

The continuous development of the quality of our support to people and their families remained our most important priority. Our CQC performance surpasses national benchmarks, with 88% of our regulated support rated Good or Outstanding and 96% of people using our regulated support in locations rated Good or Outstanding. To provide further confidence about the consistent quality of our support, we have undertaken a comprehensive review of our approach to quality assurance and improvement. We have launched an eighteen-month development programme to implement

a new approach for monitoring and assessing how our care and support meets best practice and required standards, our processes for detecting and remedying quality issues when they arise, and how our learning drives further quality improvement. The revised approach will increase our focus on people's experience, outcomes, the impact of our support, their involvement and influence locally and organisationally, and our use of data.

Together with five other social care organisations we are signed up to the [Gloriously Ordinary Language programme](#), to help develop the way we talk about social care, refocusing our language from 'them and us' to just 'us'. Through a series of workshops, the approach is shaping our development of our Supported Living Principles and Local Quality Partnerships to remove any power imbalance, and increase people's choice, control and influence over their own support.

Faye joins the Quality Checker team

Faye is one of two new Quality Checkers who have joined the growing team of five this year. The team has continued to develop the way they work to give the team more ownership of the quality checking process.

To make sure that everybody understands each part of the checking process, Faye and the team use clear, ordinary language, in both their visits and their reports.

This includes introducing new survey-style questions, which are led by Faye and the other quality checkers during each visit. The questions are designed to explore what good support looks like for each individual they visit.

Faye says she heard about the job through Certitude's website.

As well as meeting different people in their homes Faye says that what she likes most about her job is "asking questions and seeing if people are happy."

This is an important focus of the team who remain committed to ensuring that people's voices, experiences and perspectives are at the forefront of each report. This approach includes naming the individuals who are receiving support whilst keeping colleagues anonymous. This helps keep the focus where it matters most - the people receiving support and how they are being supported to live a good life. Reports are shared with senior managers and form part of the quality governance arrangements overseen by the Quality, Performance and Compliance Committee.

“

I wanted to be a Quality Checker to meet new people and get a new experience. I was already helping at the Connect and Do sessions every Tuesday and I wanted to try something new. I'm really happy I did!

Faye
Quality Checker who is also supported by Certitude

”

Partner of Choice: What we've achieved

We continued to work in close partnership with our More Than a Provider (MTAP) Partners, Social Care Future, VODG and others to advocate for meaningful reform in social care.

We have spoken at events, met with local MPs, shared evidence and are liaising with colleagues in the Dept of Health and Social Care to influence the Casey Commission by ensuring that people who draw on support are fully consulted and involved. MTAP submitted feedback to the Treasury as part of the Spending Review consultation, and we are commissioning a rapid review of fee levels to ensure the sustainability of supported living for people with learning disabilities and/or autistic people.

Our Treat Me Right! Team continues to help change perceptions and understanding amongst health and social care professionals. This included being invited to consult on the NHS Big Plan by Learning Disability England at a discussion with the Department of Health and Social Care. The team shared their opinions on what we thought the NHS should prioritise, based on their lived experience, and ideas on how it should be delivered.

With rates of diabetes higher for people with learning disabilities, the team was also invited to offer a lived experience perspective at the University of West London Annual Diabetes Conference to talk about how to make diabetes care more accessible.

In a new collaboration with the Daisy Green Collection, our Connect and Do team coproduced a 6-week art programme called 'Inspired by Nature' held at Daisy Green Café in Holland Park. Each session was free and open

to members of the community and explored the nature theme, by encouraging people to draw inspiration from materials found in Holland Park whilst using a range of different art mediums.

We've also been awarded a new contract in Hounslow to provide round the clock personalised support in purpose-built supported living accommodation for people with learning disabilities and autism. Together with the London Borough of Hounslow, local health services, and community organisations, we will work closely with partners to ensure people we support receive joined-up, holistic support in the area.

Local Quality Partnerships Bexley

We believe the best support is shaped by the people who experience it. Our Local Quality Partnerships are an opportunity to bring together the people we support, their families, and colleagues to talk about what matters and make decisions together. Raja Rajendran, whose son has been supported to live at his home for 10 years, joined our Local Quality Partnership in Bexley.

It's important that my son has the same opportunities and options as anyone else living in their own home. Being part of these meetings has really helped me to get to know other families and people supported in Bexley.

We get to talk about what matters to them and share ideas that can help my son and others have more choice and control in their lives.

We've already made progress on some practical things. For example, we talked about how everyone should have their own key and how to organise the kitchen so people can manage their own food. My son now has his own cupboard and fridge shelf, which gives him much more independence.

We've also discussed the need for better person-centred reviews that focus on the person's goals, aspirations, and what they want from life. We felt it was important that those supported, and their families, were fully involved in these and that the outcomes reflect their wishes.

Another topic was around the need for activities that match people's interests. One person said they'd love to go to football matches, and it was lovely to see my son - who's never expressed an interest in watching a live football match - get excited about watching too (though he insists on supporting Manchester United, not local team Charlton!).

We also agreed that it would be nice to display family photographs around the home – something that was welcomed by everyone.

By working closely with the support team, we can make a real difference to lives, and I can see it's already led to small but meaningful changes.



Certitude has done an excellent job of ensuring that decision-making is genuinely person-centred, with everyone having the opportunity to be heard and contribute.



Raja Rajendran
Parent and member of the Bexley Local Quality Partnership

Digital First: What we've achieved

As part of our transformation programme, we have continued to implement modern digital systems across all our core business areas, launching our new HR & Payroll system in April 2025 and our new Finance system and Care Management system expected later this year.

This is helping us to streamline our business processes and improve our use and management of data. Aligning with our transformation programme objectives, our new digital HR and Payroll system brings capabilities that have simplified our people processes and offers easier access to good quality data for everyone, whilst enabling more efficient recruitment, compliance and reporting. Early work has begun to develop the requirements for a new care management system to replace 'Buzz' our existing system by the end of 2026. This major transformation programme for our operations teams will significantly upgrade the way we record and share information with people, their families, and professionals.

Looking Forward

Earlier in 2025 we launched our [new three-year forward plan](#) 'Being Local', which continues to build on the positive progress we have made towards our strategic goals of being the Provider, Employer and Strategic Partner of Choice in the local areas where we work as well as becoming a digital and data-enabled organisation.

Over the next three years we are focusing on three big ambitions:

To provide brilliant local support

- We will continue developing our localities, so people and their families have a voice in local issues and our teams have the right tools and expertise to support them.
- We will ensure that people and their families have more say in their lives and control and choice over their support.
- We will have expert local teams that are skilled, flexible, and well-led. We will provide high-quality support by continuously learning and improving.

To be a strong and capable organisation

- By continuing to value and invest in our people, culture, development, technology, and financial resilience, so we are always ready to confidently tackle opportunities and challenges.
- We will develop our leaders at all levels, so they are confident and skilled. We will maintain our high levels of colleague engagement, job satisfaction, and retention rates.

- We will be increasingly known for our expertise in supporting people and our work to solve the challenges faced by our commissioners.
- We will work efficiently while aiming to increase our revenue so we can invest in our quality, our colleagues and our long-term sustainability.

To be a valued and sought-after strategic partner

- We will build strong relationships with our commissioners and strategic partners, using insights from our work to innovate, develop, and grow.
- We will create a strong value proposition to drive our growth.
- We will actively engage in networks and alliances to further enhance our reputation as a good strategic partner. We will be recognised for our thought leadership.
- We will increase our revenue and growth to strengthen our long-term sustainability.



