Docusign Envelope ID: 12DFEBB1-D59F-8448-809F-64E7E757FEF4

Registered number: 06204479
Charity number: 1146255

NURTRIO LIMITED

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2026

Docusign Envelope ID: 12DFEBB1-D59F-8448-809F-64E7E757FEF4

NURTRIO LIMITED
(A company limited by guarantee)

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NURTRIO LIMITED

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2026

Trustees	S Beeton R Brewin C Jackson E Lewington K Turner A Waterhouse, Chair of Trustees
Company Registered Number	06204479
Charity Registered Number	1146255
Registered Office	Unit 5 Acorn Business Park Moss Road Grimsby DN32 0LT
Company Secretary	K Day
Chief Executive	J Barnes
Independent Auditors	Streets Audit LLP Chartered Accountants and Statutory Auditor Tower House Lucy Tower Street Lincoln LN1 1XW
Bankers	Santander UK plc 2 Triton Square Regent's Place London NW1 3AN

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NURTRIO LIMITED

(A company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2026

The trustees present their annual report together with the audited financial statements of the charity for the year 1 April 2025 to 31 March 2026. The Annual report serves the purposes of both a trustees' report and a directors' report under company law. The trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the charity qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted

Objectives and activities

a. Policies and objectives

The principal object of Nurtrio Limited ('Nurtrio') is to provide services for vulnerable people.

The objectives of the charity as set out in the memorandum of association are:

- The relief of those in need, by reason of youth, age, ill health, disability, financial hardship or other disadvantage.
- The relief of unemployment for the benefit of the public in such ways as may be thought fit, including assistance to find employment.

Nurtrio’s vision is to be at the forefront of social care, passionately dedicated to nurturing inclusive communities, advocating for equality, and delivering exceptional services. Our vision fully reflects the purposes that the charity was set up for.

In setting objectives and planning for activities, the trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

Achievements and performance

a. Main achievements of the charity

- We have developed a successful staff Membership Group which meets bi-monthly and oversees staff functions, staff awards while also providing a representative voice for the wider staff community.

- Digital systems have become embedded within Living our Lives supported living services and domiciliary care services and include a rostering system and an integrated care planning system.

- We have developed a robust partnership with a regional Registered Social Landlord who purchase houses to meet the specific requirements of people who we support in Living our Lives supported living service.

- A number of service users with learning disabilities who we support through Living our Lives have been enabled to enjoy holidays.

- We were successful in our application to be part of the North East Lincolnshire Community Living Services Framework which is of 5 years duration with an option to extend to 7 years.

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Achievements and performance (continued)

- We have continued to develop a positive relationship with the North East Lincolnshire Health and Care Partnership/Humber and North Yorkshire Integrated Care Board.
- A North East Lincolnshire Care Association has been set up and the Nurtrio CEO sits as a director.
- We were awarded the Carers Breaks Contract by the North East Lincolnshire Health and Care Partnership/Humber and North Yorkshire Integrated Care Board and commenced delivery on 1st October 2025.
- We have embarked on a partnership project with Navigo focussing on the development of Children's Residential Services, and expect the service to be operational from May 2026.
- We have developed a range of staff benefits including monthly Making a Difference Awards, Annual Staff Awards and birthday leave as an additional to annual leave.
- PASS, the direct payment support service, has continued its incremental growth, providing services to both adults and children and is the only direct payment support provider using pre-payment cards for clients.

Financial review

a. Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Reserves policy

Nurtrio has ended the year with a surplus of £59,705 compared with a surplus position of £58,652 in 2025.

Income has increased by £1,142,992 to £7,316,281 compared to the previous year (2025: £6,173,289)

The increase is due to
- Increase in PASS income of £71k due to increase in service users
- Increase in MOW income of £31k due to increase meals delivered
- Increase of £315k income for supported living due to 9% rate increase granted for 2025/26
- Increase in Employment Agency income of £236k due to increased numbers of staff
- Introduction of Carers Breaks contract from October 2025 generating £438k income
- Increase in grant income of £6k for the Meals on Wheels discharge grant which provides 7 free meals for people leaving hospital under the Hospital to Home scheme.

