Continuing Community Care

Registered Charity No. 1204035

Trustees' Annual Report

For the financial year **1 April 2024 – 31 March 2025**
Reference: AR25-CIO-REM-11a-1204035-A

1. Reference and Administrative Information

Charity name: Continuing Community Care
Charity number: 1204035
Legal form: Charitable Incorporated Organisation (CIO)
Governing document: Constitution
Registered address:
1 Coombe House, Coombe Road, Croydon, CR0 5RD

Trustees and officers:

- Paul Carr — Executive Director / Specialist Rehabilitation Practitioner
- Councillor Janet Campbell — Chair
- Leora Zehavi — Vice Chair
- Steven Sears — Trustee
- Paul Henry — Trustee
- David Edwards — Trustee

2. Structure, Governance and Management

Continuing Community Care is a Charitable Incorporated Organisation governed by its constitution. Trustees are responsible for strategic direction, compliance, financial oversight, and safeguarding the charity's assets and reputation.

The board meets regularly and delegates operational delivery to the Executive Director, with financial oversight and policy compliance retained by the trustees. Conflicts of interest are declared and recorded in line with the constitution.

3. Objects and Public Benefit

Charitable Objects

The objects of the CIO are:

- To relieve sickness and poor health amongst people living in Greater London by providing a local rehabilitation centre for clients with long-term mental or physical illness.

- To assist in the treatment and care of people suffering from long-term mental or physical illness or in need of rehabilitation by providing appropriate facilities, equipment and services not normally provided by local authorities.

Public Benefit

Continuing Community Care exists to support people living with long-term physical and mental health conditions who struggle to access suitable rehabilitation services — particularly hydrotherapy — within Croydon and Greater London.

Croydon currently has no dedicated public hydrotherapy facility. This gap leaves individuals with chronic pain, neurological conditions, post-surgical recovery needs and mobility impairments without effective, accessible rehabilitation options.

CCC provides specialist warm-water therapy, aquarobics and 1:1 rehabilitation support to improve mobility, manage pain, reduce isolation, and enhance mental wellbeing. The charity's work reduces reliance on acute services and empowers individuals to manage their conditions more independently.

4. Activities During the Year

Core services delivered

- Aqua Therapy group sessions
- Aquarobics group sessions
- 1:1 rehabilitation sessions
- Community support and wellbeing programmes

New services introduced

- Women-only aquarobics sessions

Services paused or stopped

Service Disruption and Operational Challenges (2024–2025)

During the 2024–2025 financial year, Continuing Community Care experienced two significant and unavoidable service disruptions related to the hydrotherapy pool facility we hire. Both incidents were outside the charity's direct operational control but had a material impact on service delivery and on the wellbeing of our clients.

Legionella Contamination and Pool Closure

The hydrotherapy pool was closed for a period of approximately five weeks following the identification of *Legionella* bacteria within the pool system. In accordance with health and safety regulations, the facility was immediately closed, fully drained, and subjected to multiple deep-cleaning and disinfection processes until it was confirmed safe for use.

This prolonged closure resulted in many clients being unable to access their regular hydrotherapy sessions for several weeks. For individuals living with long-term conditions, chronic pain, and mobility limitations, this interruption led to increased discomfort, stiffness, and reduced functional mobility. Trustees recognise the physical and emotional impact this had on clients and acknowledge the frustration and distress caused by the loss of a vital therapeutic service.

The Trustees monitored the situation closely and maintained communication with the facility operators to ensure that all remedial works were completed to the required safety standards before sessions resumed.

Plant Room Failure and Inappropriate Boiler Installation

Later in the year, the hydrotherapy pool was again closed for approximately three weeks due to a failure of the boiler located in the plant room. During investigation works, it was discovered that the boiler previously installed was a domestic-grade unit and was not suitable for the continuous demand of a hydrotherapy pool operating at therapeutic temperatures.

The issue was resolved through the installation of a new industrial-grade boiler, appropriately specified for hydrotherapy use. This replacement has significantly improved system reliability and resilience and is expected to reduce the risk of similar failures in the future.

Trustee Reflection

These incidents reinforced the Trustees' concerns regarding reliance on ageing and externally managed facilities for critical therapeutic services. They have directly informed the charity's long-term strategic objective to secure and develop a purpose-built, fully compliant hydrotherapy and rehabilitation centre, where Continuing Community Care can exercise full operational oversight, ensure higher standards of reliability, and safeguard continuity of care for clients.

Despite these challenges, the charity remained committed to supporting clients, communicating openly, and resuming services as safely and swiftly as possible once access was restored.

Scale of activity

- 12 x 30-minute Aqua Therapy sessions per week
- 8 x 45-minute Aquarobics sessions per week
- 2 x 1-hour 1:1 rehabilitation session per week
- Approximately **140 active clients**
- No waiting list during the year

5. Achievements and Impact

Key achievements

- Supported approximately 140 individuals living with chronic illness, disability and post-surgical rehabilitation needs.

- Expanded access by introducing women-only aquarobics and aqua pilates sessions.
- Maintained high attendance and client retention despite limited pool availability.
- Provided continuity of care for clients unable to access hydrotherapy beyond short-term courses.