Financial Review

Certitude chooses to present its Financial Statements in line with the Charities SORP (FRS 102). The Board has decided that the Charities SORP best reflects the nature of the Group's financial activity.

This year has presented significant financial challenges for the organisation, reflecting broader economic pressures and sector-wide funding constraints. Total income for the year was £53,892k, representing a relatively small (1.7%) increase in income compared to the previous year. This increase is as a result of increased contractual fee income and additional support hours that have been delivered during the year.

At the same time, the organisation has faced significant cost pressures including increases to London Living Wage of 8.5% as well as ongoing cost of living pressures which led to total operating expenditure of £54,456k. This resulted in a net increase in cost of 3.4% compared to the previous year. This has resulted in an operating deficit of £564k which represents 1% of total income.

A notable factor in our increased costs is our decision to maintain Support Worker salaries at a minimum equivalent to the London Living Wage as a measure of the important value we place on their work, despite this not been funded by a significant number of the London Boroughs we work with. We are very pleased that vacancy levels have reduced to less than 3%, colleague retention outperforming all benchmarks and agency spend at 3.2% of the pay bill (7.6% 23/24).

During the year, the organisation took proactive steps to manage the financial impact of the challenging external environment, including central function cost-saving measures, renegotiating contracts, redesigning services and seeking funding reviews. While these actions helped to mitigate the impact, funding from local authorities and ICBs has not matched the increasing costs of delivering high quality support this year. While the out-turn position is not where we want to be, it also reflects careful management by budget holders as they continued to ensure the delivery of good quality care and support.

All Local authorities and Integrated Commissioning Boards that we work with have faced significant pressures on their budgets which resulted in difficult conversations around contract uplifts, which are needed to ensure the sustainability of core service delivery. Financial performance reflects the fact we were not able to achieve the budgeted contract uplift income which required the organisation to manage additional financial pressures.

Empty rooms (voids) in specialist supported living and registered care homes has also had a significant impact this year. A lack of suitable referrals combined with delays in local authority teams approving assessments has meant a loss of income without being able to reduce our costs to the same extent. This is an important focus for the organisation moving forward given the level of risk carried by the provider in relation to empty rooms in most contracts.

In light of these challenges ending the year

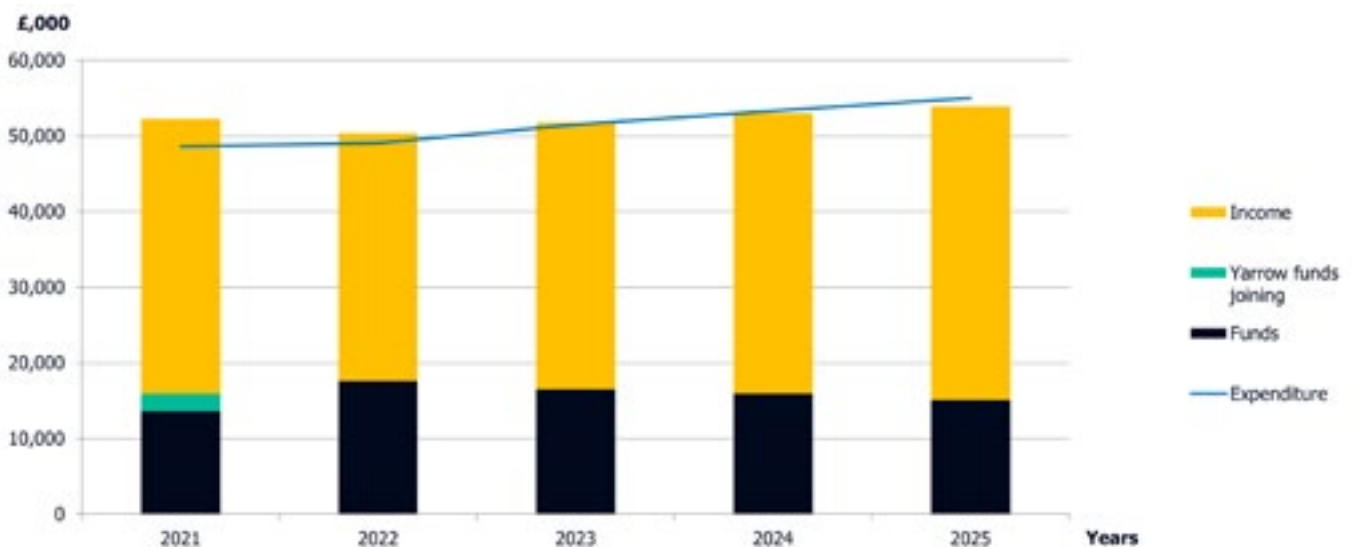
with a relatively small operating deficit is a considerable achievement and reflects careful budget management by colleagues across Certitude. A combination of very small margins and 80% of our income is colleague related mean any scenario where contract uplifts fall short of actual cost is challenging to deliver without compromising on the quality of support.

Certitude will continue to operate, for the foreseeable future, in an uncertain and complex external social, political and economic environment. Because of this uncertainty, organisations across many sectors, including Certitude and many of our peers in the not-for-profit sector, are increasingly focussing on organisational transformation to reimagine

their business model to be more resilient and adaptable, and better able to respond to challenges and opportunities.

The Certitude Board is investing in a significant transformation programme, Fit-for-the-Future that will deliver the digital and non-digital capabilities that are required for Certitude to have long-term sustainability and continue to successfully develop, grow and invest in people and quality. The Board has allocated a designated fund from reserves to fund this programme, with expenditure of £564k in 2024/25 (£623k in 2023/24). As this is effectively funded from free excess reserves it is shown as a separate heading in the financial statements.

Income, Funds and Expenditure over the past five years



Reserves Policy

The balance sheet shows total unrestricted reserves of £15,041k (2023/24: £15,884k) and restricted reserves of £38k (2023/24: £52k). The main factor for the decrease in reserves is the investment in transformation of £564k, the overall operating deficit and investment losses of £111k, the impact of the deficit has been offset by an actuarial gain of £382k. Reserves are maintained at a level that enables the organisation to manage operational financial risks and short-term income volatility. They allow the organisation to sustain service delivery over the long-term, ensuring that financial commitments can be met as they fall due. Reserves are those unrestricted funds which are freely available to the Trustees to spend on any of the organisation's purposes.

However, they exclude amounts which, if spent, would adversely affect the organisation's ability to deliver its aims. Reserves do not therefore include property, funds which are set aside for programmes specifically to further our organisation's objectives, or amounts set aside for essential costs.

Annually, the Certitude Board undertakes a review to ensure the Reserves Policy is still appropriate, considering the key risks that the organisation is likely to face particularly during period of volatility in the global economic markets and rising prices.

Certitude's Reserves Policy is as follows:

Reserves should be maintained to cover a minimum of six months of Central Management costs as well as an amount to manage any one-off events that may occur and the annual pension deficit payments. This will be reviewed annually by the Audit & Risk Assurance Committee and the Board.

The six months of central costs stipulated by the policy ensure we can manage the loss of the contribution from our largest contracts, as well as the unlikely loss of one of the Group's subsidiaries.

The one-off events that we have factored into our review include risks around the potential level of grant income or one-off income that may have potential pick up costs or exit costs, as well as exit costs for services fully subsidised by Certitude or non-statutory services such as day support.