Expenditure has increased by £1,141,939 to £7,256,576, compared to the previous year (2025: £6,114,637). This increase reflects the increased staffing costs to deliver the increase in services income detailed above.

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The reserves policy at the charity is to hold funds between 8% and 25% of expenditure. Based on the 2025/26 results, this is between £580,526 and £1,814,144.

The total amount of reserves held at 31 March 2026 is £613,406 (2025: £553,701).

Included in the balance is £5,203 (2025: £5,724) of restricted funds.

Of the total reserves, £91,397 (2025: £49,792) can only be realised by disposing of fixed assets.

The total amount of free reserves, being total funds less restricted funds and fixed assets acquired from unrestricted funds, is £516,806 (2025: £501,721) which equates to a reserves level of 6%.

Structure, governance and management

a. Constitution

The charity is constituted under a Memorandum of Association and is a registered charity number 1146255. It is a company limited by guarantee, as defined by the Companies Act 2006, registered company number 06204479.

b. Methods of appointment or election of trustees

The management of the charity is the responsibility of the trustees who are elected and co-opted under the terms of the Memorandum of Association.

c. Organisational structure and decision-making policies

The organisational structure consists of the board of trustees and the senior leadership team. At the year-end, the senior leadership team comprised of CEO, Head of Finance, Head of Business Development, Head of Quality and Operations, Head of HR, Operations Manager of Regulated Services and Children's Residential Manager.

Business decisions are made by the managers and the Chief Executive on a day to day basis and through discussion at the managers' meetings. High-level decisions or decisions that affect changes to the organisational structure, policies and procedures are taken to the board for consultation and agreement.

d. Policies adopted for the induction and training of trustees

An induction pack has been created to give details on the charity and its services and their roles and responsibilities as a trustee. A visit schedule to all of the charity's sites has been developed to enable trustees to gain knowledge and understanding of the services on offer and how we operate. Individual training is sought through appropriate courses relating to the needs of the trustee.

e. Pay policy for key management personnel

The board of trustees is responsible for setting the salaries of the Chief Executive and other key management personnel. To do this, the board tries to ensure that our staff are paid a fair salary that is competitive within the charity sector in North East Lincolnshire, proportionate to the complexity of each role, and responsible in line with our charitable objectives.

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Structure, governance and management (continued)

f. Financial risk management

The trustees have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the charity, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

Plans for future periods

Our intended future developments are as follows:

- To strengthen the partnership between Nurtrio and its ‘parent company’ Navigo Health and Social Care CIC ('Navigo').
- To incrementally grow Domiciliary Care, Living our Lives supported living services and PASS (Direct
- Payment Support Service)
- To develop a complementary domiciliary care service for private customers.
- To open our first Children’s Residential Home in partnership with Navigo CIC.
- To proactively develop our marketing and external communications in order further cement our reputation as a trusted local social care charity and provider in North East Lincolnshire.
- To further develop our infrastructure ensuring that it is adequately resourced to support future growth.

The trustees have reviewed the forecast financial position for 2026-27 and are of the view that the charity is a going concern. The trustees of the charity continue to be committed to maximizing the positive impact they make and furthering the charity's mission of making a difference in people's lives.

Funds held as custodian

Funds held as custodian Included within cash at bank and in hand is of cash held on behalf of clients. The charity does not have entitlement to these funds and a creditor of the same value has been included. At the year-end, the balance was £276,139 (2025: £197,846).

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

Statement of trustees' responsibilities

The trustees (who are also the directors of the charity for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 charity will continue in business.

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

Disclosure of information to auditors

Each of the persons who are trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Auditors

The auditors, Streets Audit LLP, have indicated their willingness to continue in office. The designated trustees will propose a motion reappointing the auditors at a meeting of the trustees.