Impact evidence

Clients report improvements in:

- Joint mobility and flexibility
- Pain reduction and stiffness management
- Balance, coordination and confidence
- Mental wellbeing and reduced isolation

Client feedback consistently highlights:

- The therapeutic value of warm-water exercise compared to standard pools
- The importance of social connection and peer support
- Reduced reliance on pain medication for some clients

Selected anonymised case examples

- Individuals with arthritis, rheumatoid conditions and post-surgical recovery reported improved function and reduced stiffness following ongoing hydrotherapy.
- Clients with neurological conditions such as Parkinson's disease and cerebral palsy benefited from improved balance, strength and coordination.
- Clients with chronic pain conditions such as fibromyalgia and hypermobility experienced reduced pain flare-ups and improved tolerance for daily activities.
- Clients recovering from joint replacements reported smoother rehabilitation outcomes when hydrotherapy was incorporated.

6. Strategy and Future Plans

Long-term vision

CCC exists to establish Croydon's first fully accessible rehabilitation centre, including a dedicated hydrotherapy pool, treatment rooms, wellness services and community support facilities.

Priorities for the coming year

- Secure land or a building for conversion into a rehabilitation centre
- Raise £250,000 through donations, grants and fundraising
- Deliver six major fundraising events
- Maintain and prioritise hydrotherapy services for individuals with long-term conditions

Key challenges

- Securing suitable premises
- Reliance on external pool hire at high cost
- Funding volatility
- Capacity constraints as a small charity

7. Financial Review

Summary

- **Total income:** £66,231
- **Total expenditure:** £27,564
- **Operating surplus:** £20,303
- **Reserves carried forward:** £24,413

Main income sources include hydrotherapy fees, donations, and fundraising activities.
The largest cost area is pool hire, totalling approximately £24,550 per year.

The surplus was retained to strengthen reserves and support future capital development planning.

(Accounts source: Profit & Loss Statement 2024/25)

8. Risk Management

The trustees actively manage the following risks:

- **Reliance on a single facility:** mitigated through ongoing negotiations and exploration of new premises.
- **Funding volatility:** mitigated through diversified income streams and regular grant applications.
- **Safeguarding risk:** mitigated through regular policy review and staff training.
- **Staffing capacity:** mitigated through use of freelance practitioners to retain flexibility.

9. Safeguarding, Equality and Compliance

- Safeguarding policy reviewed December 2025 — in place and active
- Health & Safety policy reviewed December 2025 — in place
- Data protection policy reviewed December 2025 — GDPR compliant
- CCC is committed to equality, diversity and inclusion and does not tolerate discrimination, harassment or exclusion in any form.

10. Significant Events and Context

During the year the charity withdrew from negotiations with Croydon Bowling & Sports Club over a potential land lease after professional valuation advice indicated the proposed lease cost was not financially viable.

Limited pool availability due to other commercial hirers continues to restrict session capacity and highlights the need for CCC's own facility.

Declaration

The trustees confirm that this report has been prepared in accordance with the Charities Act 2011 and the CIO Regulations 2012.

Signed on behalf of the trustees:

Chair of Trustees

Date:

Profit & Loss

Continuing Community Care

Accounting Year 2024/25

		Debit	Credit
Turnover			**66,231**
	Sales		12,706
	Aqua Fit		301
	Aqua Fit 5 week		258
	Aquarobics		352
	Aquarobics 5 week		44
	Hydrotherapy Sessions		23,432
	Donations and legacies S01		2,059
	Charitable activities S02		20,860
	Other trading activities S03		6,219
***add* Other Income**			**0**
	Interest Received		0
***less* Cost of Sales**		**18,364**	
	Cost of Sales	4,122	
	Materials	21	
	Subcontractor Costs	14,220	
Gross Profit			**47,868**
***less* Administration Expenses**		**27,564**	
	Equipment	1,300	
	Raising funds S08	1,027	
	Charitable activities S09	596	
	Pool Hire	21,786	
	Computer Software	189	
	Computer Hardware	315	
	Office Equipment	79	
	Printing	374	
	Stationery	45	
	Miscellaneous	22	
	Auto Expenses	502	

	Advertising and Promotion	20	
	Legal and Professional Fees	240	
	Postage	25	
	Subscriptions	158	
	Bank/Finance Charges	264	
	Insurance	624	
Operating Profit			**£20,303**
/ess **Drawings**			**£0**
/ess **Profit & Loss journal entries**			**£0**
Retained Profit this period:			**£20,303**
Retained Profit brought forward:			**£4,110**
Distributable Reserves / Retained Profit carried forward:			**£24,413**

Independent examiner's report to the trustees of Continuing Community Care

I report to the trustees on my examination of the accounts of Continuing Community Care (CCC) for the financial year ended 31 March 2025.

Responsibilities and basis of report

As the charity trustees of CCC you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect the accounting records were not kept in respect of CCC as required by section 130 of the Act.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed: 

Name: Maria Gill-Williams BA (Hons), FCA, BFP, AFM
Address: Flat 4 Helena Court, 77 Woodside Green, London, SE25 5HT
Date: 14 September 2026