The pensions deficit held on the balance sheet is not a useful measure for us to use when considering our reserves policy. Instead

of providing cover for the full balance sheet obligation, the Board have agreed that we should have sufficient cover to hold one year's worth of deficit payments, currently £0.85m.

Levels of minimum reserves required by the policy are calculated as follows:

Annual budgeted central costs are £7.04m, 6 months equates to £3.52m

added to this is one year's worth of pension deficit payments, currently £0.85m

added to this a one-off contingency amount of £0.90m (based on average assessment of exit costs from services). This gives a total of £5.27m.

Free reserves calculation:

When calculating free reserves, property assets are excluded. In addition, we add back the pension defined benefit liability held on the balance sheet, as cover for pensions deficit payments are provided for in our minimum reserve's calculation.

For 2024/25 we calculate free reserves of £10.97m. With a minimum fund requirement of £5.27m, additional reserves of £5.70m are therefore available for Certitude to invest in future activities.

Designated funds:

The Forward Strategy programme, which was initiated 3 years ago, included a decision to create designated funds, ring fenced for investments in activities to deliver organisational change. The Certitude Board have reviewed reserves held, together with the organisational transformation investments identified in the Certitude's Forward Strategy. This review has resulted in the decision to continue investing in the planned activities included in the Forward Strategy.

The forward strategy fund includes following elements:

- **Transformation Fund to support the delivery of the digital strategy and organisational transformation plan: £3.30m Revenue, Capital £1.2m (spend to date £1.29m of Revenue and £0.25m of Capital).**

The remaining balance on the designated fund as at end of March 2025 is £2.97m. Therefore, the balance of free reserves, net off minimum reserves cover and designated funds, leaves an excess reserves balance of £2.73m which the Board will keep under review.

Going Concern

The Board of Trustees has reviewed Certitude's key activities, financial position and risk management policies together with factors likely to affect future development, including the impact of the ongoing economic uncertainty.

The Board of Trustees has concluded that, with agreed adjustments to our plans and with ongoing financial risk management, it is reasonable to expect Certitude to have adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis of accounting continues to be adopted in preparing the financial statements.

During 2024/25, as part of the forward strategy development, we have undertaken detailed financial modelling which is projected to 2027/28. The Audit and Risk Assurance Committee and Strategic Development and Finance Committee have reviewed this at different points over the last 12 months. The modelling work included:

- Income assumptions including growth
- Inflationary uplifts on contracts
- Pay cost change assumptions
- Non-pay including inflationary pressures
- Central management overhead allocations
- Use of reserves to pump prime strategic initiatives
- Cash flow projections
- Impact on overall reserves

Contracts Review: We have reviewed the contracts pipeline and considered any significant changes that will have an impact on the organisation. We are confident that the contracts pipeline is strong, and we have contractual commitments with substantially all of our commissioning authorities at least until 2025/26.

All new contracts are based on us being able to include a reasonable central management return. We review the benchmarks that are available for the sector to assist in cost profiling and to remain competitive.

Colleague Costs and Non-Pay Expenditure: An annual review of colleague remuneration is completed by the Board to ensure we can attract and retain quality staff and ensure pay and reward remain competitive. Financial modelling is based on colleague costs increasing year on year, but this must be in line with affordability. Non-pay costs are assumed to increase with inflation year on year, while utility and housing costs are increasing above inflation. These assumptions remain under review.

Income and expenditure is reviewed monthly by management and reported to the Strategic Development and Finance Committee and Board quarterly and more frequently, if required.

Cash Flow Analysis: we have reviewed as part of the 5-year financial modelling a detailed cash flow which considers income and expenditure changes as well as other capital commitments, this shows that Certitude has a good level of cash reserves.

It is important to note that at 31 March 2025 Certitude held investments of £8.74m which can be liquidated in a short timeframe. Clearly cash management will be important as we utilise our reserves to fund our transformation.

Investment Policy and Performance

The overall objective of the Certitude investment portfolio is to create sufficient income and capital growth to enable Certitude to carry out its purposes consistently year by year with due and proper consideration for future needs and the maintenance of, and if possible, enhancement of the value of the invested funds while they are retained.

The day-to-day management of the portfolio was delegated to Cazenove Capital in 2024, who implement the portfolio allocation which has been agreed with Certitude. The portfolio asset allocation is agreed with Cazenove, the Investment Manager, and includes specific benchmarks that we will use to monitor performance. The long-term portfolio is invested in the Sustainable Multi-Asset Fund which has a target of inflation (CPI) plus 4% per annum, net of fees, over rolling ten-year periods. The Fund targets a stable and sustainable total return distribution of 4% per annum. The short-term portfolio is invested in a money market liquidity fund.

Ethical considerations

Certitude Support has adopted a Socially Responsible Investment position which seeks to ensure that its investments do not conflict with its stated vision and mission, and that minimises the risk of stakeholder alienation and damage to the organisation's reputation. This includes excluding companies that carry out activities contrary to their aims or from holding particular investments which damage the Charity's reputation. In appointing Cazenove as the investment manager, the Certitude Board has assessed Cazenove's ESG performance to ensure our investment portfolio will be managed with appropriate ESG considerations. Therefore, the Directors wish to implement sustainable investment as part of the investment process and have chosen to invest in the Sustainable Multi Asset Fund (SMAF).

The Sustainable Multi-Asset Fund is designed for charities who want to align their investments with their charitable mission and invest for a better future. Cazenove's intention is for the Fund to have a positive impact on people and the planet. They will achieve this by avoiding harm through ESG integration and exclusions, benefiting society through responsible business activities and contributing to solutions through investing for impact. They will also use their influence to push for progress towards the Sustainable Development Goals.

Investment performance

For 2024/25 there was an unrealised loss of £111k (£452k gain in 2023/24); dividend income continued to produce a good return. Total income was £338k (£240k in 2023/24).

Certitude Support – Long Term portfolio (investment in SMAF)

As at the end of March 2025 the total long term portfolio value was £7,089k. Performance since inception (01.06.2024) to the end of March 2025 was 0.5% which was behind the peer group ARC Steady Growth ACI which was 2.6% and CPI +4% which was 5.3%. For the three months to the end of March the portfolio was down -3.0%, the peer group ARC Steady Growth ACI was down - 1.4%, with CPI +4% being up 1.7%.

Certitude Support – Short Term portfolio (investment in the HSBC Sterling Liquidity Fund)

As at the end of March 2025 the total short term portfolio value was £1,500k. Performance since inception (01.06.2024) to the end of March was 3.4%. For the three months to the end of March the portfolio was up 1.1%.

Certitude Support – Savills Inv Mgmt Charities Property Fund

In addition there were investments of £146k held by Investec in the charity's property fund.

Remuneration

Certitude aims to pay salaries which are fair and competitive within the charity sector and proportionate to the complexity of the role. In determining the right level of pay, we appreciate the true value of what colleagues deliver and aim for this to be recognised in their remuneration especially when people live and work in London.

We aim to:

- Benchmark salaries against charity sector salary levels
- Pay salaries at the median of charity sector

salaries

The Remuneration Committee reviews salary levels annually.

Our approach to remuneration is to ensure we can attract and retain the talented and motivated people needed to ensure we achieve our mission and deliver our strategic goals. The pay of the Executive Team is reviewed annually, alongside that of all colleagues, by the Remuneration Committee which is a committee of the main Board. Salaries are reviewed and benchmarked with other similar organisations in the not-for-profit sector and taking account of working in London. All Board members give their time freely and no Board member received remuneration in the year.