Approved by order of the members of the board of trustees and signed on their behalf by:

Signed by:



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A Waterhouse
(Chair of Trustees)

Date: 05 August 2026 | 7:49 AM BST

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NURTRIO LIMITED

(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NURTRIO LIMITED

Opinion

We have audited the financial statements of Nurtrio Limited (the 'charity') for the year ended 31 March 2026 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

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Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The trustees are responsible for the other information contained within the Annual report. 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 course of 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.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

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Responsibilities of trustees

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

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

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Auditors' responsibilities for the audit of the financial statements

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

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions and from our commercial knowledge and experience of the company, the care sector in which it operates and the services it provides;
- we focused on specific laws and regulations, in particular those relevant to the provision of care services, which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006, Charities Act 2011, CQC regulations, taxation legislation, data protection, anti-bribery, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

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To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- agreed a sample of income transactions to accurate recognition;
- verified the existence of the members and entities with which the charitable company has traded;
- reviewed accounting estimates and critical judgements; and
- tested a sample of employees for existence and accuracy of pay.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators and the charitable company's legal advisors.

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

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

Use of our report

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



Robert Anderson (Senior statutory auditor)
for and on behalf of
Streets Audit LLP
Chartered Accountants and Statutory Auditor
Tower House
Lucy Tower Street
Lincoln
LN1 1XW

Date: 28 August 2026

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NURTRIO LIMITED

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2026

	Note	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Income from:					
Donations and grants	3	**3,555**	**28,311**	**31,866**	*37,819*
Charitable activities	4	**6,282,215**	**-**	**6,282,215**	*5,342,059*
Other trading activities	5	**984,586**	**-**	**984,586**	*748,587*
Other income	6	**17,614**	**-**	**17,614**	*44,824*
Total income		**7,287,970**	**28,311**	**7,316,281**	*6,173,289*
Expenditure on:					
Raising funds	7	**959,727**	**-**	**959,727**	*733,737*
Charitable activities		**6,268,017**	**28,832**	**6,296,849**	*5,380,900*
Total expenditure		**7,227,744**	**28,832**	**7,256,576**	*6,114,637*
Net movement in funds		**60,226**	**(521)**	**59,705**	*58,652*
Reconciliation of funds:					
Total funds brought forward		**547,977**	**5,724**	**553,701**	*495,049*
Net movement in funds		**60,226**	**(521)**	**59,705**	*58,652*
Total funds carried forward		**608,203**	**5,203**	**613,406**	*553,701*

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 16 to 32 form part of these financial statements.

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NURTRIO LIMITED

(A company limited by guarantee)
REGISTERED NUMBER: 06204479

BALANCE SHEET
AS AT 31 MARCH 2026

	Note		2026 £		*2025 £*
Fixed assets					
Tangible assets	12		**91,397**		*49,792*
			91,397		*49,792*
Current assets					
Stocks	13	**7,085**		*4,619*	
Debtors	14	**725,090**		*516,969*	
Cash at bank- client account		**276,139**		*197,846*	
Cash at bank and in hand		**285,437**		*428,012*	
		1,293,751		*1,147,446*	
Current liabilities					
Creditors: amounts falling due within one year	15	**(771,742)**		*(643,537)*	
Net current assets			**522,009**		*503,909*
Total assets less current liabilities			**613,406**		*553,701*
Total net assets			**613,406**		*553,701*

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NURTRIO LIMITED

(A company limited by guarantee)
REGISTERED NUMBER: 06204479

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2026

	Note	2026 £	*2025 £*
Charity funds			
Restricted funds	16	**5,203**	*5,724*
Unrestricted funds	16	**608,203**	*547,977*
Total funds		**613,406**	*553,701*

The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees and signed on their behalf by:

Signed by:

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A Waterhouse
(Chair of Trustees)
Date: 05 August 2026 | 7:49 AM BST

The notes on pages 16 to 32 form part of these financial statements.

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NURTRIO LIMITED

(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2026

	2026 £	*2025* *£*
Cash flows from operating activities		
Net cash received from / (used in) operating activities	**(15,130)**	*128,242*
Cash flows from investing activities		
Dividends, interests and rents from investments	**6,001**	-
Proceeds from the sale of tangible fixed assets	**1,048**	*2,740*
Purchase of tangible fixed assets	**(56,201)**	*(12,647)*
Net cash used in investing activities	**(49,152)**	**(9,907)**
Change in cash and cash equivalents in the year	**(64,282)**	**118,335**
Cash and cash equivalents at the beginning of the year	**625,858**	*507,523*
Cash and cash equivalents at the end of the year	**561,576**	*625,858*

The notes on pages 16 to 32 form part of these financial statements

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026

1. General information

Nurtrio Limited (the charity) is a company limited by guarantee incorporated in England and Wales and a registered charity. The charity's registered office is at Unit 5, Acorn Business Park, Moss Road, Grimsby, DN32 0LT. The charity's principal activity is the provision of care and associated services.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Nurtrio Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy

2.2 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income from charitable activities comprises amounts receivable from local authorities, service users, and other commissioners in respect of services provided, including PASS support services, Children’s Residential care, Carers Support Breaks, and Meals on Wheels.

Income arising from delivery of care services is recognised in the Statement of Financial Activities (SOFA) over the period in which the services are delivered, with reference to service delivery records such as care logs, placement agreements, and confirmed service hours.

For services charged on a periodic basis (including weekly or four-weekly billing arrangements), income is apportioned to the period in which the services are provided.

Where income is received in advance of service delivery, it is recognised as deferred income and released to income in the period in which the related services are performed. Any amounts subject to performance-related conditions are recognised only once the conditions have been met. Amounts received prior to meeting such conditions are recognised as liabilities. Income relating to one-off or ad hoc services (including specific support sessions or deliveries) is recognised at the point at which the service is completed.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

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2. Accounting policies (continued)

2.3 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity.

The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.4 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, on a reducing balance basis.

Depreciation is provided on the following bases:

Motor vehicles	- 25% reducing balance
Fixtures and fittings	- 20% reducing balance
Computer equipment	- 20% / 50% reducing balance
Caravan	- 10% reducing balance

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

2.5 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost represents the direct cost of the purchase of stock.

2.6 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

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2. Accounting policies (continued)

2.7 Cash at bank and in hand

Cash at bank and in hand represents monies held in current and savings accounts with instant access and petty cash.

Cash at bank - client account represents the balance in a separate bank account in the name of the charity that holds client monies which cannot be spent by the charity.

2.8 Liabilities

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.9 Financial instruments

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

2.10 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

2.11 Pensions

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

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3. Income from donations and grants

	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Donations	991	-	**991**	*451*
Grants	2,564	28,311	**30,875**	*37,368*
Total 2026	3,555	28,311	**31,866**	*37,819*
Total 2025	*18,774*	*19,045*	*37,819*	

4. Income from charitable activities

	Unrestricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
PASS	294,726	**294,726**	*223,375*
Meals on Wheels	559,136	**559,136**	*528,497*
Supported Living	3,858,369	**3,858,369**	*3,543,555*
Home Care	1,393,434	**1,393,434**	*916,200*
Housing Related Support	65,654	**65,654**	*130,432*
Childrens Residential	110,896	**110,896**	-
Total 2026	6,282,215	**6,282,215**	*5,342,059*

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5. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Employment service	983,304	**983,304**	*747,428*
Key Safes	1,282	**1,282**	*1,159*
Total 2026	984,586	**984,586**	*748,587*

6. Other incoming resources

	Unrestricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Other incoming resources	17,614	**17,614**	*44,824*

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7. Expenditure on raising funds