Funds managed on behalf of others

Certitude does not formally hold funds itself on behalf of others. However, it does offer support with, and management of, people we support's finances in some cases, which is overseen by the Customer Finance Manager. For some people, the Customer Finance Manager acts as appointee for DWP benefit purposes, and in a small number of cases has been appointed Receiver by the Court of Protection. All monies are held in Trust accounts with Barclays; these monies are fully protected.



Statement of the Board members' responsibilities in respect of the Financial Statements

The Board is responsible for preparing the report and financial statements in accordance with applicable law and regulations.

The Co-operative and Community Benefit Societies Act 2014 requires the Board to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the registered society and the Group and of its income and expenditure for that period. In preparing these accounts the Board is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the registered society and the Group will continue in business.

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

In so far as the Board members are aware:

- there is no relevant audit information of which the registered Society's and Group's auditor is unaware
- the Board members have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to ensure that the auditor is aware of that information

The Board members are responsible for the maintenance and integrity of the corporate and financial information included on the registered society's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditor

A resolution will be proposed at the Annual General Meeting that Crowe U.K. LLP be re-appointed as auditor to the registered society for the ensuing year. In approving the Annual Report of the Board, the Board members are also approving the Strategic Report included therein.

By order of the Board



Scott Greenhalgh
Chair

Date: 23 July 2025

Statutory Information

Other relevant organisations

Bankers:

Barclays Bank plc
South West London Group
PO Box 385 Onslow Hall
The Little Green
Richmond
Surrey TW9 1WB



Auditors:

Crowe U.K. LLP
55 Ludgate Hill
London EC4M 7JW



Investment Managers until 01 May 2024:

Investec Wealth & Investment Limited
30 Gresham Street
London EC2V 7QN



Investment Managers From 01 May 2024:

Cazenove Capital
1 London Wall Place
London
EC2Y 5AU



Independent Auditor's Report

Opinion

We have audited the financial statements of Certitude Support ('the Society') and its subsidiaries ('the group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Balance Sheet, the Consolidated Cash Flow Statement 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 group's and the parent Society's affairs as at 31 March 2025 and of group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Society Act 2014

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

Conclusions relating to going concern

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

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

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

Other information

The Board is responsible for the other information contained within the annual report. 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.

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

- the information given in the financial statements is inconsistent in any material respect with the Boards' report; or

- sufficient and proper accounting records have not been kept by the Society; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board

As explained more fully in the Board's responsibilities statement (set out on page 34), the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the Society and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Co-operative and Community Benefit Societies Act 2014 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Society's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the Society and the group for fraud. The laws and regulations we considered in this context for the UK operations were CQC Regulations for service providers and managers, General Data Protection Regulation (GDPR), Health and safety legislation and Employment legislation. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Board and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of contract income, recording the impact of the CQC regulatory reviews and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-

compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the Society's members as a body, in accordance with the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the Society's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Society and the Society's Board as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe UK LLP

Crowe U.K. LLP Statutory Auditor London

30 September 2025



Consolidated Statement of Financial Activities

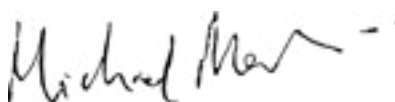
(Including income and Expenditure Account) For the year ended 31 March 2025

Income from	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2025 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2024 £'000
Investments	2	397	-	397	415	-	415
Donations and legacies		67	46	113	86	79	165
Charitable Activities							
Contract income:							
Supporting people with learning disabilities		36,590	-	36,590	35,917	-	35,917
Supporting people with mental health needs		10,543	-	10,543	10,356	-	10,356
Rental income		6,187	-	6,187	5,999	-	5,999
Other income		62	-	62	139	-	139
Total Income		53,846	46	53,892	52,912	79	52,991
Expenditure on							
Raising Funds							
Investment management fees		82	-	82	44	-	44
Fundraising		80	-	80	108	-	108
Charitable Activities:							
Supporting people with learning disabilities		41,904	60	41,964	40,817	57	40,874
Supporting people with mental health needs		12,330	-	12,330	11,572	60	11,632
Operating Expenditure excluding transformation costs	5	54,396	60	54,456	52,541	117	52,658
Operating (Deficit)/Surplus excluding transformation costs		(550)	(14)	(564)	(252)	(38)	(290)
Transformation costs		564	-	564	623	-	623
Operating Expenditure including transformation costs		54,960	60	55,020	53,164	117	53,281
Operating (Deficit)/Surplus including transformation costs		(1,114)	(14)	(1,128)	(252)	(38)	(290)
Net gains/(losses) on investments	8	(111)	-	(111)	452	-	452
Net (Expenditure)/Income		(1,225)	(14)	(1,239)	200	(38)	162
Actuarial gains/loss on defined benefit pension plans	15	382	-	382	(734)	-	(734)
Net movement in funds	16	(843)	(14)	(857)	(534)	(38)	(572)
Total funds brought forward	16	15,884	52	15,936	16,418	90	16,508
Total funds carried forward	16	15,041	38	15,079	15,884	52	15,936

These financial statements were approved and authorised for issue by the Trustees on 23 July 2025 and signed on their behalf by:



Scott Greenhalgh
Chair



Michael Mowlem
Board Member



Aisling Duffy
Secretary

The results relate wholly to continuing activities and the notes on pages 44 to 59 form an integral part of these financial statements

Consolidated Balance Sheet

Registered Society Registration Number 30891R, Consolidated and Parent Balance Sheet

As at 31 March 2025

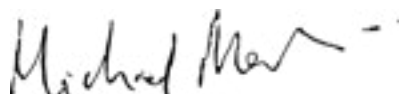
	Notes	Group 2025 £'000	Group 2024 £'000	Parent 2025 £'000	Parent 2024 £'0000
Fixed assets					
Intangible assets	6	608	462	269	38
Tangible assets	7	5,917	6,076	-	-
Investments	8	8,735	8,928	2,353	2,353
		15,260	15,466	2,622	2,391
Current assets					
Debtors	10	4,354	5,276	927	939
Cash at bank and in hand		3,032	4,037	86	69
		7,386	9,313	1,013	1,008
Creditors					
Amounts falling due within one year	11	(4,996)	(5,155)	(705)	(490)
Net Current Assets		2,390	4,158	308	518
Total assets less current liabilities		17,650	19,624	2,930	2,909
Creditors					
Amounts falling due after more than one year	13	(111)	(142)	-	-
Net asset or liabilities excluding pension asset or liability		17,539	19,482	2,930	2,909
Defined Benefit Pension (Liability)	15	(2,460)	(3,546)	-	-
Net assets		15,079	15,936	2,930	2,909
Designated funds- fixed assets		6,525	6,538	2,353	2,353
Designated funds- forward strategy		2,976	3,787	-	-
General funds		5,540	5,559	574	553
Unrestricted funds		15,041	15,884	2,927	2,906
Restricted Funds		38	52	3	3
Total Funds	16	15,079	15,936	2,930	2,909

The Parent - Certitude Support generated a surplus of £20,423 for the year (2024:£1,542).

These financial statements were approved and authorised for issue by the Trustees on 23 July 2025 and signed on their behalf by:



Scott Greenhalgh
Chair



Michael Mowlem
Board Member



Aisling Duffy
Secretary

The notes on pages 44 to 59 form part of these financial statements.