Other trading expenses

	Unrestricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Key Safes	5,507	**5,507**	*1,201*
Staff costs	954,220	**954,220**	*732,536*
Total 2026	959,727	**959,727**	*733,737*

8. Analysis of expenditure by activities

	Activities undertaken directly 2026 £	Support costs 2026 £	Total funds 2026 £	*Total funds 2025 £*
PASS	201,338	30,717	**232,055**	*159,661*
Meals on Wheels	595,205	58,277	**653,482**	*617,925*
Supported Living	3,360,149	402,136	**3,762,285**	*3,484,998*
Home Care	1,270,375	145,229	**1,415,604**	*996,949*
Housing Related Support	104,126	6,843	**110,969**	*121,367*
Childrens Residential	110,896	11,558	**122,454**	-
Total 2026	5,642,089	654,760	**6,296,849**	*5,380,900*
Total 2025	*4,773,831*	*607,069*	*5,380,900*	

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8. Analysis of expenditure by activities (continued)

Analysis of direct costs

	PASS 2026 £	Meals on Wheels 2026 £	Supported Living 2026 £	Home Care 2026 £	Housing Related Support 2026 £
Staff costs	145,400	320,902	3,295,145	1,176,521	100,192
Other direct costs	55,938	274,303	65,004	93,854	3,934
Total 2026	201,338	595,205	3,360,149	1,270,375	104,126
Total 2025	*134,332*	*557,997*	*3,081,868*	*893,057*	*106,577*

	Childrens residential 2026 £	Total funds 2026 £	*Total funds 2025 £*
Staff costs	71,685	**5,109,845**	*4,285,472*
Other direct costs	39,211	**532,244**	*488,359*
Total 2026	110,896	**5,642,089**	*4,773,831*
Total 2025	*-*	*4,773,831*	

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8. Analysis of expenditure by activities (continued)

Analysis of support costs

	PASS 2026 £	Meals on Wheels 2026 £	Supported Living 2026 £	Home Care 2026 £	Housing Related Support 2026 £
Staff costs	17,707	33,594	231,812	83,717	3,945
Other costs	13,010	24,683	170,324	61,512	2,898
Total 2026	30,717	58,277	402,136	145,229	6,843
Total 2025	*25,329*	*59,928*	*403,130*	*103,892*	*14,790*

	Childrens residential 2026 £	Total funds 2026 £	*Total funds 2025 £*
Staff costs	6,663	**377,438**	*328,523*
Other costs	4,895	**277,322**	*278,546*
Total 2026	11,558	**654,760**	*607,069*
Total 2025	*-*	*607,069*	

9. Auditors' remuneration

	2026 £	*2025 £*
Fees payable to the charity's auditor for the audit of the charity's annual accounts	**10,750**	*10,500*

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10. Staff costs

	2026 £	*2025* *£*
Wages and salaries	**5,720,184**	*4,909,899*
Social security costs	**617,237**	*349,622*
Contribution to defined contribution pension schemes	**104,082**	*87,010*
	6,441,503	*5,346,531*

The average number of persons employed by the charity during the year was as follows:

	2026 No.	*2025* *No.*
Total	**342**	*278*

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2026 No.	*2025* *No.*
In the band £60,001 - £70,000	**1**	-

11. Trustees' remuneration and expenses

During the year, no trustees received any remuneration or other benefits *(2025 - £NIL)*.

During the year ended 31 March 2026, no trustee expenses have been incurred *(2025 - £NIL)*.