Consolidated Cash Flow Statement

For the year ended 31 March 2025

	2025 £'000	2024 £'000
Cashflow from operating activities	(1,214)	(3,104)
Cashflow from investing activities		
Payments to acquire intangible and tangible fixed assets	(247)	(182)
Receipts from sale of tangible fixed assets	-	-
Payments to acquire investments	-	-
Investment management fee – charged to investments	82	44
Interest and dividends received	367	415
Cash from acquisition of subsidiary	-	-
Net cashflow from investing activities	232	277
Cashflow from financing activities		
Mortgage repayments	(23)	(12)
Net cashflow from financing activities	(23)	(12)
Net (decrease)/increase in cash and cash equivalents	(1,005)	(2,839)
Cash and cash equivalents at start	4,037	6,876
Cash and cash equivalents at end	3,032	4,037
Net (expenditure)/ income for year prior to gain on investment	(1,128)	(290)
Depreciation	260	315
Interest and dividends	(397)	(415)
Decrease/(Increase) in debtors	922	(1389)
(Decrease) in creditors	(167)	(705)
Defined benefit pension	(704)	(620)
Net cash (outflow) from operating activities	(1,214)	(3,104)





Notes to the Financial Statements

1. Accounting policies

Legal status

Certitude Support is incorporated in England under the Co-operative and Community Benefit Societies Act 2014 and is an exempt charity as defined by the Charities Act 2011. The address of the registered office is 31-33 Lumiere Court, 209 Balham High Road, London SW17 7BQ. The nature of the Charity's operations and principal activities are to provide care and support for people who have or have had mental health and/or physical disability and/or learning difficulties or disabilities, or are elderly or infirm.

Basis of accounting

Accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Co-operative Community Benefit Societies (Group Accounts) Regulations 1969 and UK Generally Accepted Practice as it applies from 1 January 2015. The members have voluntarily adopted this SoRP, as if the Society was a charity, as they consider that this is the most appropriate format to give a true and fair view of the Society's and Group's activities.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include revalued freehold and leasehold properties and investments at fair value. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £000.

The significant accounting policies applied in the preparation of these financial statements are set out

below. These policies have been consistently applied to all years presented unless otherwise stated.

The consolidated financial statements incorporate the results of Certitude Support and all of its subsidiary undertakings using the acquisition method of accounting as required. Where the acquisition method is used, the results of subsidiary undertakings are included from the date of acquisition, being the date the Group obtains control. Intra-group transactions are eliminated on consolidation.

Parent society disclosure exemptions

In preparing the separate financial statements of the parent society, advantage has been taken of the following disclosure exemptions available in FRS 102:

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

Judgements and key sources of estimation uncertainty

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

Investments

The organisation's investments are stated at market value. It is the organisation's policy to keep valuations up to date such that when investments are sold there is no gain or loss arising from previous years. As a result the SOFA includes those unrealised gains and losses arising from the revaluation of the investment portfolio throughout the year. Certitude as the parent company

administers the investment portfolio on behalf of its subsidiaries and a Declaration of Trust arrangement has been agreed to facilitate this. Short term investments represents treasury deposits held at financial institutions for a short term period with a view to earn interest income. Investment in Yarrow subsidiary is stated at cost.

Intangible and tangible fixed assets

Intangible and tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

Depreciation is provided to write off the costs or valuation of assets over their estimated useful lives on the straight line basis as follows:

Intangible asset, major software development of internal communication system - BUZZ	over 10 years
Intangible asset, HR software	over 5 years
Software development and investment in IT infrastructure	over 5 years
Office equipment and computers	over 4 years
Telephone system	over 5 years
Property held on long leases	1% and 2%
Freehold property (excluding land) - at between	2% and 3.2%
Capitalisation threshold has been set at	£5,000

Freehold land is not depreciated.

Fixed assets, except freehold property and property held on long leases, are disclosed at cost less accumulated depreciation.

Freehold property and property held on long leases are carried at professional valuation in accordance with the Royal Institute of Chartered Surveyors Valuation Standards. Professional revaluations will be undertaken at least once in every five year period. Impairment reviews will be carried out in the interim period.

Income

All income is accounted for in the Statement of Financial Activities (SOFA) when the Charity is legally entitled to the income, it is probable that the income will be received, and the amount can be quantified with reasonable accuracy. Income due to delivery of goods and services, furthering the objects of the Charity is included under income from charitable activities.

Contractual income and grants are included on a receivable basis. Contract income is recognised as performance obligations are satisfied.

Rental income represents fees received for managing accommodation on behalf of housing associations, stated net of voids.

All income received in advance for the delivery of a specific service or activity is deferred until such service delivery or activity has taken place.

Expenditure

Resources expended are included on an accruals basis and allocated to appropriate heading in the SOFA. Any irrecoverable VAT is included as part of the cost to which it relates.

Redundancy costs are recognised when there is a legal or constructive obligation. Employment related costs and redundancy costs are detailed within note 3.

Costs in relation to operating leases are written off to the Statement of Financial Activities as they are incurred.

Support costs are the infrastructure costs supporting the group's charitable activities and governance. Support costs are allocated substantially on the basis of expenditure.

By virtue of S.478 Corporation Tax Act 2010, the charitable company is exempt from corporation tax. Transformation costs are expenses incurred to deliver organisational change, to improve on quality, efficiency and effectiveness.

Reserves

Restricted funds comprise monies where a restriction has been placed on their use by a donor. These are separately accounted for and described in note 16.

Unrestricted funds comprise monies given freely to the organisation that can be applied at the discretion of the trustees in accordance with Certitude's charitable objectives. Designated funds are part of the unrestricted funds which Trustees have earmarked for a particular project or use, without restricting or committing the funds legally. The designation may be cancelled by the Trustees if they later decide that the charity should not proceed or continue with the use or project for which the funds were designated.

Financial instruments

Financial instruments held are classified as follows:

- Financial assets such as cash, current asset investments and receivables are classified as loans and receivables and held at amortised cost using the effective interest method,
- Financial liabilities such as bonds and loans are held at amortised cost using the effective interest method,
- Commitments to receive or make a loan to another entity which meet the conditions above are held at cost less impairment,
- An investment in another entity's equity instruments other than non-convertible preference shares and non-puttable ordinary and preference shares are held at fair value.

Pensions

The organisation participates in pension schemes for eligible employees through several schemes, with the main scheme being the Social Housing Pension Scheme (SHPS), a defined contribution scheme administered by TPT Retirement Solutions, this scheme was available to staff since 2011 and is now also the scheme for auto enrolment implemented for all staff from February 2014 as required by new pension regulations. The organisation also participates in the NHS Pensions Agency (for former health service employees) and there

is also two Defined Benefit Scheme which is with the Social Housing Pension Scheme (SHPS), administered by TPT Retirement Solutions one which was closed to new entrants on 31 October 2011, and one which was closed to new entrants in December 2014.

2. Investment Income

	2025 £'000	2024 £'000
Bank/ short term investment interest receivable	59	175
Income on investments	338	240
	397	415

3. Staff Costs

	2025 £'000	2024 £'000
Wages and salaries	36,564	33,925
Social security costs	3,458	3,131
Pension costs	2,439	2,120
Agency staff	1,387	3,199
	43,848	42,375

Redundancy costs of £163,920 have been recognised and paid. (2024: £172,566 recognised and paid). The trustees receive no remuneration for their services (2024: £0) and costs for meeting and travel during the year amounted to £10,922 (2024: £14,208).

Average number of employees:	2025 Number	2024 Number
Average number of full time employees	1,036	1,014
Average number of employees	1,454	1,468

Salary banding number of staff earning in excess of £60,000 per annum

Emoluments range	No 2025	No 2024
£170,000 to £180,000	1	-
£120,000 to £130,000	1	-
£110,000 to £120,000	-	1
£100,000 to £110,000	2	-
£90,000 to £100,000	2	4
£80,000 to £90,000	-	2
£70,000 to £80,000	2	-
£60,000 to £70,000	9	6

The total pension contribution for higher paid staff was £133,145 (2024: £117,628).

The key management personnel of the parent comprise the Trustees and the Executive Directors. The total cost of the key management personnel of the parent and the group were £925,220 (2024: £834,938).

4. Net income/(expenditure) for the year

Stated after charging:	2025 £'000	2024 £'000
Depreciation of tangible and intangible fixed assets	260	315
Auditor remuneration	74	72
Operating lease rentals	617	570
Bad Debts	120	7

5. Analysis of total expenditure

	Activities undertaken directly £'000	Support costs £'000	Total 2025 £'000
Expenditure on raising funds			
Investment management fee	82	-	82
Fundraising	79	1	80
Expenditure on charitable activities			
Supporting people with learning disabilities	36,945	5,018	41,963
Supporting people with mental health needs	9,861	2,470	12,331
Total resources expended	46,967	7,489	54,456

Included in Support costs are Governance costs of £117,686

6. Intangible fixed assets

Parent	Software Cost £'000
Cost or valuation	
At 1 April 2024	302
Additions	247
Disposals	(22)
Transfers	-
At 31 March 2025	527
Depreciation	
At 1 April 2024	264
Charge for the year	16
Disposals	(22)
Transfers	-
At 31 March 2025	258
Net book value	
At 31 March 2025	269
At 31 March 2024	38

Group	Software Cost £'000
Cost or valuation	
At 1 April 2024	1,188
Additions	247
Disposals	(112)
Transfers	-
At 31 March 2025	1,323
Depreciation	
At 1 April 2024	726
Charge for the year	101
Disposals	(112)
Transfers	-
At 31 March 2025	715
Net book value	
At 31 March 2024	608
At 31 March 2025	462

7. Tangible fixed assets

Parent	IT equipment £'000
Cost or valuation	
At 1 April 2024	94
Additions	(94)
At 31 March 2025	-
Depreciation	
At 1 April 2024	94
Charge for the year	(94)
At 31 March 2025	-
Net book value	
At 31 March 2025	-
At 31 March 2024	-

Group	Freehold Land & Buildings £'000	Long Leasehold Property £'000	Fixtures fittings & equipment £'000	IT equipment £'000	Total £'000
Cost or valuation					
At 1 April 2024	3,500	2,583	450	472	7,005
Additions	-	-	-	-	-
Disposals	-	-	-	-	-
Loss on disposal	-	-	-	-	-
At 31 March 2025	3,500	2,583	450	472	7,005
Depreciation					
At 1 April 2024	84	114	274	457	929
Charge for the year	42	51	51	15	159
Disposals	-	-	-	-	-
At 31 March 2025	126	165	325	472	1,088
Net book value					
At 31 March 2025	3,374	2,418	125	-	5,917
At 31 March 2024	3,416	2,469	176	15	6,076

Freehold Land and Buildings and Long Leasehold Property classes of Tangible fixed assets were assessed and revalued on 31 March 2022 by Robert Wilson of HB Surveyors and Valuers. The basis of this valuation is Fair Value. The valuation has been undertaken in accordance with RICS valuation standards- Global and UK edition.

Historical Cost (Freehold Land and Buildings and Long Leasehold Property) at 31 March 2025	£'000
Freehold Land and Buildings	1,334
Long Leasehold Property	1,331

8. Fixed Asset Investment

Parent

Yarrow Housing joined Certitude Group on 1 April 2020. The fair value of Yarrow Housing of £2,353,000 has been made available to Certitude Support and has been recognised as a fixed asset investment in the Parents balance sheet.

The parent holds share capital of £1 in its subsidiary Support for Living.

Fixed Asset Investments Group	2025 £'000	2024 £'000
Market value as at 1 April	8,928	8,520
Additions	-	-
Investment management fee	(82)	(44)
Net investment gains/(loss)	(111)	452
Market value at 31 March	8,735	8,928
Historical cost at 31 March	8,903	8,190
Investments are represented by:		
UK Fixed Interest	227	1,186
Overseas Fixed Interest	515	501
Total Fixed Interest	742	1,687
UK Equities	247	1,458
European Equities	389	823
North American Equities	1,656	359
Japanese Equities	197	359
Far East & Australasian Equities	69	231
International equities	2,410	211
Emerging Economies	156	460
Total Equities	5,124	5,919
Property	151	196
Alternative Assets	955	912
Cash	1,763	215
Total Fixed Asset Investments	8,735	8,929

9. Number of shares issued

	Group	Parent
As at 1 April 2024	9	9
Issued in the year	2	2
Cancelled in the year	(1)	(1)
As at 31 March 2025	10	10

The share capital of the charity consists of shares with a nominal value of £1 each which carries no rights to dividends or other income. Shares in issue are not capable of being repaid or transferred. When a shareholder ceases to be a member the shares are cancelled.

10. Debtors

	Group 2025 £'000	Group 2024 £'000	Parent 2025 £'000	Parent 2024 £'000
Trade debtors	1,689	2,423	-	-
Rent debtors	294	225	-	-
Prepayments and accrued income	2,276	2,536	399	367
Other debtors	95	92	-	20
Amount owed by subsidiary	-	-	528	552
	4,354	5,276	927	939

11. Creditors: amounts falling due within one year

	Group 2025 £'000	Group 2024 £'000	Parent 2025 £'000	Parent 2024 £'000
Trade creditors	671	1,261	179	154
Other taxation and social security	785	737	7	6
Accruals	1,366	1,432	132	96
Deferred income	58	172	-	-
Other creditors	2,093	1,541	-	2
Mortgage (see note 13)	23	12	-	-
Amount owed to subsidiary	-	-	387	232
	4,996	5,155	705	490

12. Deferred income

The movement on deferred income in the year is:	Group 2025 £'000	Group 2024 £'000	Parent 2025 £'000	Parent 2024 £'000
Brought forward	172	244	-	-
Deferred in year	58	172	-	-
Released in year	(172)	(244)	-	-
	58	172	-	-

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

	Group 2025 £'000	Group 2024 £'000	Parent 2025 £'000	Parent 2024 £'000
Mortgage repayable – within 2 to 5 years	91	48	-	-
Mortgage repayable – in over 5 years	20	94	-	-
	111	142	-	-

The mortgage is secured on a freehold supported living scheme property. The initial mortgage of £428,000 comprised 80% of the property's cost and is repayable over 25 years. The interest rate is 1.25% above base rate. Interest payable for the year was £8.9k (2024: £10.1k).

14. Operating lease commitments

	Group 2025 £'000	Group 2024 £'000	Parent 2025 £'000	Parent 2024 £'000
Within one year	524	538	394	389
Later than one year but not later than five years	738	504	576	213
Later than five years	-	-	-	-

15. Pension Adjustments

Pensions Trust Social Housing Pension Scheme

Provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK. The Scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK. The last triennial valuation of the scheme for funding purposes was carried out as at 30 September 2023. This valuation revealed a deficit of £693m. A Recovery Plan has been put in place with the aim of removing this deficit by 31 March 2028.