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12. Tangible fixed assets

	Motor vehicles £	Fixtures and fittings £	Computer equipment £	Caravan £	Total £
Cost					
At 1 April 2025	**6,750**	**6,956**	**80,229**	**45,051**	**138,986**
Additions	**-**	**20,277**	**35,924**	**-**	**56,201**
Disposals	**(6,750)**	**-**	**-**	**-**	**(6,750)**
At 31 March 2026	**-**	**27,233**	**116,153**	**45,051**	**188,437**
Depreciation					
At 1 April 2025	**4,598**	**6,823**	**53,372**	**24,402**	**89,195**
Charge for the year	**535**	**2,041**	**9,024**	**1,378**	**12,978**
On disposals	**(5,133)**	**-**	**-**	**-**	**(5,133)**
At 31 March 2026	**-**	**8,864**	**62,396**	**25,780**	**97,040**
Net book value					
At 31 March 2026	**-**	**18,369**	**53,757**	**19,271**	**91,397**
At 31 March 2025	*2,152*	*133*	*26,857*	*20,649*	*49,791*

13. Stocks

	2026 £	*2025 £*
Finished goods and goods for resale	**7,085**	*4,619*

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14. Debtors

	2026 £	2025 £
Due within one year		
Trade debtors	**529,965**	*362,710*
Amounts owed by group undertakings	**63,571**	*58,833*
Other debtors	**21,062**	*5,060*
Prepayments and accrued income	**110,492**	*90,366*
	725,090	*516,969*

15. Creditors: Amounts falling due within one year

	2026 £	2025 £
Trade creditors	**44,700**	*32,765*
Amounts owed to group undertakings	**35,685**	*7,875*
Other taxation and social security	**102,092**	*96,745*
Other creditors	**34,512**	*47,851*
Accruals and deferred income	**278,626**	*260,455*
Client monies held	**276,127**	*197,846*
	771,742	*643,537*

	2026 £	2025 £
Deferred income at 1 April	**9,638**	*10,432*
Resources deferred during the year	**2,374**	*9,638*
Amounts released from previous periods	**(9,638)**	*(10,432)*
	2,374	*9,638*

Deferred income comprises grant funding received in advance.

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16. Statement of funds

Statement of funds - current year

	Balance at 1 April 2025 £	Income £	Expenditure £	Balance at 31 March 2026 £
Unrestricted funds				
General Funds	**547,977**	**7,287,970**	**(7,227,744)**	**608,203**
Restricted funds				
MOW Hospital Discharge	**2,188**	**23,077**	**(24,664)**	**601**
LEP Grant	**3,536**	**-**	**(707)**	**2,829**
Mayors Charity Donation	**-**	**4,243**	**(2,872)**	**1,371**
MW Xmas Gift Fund	**-**	**991**	**(589)**	**402**
	5,724	**28,311**	**(28,832)**	**5,203**
Total of Funds	**553,701**	**7,316,281**	**(7,256,576)**	**613,406**

Restricted Funds:

MOW Hospital Discharge grant - Grants received to provide meals to patients discharged from hospitals and to fund installation of key safes at their homes.

LEP Grant - Funding provided for an IT improvement project. The unspent balance represents the net book value of assets at the year-end.

Mayors Charity Donation - Funding received from the Mayor's Charity Fund for the benefit of older service users.

MW Xmas Gift Fund - Funds donated by Hainton Inn for the use of MOW service users. The funding is used to pay for meals delivered on Christmas Day and Christmas gifts for each service user.

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16. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2024 £	*Income* £	*Expenditure* £	*Balance at 31 March 2025* £
Unrestricted funds				
General Funds	*488,549*	*6,154,244*	*(6,094,816)*	*547,977*
Restricted funds				
MOW Hospital Discharge	*-*	*19,045*	*(16,857)*	*2,188*
Garfield Weston	*2,080*	*-*	*(2,080)*	*-*
LEP Grant	*4,420*	*-*	*(884)*	*3,536*
	6,500	*19,045*	*(19,821)*	*5,724*
Total of Funds	*495,049*	*6,173,289*	*(6,114,637)*	*553,701*

17. Summary of funds

Summary of funds - current year

	Balance at 1 April 2025 £	**Income** £	**Expenditure** £	**Balance at 31 March 2026** £
General funds	**547,977**	**7,287,970**	**(7,227,744)**	**608,203**
Restricted funds	**5,724**	**28,311**	**(28,832)**	**5,203**
	553,701	**7,316,281**	**(7,256,576)**	**613,406**

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17. Summary of funds (continued)

Summary of funds - prior year

	Balance at 1 April 2024 £	*Income* £	*Expenditure* £	*Balance at 31 March 2025* £
General funds	*488,549*	*6,154,244*	*(6,094,816)*	*547,977*
Restricted funds	*6,500*	*19,045*	*(19,821)*	*5,724*
	495,049	*6,173,289*	*(6,114,637)*	*553,701*

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2026 £	**Restricted funds 2026 £**	**Total funds 2026 £**
Tangible fixed assets	88,568	2,829	**91,397**
Current assets	1,291,377	2,374	**1,293,751**
Creditors due within one year	(771,742)	-	**(771,742)**
Total	608,203	5,203	**613,406**

Analysis of net assets between funds - prior year

	Unrestricted funds 2025 £	*Restricted funds 2025* £	*Total funds 2025* £
Tangible fixed assets	*46,256*	*3,536*	*49,792*
Current assets	*1,145,258*	*2,188*	*1,147,446*
Creditors due within one year	*(643,537)*	-	*(643,537)*
Total	*547,977*	*5,724*	*553,701*

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19. Reconciliation of net movement in funds to net cash flow from operating activities

	2026 £	*2025 £*
Net income for the year (as per Statement of Financial Activities)	**59,705**	*58,652*
Adjustments for:		
Depreciation charges	**12,977**	*11,953*
Dividends, interests and rents from investments	**(6,000)**	*(6,694)*
Profit on disposal of intangible / tangible fixed assets	**569**	*(240)*
Decrease/(increase) in stocks	**(2,466)**	*816*
Decrease/(increase) in debtors	**(208,121)**	*17,770*
Increase in creditors	**128,206**	*39,430*
Bad debts	**-**	*6,555*
Net cash provided by/(used in) operating activities	**(15,130)**	*128,242*

20. Analysis of cash and cash equivalents

	2026 £	*2025 £*
Cash at bank and in hand	**285,437**	*428,012*
Client monies held	**276,139**	*197,846*
Total cash and cash equivalents	**561,576**	*625,858*

21. Analysis of changes in net debt

	At 1 April 2025 £	Cash flows £	At 31 March 2026 £
Cash at bank and in hand	**428,012**	**(142,575)**	**285,437**
Cash at bank - client account	**197,846**	**78,293**	**276,139**

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22. Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £104,082 (2025: £87,010). £23,887 (2025: £21,983) were payable to the fund at the balance sheet date and are included in creditors.

23. Operating lease commitments

At 31 March 2026 the charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2026	*2025*
	£	*£*
Not later than 1 year	**68,006**	*34,313*
Later than 1 year and not later than 5 years	**128,929**	*36,124*
	196,935	*70,437*

The following lease payments have been recognised as an expense in the Statement of financial activities:

	2026	*2025*
	£	*£*
Operating lease rentals	**47,606**	*6,912*

24. Related party transactions

Navigo Health and Social Care CIC

The charity is a wholly owned subsidiary of Navigo Health and Social Care CIC.

During the year, the charity raised gross invoices to Navigo Health and Social Care CIC totalling £1,884,009 (2025: £1,566,900). The balance owed by Navigo Health and Social Care CIC at the year-end was £63,571 (2025: £58,833).

In addition, the charity received gross invoices from Navigo Health and Social Care CIC totalling £41,925 (2025: £54,073). The total balance owed to Navigo Health and Social Care CIC at the year-end was £35,685 (2025: £7,875).

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25. Controlling party

The immediate and ultimate parent company is Navigo Health and Social Care CIC. Navigo Health and Social Care CIC is the controlling member of the charity.

Consolidated accounts can be obtained from Companies House.