The Scheme is classified as a 'last-man standing arrangement'. Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share

of the scheme deficit following withdrawal from the Scheme. Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

For accounting purposes, a valuation of the scheme is carried out with an effective date of 30 September each year. The liability figures from this valuation are rolled forward for accounting year-ends from the following 31 March to 28 February inclusive. The latest accounting valuation was carried out with an effective date of 30 September 2024. The liability figures from this valuation were rolled forward for accounting year-ends from the following 31 March 2025 to 29 February 2026 inclusive.

The liabilities are compared, at the relevant accounting date, with the company's fair share of the Scheme's total assets to calculate the company's net deficit or surplus.

The liabilities are compared, at the relevant accounting date, with the company's fair share of the Scheme's total assets to calculate the company's net deficit or surplus.

We were notified in 2021 by the Trustee of the Scheme that it has performed a review of the changes made to the Scheme's benefits over the years and the result is that there is uncertainty surrounding some of these changes. The trustee is seeking clarification from the court on these items, and this process is likely to be resolved during the calendar year 2025. It is estimated that this could potentially increase the value of the full scheme liabilities by 3.9%. Until the Court direction is received, it is unknown whether the full (or any) increase in liabilities will apply and therefore, in line with the prior year, no adjustment has been made in these financial statements in respect of this.

Present value of defined benefit obligation, fair value of assets and defined benefit asset/(liability)	2025 £'000	2024 £'000
Fair value of plan assets	15,339	15,516
Present value of defined benefit obligation	17,799	19,062
Surplus/ (deficit) in plan	(2,460)	(3,546)
Defined benefit asset /(liability) to be recognised	(2,460)	(3,546)
Net defined benefit asset/ (liability) to be recognised	(2,460)	(3,546)

Reconciliation of opening and closing balance of the defined benefit obligation	2025 £'000
Defined benefit obligation at start of period	19,062
Expenses	29
Interest expense	921
Actuarial losses /(gains) due to scheme experience	711
Actuarial losses /(gains) due to changes in financial assumptions	(2,381)
Benefits paid and expenses	(543)
Defined benefit obligation at end of period	17,799

Reconciliation of opening and closing balance of the fair value of plan assets	2025 £'000
Fair value of plan assets at start of period	15,516
Interest income	768
Experience on plan assets (excluding amounts included in interest income) gain /(loss)	(1,288)
Contributions by the employer	886
Benefits paid and expenses	(543)
Fair value of plan assets at end of period	15,339

The actual return on the plan assets (including any changes in share of assets) over the period from 31 March 2024 to 31 March 2025 was (£520,000).

Defined benefit costs recognised in statement of comprehensive income	2025 £'000
Expenses	29
Net interest expense	153
Total defined benefit costs	182

Defined benefit costs recognised in other comprehensive income	2025 £'000
Experience on plan assets (excluding amounts included in net interest cost) - gain/(loss)	(1,288)
Experience gains and losses arising on the plan liabilities - gain/ (loss)	(711)
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligation - gain/ (loss)	-
Effects of changes in the financial assumptions underlying the present value of the defined benefit obligation - gain/ (loss)	2,381
Total actuarial gains and losses (before restriction due to some of the surplus not being recognisable) - gain/ (loss)	382
Total amount recognised in other comprehensive income - gain/(loss)	382

Assets	2025 £'000	2024 £'000
Global Equity	1,718	1,546
Absolute Return	-	606
Distressed Opportunities	-	548
Credit Relative Value	-	508
Alternative Risk Premia	-	492
Liquid Alternatives	2,845	-
Emerging Markets Debt	-	201
Risk Sharing	-	908
Insurance-Linked Securities	47	80
Property	769	624
Infrastructure	2	1,568
Private Equity	15	12
Real Assets	1,836	-
Private debt	-	610
Opportunistic Liquid Credit	-	606
Credit	587	-
Investment Grade Credit	472	-
High Yield	-	2
Cash	209	306
Corporate Bond Fund	-	-
Liquid Credit	-	-
Long Lease Property	3	100
Secure Income	255	463
Liability Driven Investment	4,645	6,315
Currency Hedging	25	(6)
Net Current Assets	33	27
Total assets	15,339	15,516

None of the fair values of the assets shown above include any direct investments in the employer's own financial instruments or any property occupied by, or other assets used by, the employer.

Key assumptions	2025 % per annum	2024 % per annum
Discount Rate	5.73%-5.87%	4.87%-4.91%
Inflation (RPI)	3.08%-3.13%	3.12%-3.19%
Inflation (CPI)	2.76%-2.80%	2.76%-2.79%
Salary Growth	3.76%-3.80%	3.76%-3.79%
Allowance for commutation of pension for cash at retirement	75% of maximum allowance	75% of maximum allowance

The mortality assumptions adopted at 31 March 2025 imply the following life expectancies:	Life expectancy at age 65 (Years)
Male retiring in 2025	20.5
Female retiring in 2025	23.0
Male retiring in 2045	21.7
Female retiring in 2045	24.5

16. Fund statement

Group	At 1 April 2024 £'000	Incoming Resources £'000	Resources Expended £'000	Gains/ (Losses) £'000	Transfers £'000	At 31 March 2025 £'000
Restricted funds:						
Harrow School	23	-	(23)	-	-	-
Other Fundraised income	27	46	(35)	-	-	38
National Lottery Grant- Stepping Up	2	-	(2)	-	-	-
Total restricted funds	52	46	(60)	-	-	38
Designated funds- fixed assets	6,538	-	(260)	-	247	6,525
Designated funds- forward strategy	3,787	-	(564)	-	(247)	2,976
General funds	5,559	53,846	(54,136)	271	-	5,540
Total unrestricted funds	15,884	53,846	(54,960)	271	-	15,041
Total restricted and unrestricted funds	15,936	53,892	(55,020)	271	-	15,079

Parent	At 1 April 2024 £'000	Incoming Resources £'000	Resources Expended £'000	Gains/ (Losses) £'000	Transfers £'000	At 31 March 2025 £'000
Restricted funds:						
Other Fundraised income	3	-	-	-	-	3
Total restricted funds	3	-	-	-	-	3
Total unrestricted funds	2,906	7,015	(6,994)	-	-	2,927
Total restricted and unrestricted funds	2,909	7,015	(6,994)	-	-	2,930

Restricted funds

- Harrow School - For technology and garden improvements for people living in Harrow.
- Other Fundraised income - Income generated to enrich the lives of the people we support, such as improving our gardens, provide assistive technology, and invest in technology to provide sensory experiences to benefit the people we support who are suffering from profound and complex learning disability.
- National Lottery Grant - Stepping Up project. Inclusive football programme in West London.

Designated funds

- Fixed asset fund - equals the value of intangible and tangible fixed assets.
- Forward strategy fund- funds set aside to deliver the transformation program.

17. Analysis of net assets between funds

Group	Designated £'000	General funds £'000	Total Unrestricted £'000	Restricted £'000	2025 Total £'000
Fixed assets	6,525	-	6,525	-	6,525
Investments	-	8,735	8,735	-	8,735
Current assets	2,976	4,372	7,348	38	7,386
Creditors: due within one year	-	(4,996)	(4,996)	-	(4,996)
Creditors: due after more than one year	-	(111)	(111)	-	(111)
Defined Benefit Pension Liability	-	(2,460)	(2,460)	-	(2,460)
	9,501	5,540	15,041	38	15,079

Parent	Designated £'000	General funds £'000	Total Unrestricted £'000	Restricted £'000	2025 Total £'000
Fixed assets	269	-	269	-	269
Investments	2,353	-	2,353	-	2,353
Current assets	-	1,010	1,010	3	1,013
Creditors: due within one year	-	(705)	(705)	-	(705)
	2,622	305	2,927	3	2,930

18. Capital and other commitments

There were no capital commitments as at 31 March 2025 (2024: nil).

Operating lease commitments are disclosed under note 14.

19. Related parties and controlling interest

Certitude Support is the parent organisation and controls the following wholly owned subsidiaries: Support for Living, a Co-operative and Community Benefit Society number 27062R and Southside Partnership, a Registered Charity number 1010187 and Company Limited by Guarantee number 2599171, and Yarrow Housing, a Co-operative and Community Benefit Society number 26315R, and Certitude Trading, a Company Limited by Guarantee number 14991207, Certitude Trading is currently dormant. The ultimate controlling parties are the Trustees of Certitude Support Limited. Its Registered Office is 31-33 Lumiere Court, 209 Balham High Road, Balham SW17 7BQ.

During the year there were transactions totalling £3,244,062 (2024 £3,008,608) between Certitude and Support for Living, and transactions totalling £4,086,493 (2024: £4,648,946) between Certitude and Southside Partnership, and transactions totalling £1,274,657 between Certitude and Yarrow (2024: 1,192,285). At the year end Certitude was owed £615,258 (2024:£321,518) from Support for Living, Certitude was owed £2,180 by Yarrow Housing (2024:£270,687) and owed (£253,210) to Southside Partnership (2024: owed £272,019).

During the year Trustees have not declared any interests that could be determined a related party transaction.

20. Funds held on Trust

At end of March 2025, Southside Partnership Ltd was holding a total sum of £977,628 (2024: £1,269,836) on trust in relation to clients and Support for Living was holding an amount of £2,060,251 (2024: £1,876,123) in relation to clients. These amounts have not been included in cash or creditors in these accounts.

21. Subsidiary income and expenditure, and balance sheets

Income and expenditure	Support for Living		Southside Partnership Ltd		Yarrow Housing	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Income	23,620	23,688	19,440	18,766	10,754	10,429
Expenditure	(24,267)	(23,673)	(19,293)	(18,464)	(10,838)	(10,415)
Transformation Expenditure	(226)	(187)	(226)	(374)	(113)	(62)
Operating (deficit)/surplus including transformation	(873)	(172)	(79)	(72)	(197)	(48)
Net gains/(losses) on investments	(56)	291	(42)	127	(13)	35
Net income/(expenditure)	(929)	119	(121)	55	(210)	(13)
Actuarial gains/(losses) on defined benefit pension plans	236	(431)	12	(57)	134	(245)
Net movement in funds	(693)	(312)	(109)	(2)	(76)	(258)



Balance Sheets	Support for Living		Southside Partnership Ltd		Yarrow Housing	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Fixed assets	4,440	5,250	9,309	9,105	1,464	1,073
Current assets	2,756	3,065	2,446	2,912	1,989	3,349
Creditors	(2,709)	(2,482)	(1,637)	(1,680)	(983)	(1,522)
Net current assets	47	583	809	1,232	1,006	1,827
Total assets less current liabilities	4,487	5,833	10,118	10,337	2,470	2,900
Creditors: amounts falling due after more than one year	-	-	(111)	(142)	-	-
Defined Benefit Pension Scheme Asset / (Liability)	(1,291)	(1,944)	(303)	(382)	(866)	(1,220)
Net assets	3,196	3,889	9,704	9,813	1,604	1,680
General funds	3,176	3,842	6,916	7,007	1,604	1,680
Revaluation Reserve	-	-	2,773	2,805	-	-
Total Unrestricted funds	3,176	3,842	9,689	9,812	1,604	1,680
Restricted funds	20	47	15	1	-	-
Total Funds	3,196	3,889	9,704	9,813	1,604	1,680

22. Prior year comparatives, funds and asset allocation

Fund Statement

Group	At 1 April 2023 £'000	Incoming Resources £'000	Resources Expended £'000	Gains/ (Losses) £'000	Transfers £'000	At 31 March 2024 £'000
Restricted funds:						
Harrow School	25	-	(2)	-	-	23
Other Fundraised income	43	35	(51)	-	-	27
City Bridge Project	16	44	(60)	-	-	-
Big Lottery Fund Grant - Stepping Up	6	-	(4)	-	-	2
Total restricted funds	90	79	(117)	-	-	52
Designated funds -property fixed assets	6,671	-	(316)	-	183	6,538
Designated funds-forward strategy	4,410	-	(623)	-	-	3,787
General funds	5,337	52,912	(52,225)	(282)	(183)	5,559
Total unrestricted funds	16,418	52,912	(53,164)	(282)	-	15,884
Total restricted and unrestricted funds	16,508	52,991	(53,281)	(282)	-	15,936

Parent	At 1 April 2023 £'000	Incoming Resources £'000	Resources Expended £'000	Gains/ (Losses) £'000	Transfers £'000	At 31 March 2024 £'000
Restricted funds:						
Restricted Fundraising income	3	23	(23)	-	-	3
Total restricted funds	3	23	(23)	-	-	3
Total unrestricted funds	2,904	7,205	(7,203)	-	-	2,906
Total restricted and unrestricted funds	2,907	7,228	(7,226)	-	-	2,909

Restricted funds

- Harrow School - For technology and garden improvements for people living in Harrow.
- Other Fundraised income - Income generated to enrich the lives of the people we support, such as improving our gardens, provide assistive technology, and invest in technology to provide sensory experiences to benefit the people we support with profound and complex learning disabilities.
- City Bridge Trust project - A community arts project, with focus on mentoring people with lived experience for them to be able to run and facilitate various arts activities.
- City Bridge Trust - Expressive arts project. Funds to provide activities for people with learning disabilities.
- National Lottery Grant - Stepping Up project. Inclusive football programme in West London.

Analysis of net assets between funds

Group	Designated £'000	Unrestricted £'000	Total Unrestricted £'000	Restricted £'000	2024 Total £'000
Fixed assets	6,538	-	6,538	-	6,538
Investments	-	8,928	8,928	-	8,928
Current assets	3,787	5,474	9,261	52	9,313
Creditors: due within one year	-	(5,155)	(5,155)	-	(5,155)
Creditors: due after more than one year	-	(142)	(142)	-	(142)
Defined Benefit Pension Liability	-	(3,546)	(3,546)	-	(3,546)
	10,325	5,559	15,884	52	15,936

Parent	Designated £'000	Unrestricted £'000	Total Unrestricted £'000	Restricted £'000	2024 Total £'000
Fixed assets	38	-	38	-	38
Investments	2,353	-	2,353	-	2,353
Current assets	-	1,004	1,004	4	1,008
Creditors: due within one year	-	(490)	(490)	-	(490)
	2,391	514	2,905	4	2,909



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Certitude is a Registered Society incorporated under the Co-operative Community Benefit Societies Act 2014. 30891R

Incorporating:
Support for Living | A Registered Society incorporated under the Co-operative Community Benefit Societies Act 2014. 27062R
Southside Partnership | Company No. 2599171. Registered Charity No. 1010187
Yarrow | A Registered Society incorporated under the Co-operative Community Benefit Societies Act 2014. 26315R