

THRESHOLD SERVICES

Report and Financial Statements

Year Ended 31 March 2026

Threshold

Company number NI726845

A self-portrait

Painting by Neal Lemon



Neal Lemon pictured with his work.



Threshold

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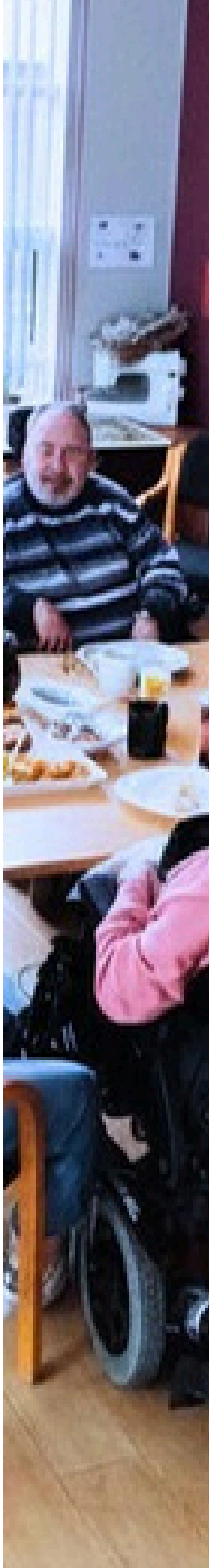
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Welcome from the Chair



This has been a year of significant consolidation, growth and achievement for Threshold Services NI. Building on the organisational changes of the previous year, 2025/26 marked our first full year operating with an expanded staff team and a broader portfolio of services, bringing disability services alongside our long-standing mental health provision.

The Board has been greatly encouraged by the way the organisation has embedded new services, welcomed new colleagues and continued to deliver high-quality, person-centred support across Northern Ireland. This growth has strengthened Threshold's reach and influence, while keeping us firmly rooted in our charitable purpose: enabling people with mental illness and disability to live full and independent lives in the community.

A particular highlight for the Board was the staff celebration held in summer 2025, which brought together colleagues from across our mental health and disability services on a glorious sunny afternoon in our new home. It was an important moment of connection and recognition, reflecting the shared commitment, compassion and professionalism that define Threshold's culture.

The organisation has also delivered a positive financial performance, supported by growth, diversification, new grant income and the continued remodelling of mental health services to support full cost recovery. This provides a stronger platform for sustainability in a challenging health and social care environment and gives the Board confidence in Threshold's ability to continue developing and responding to need.

Most importantly, the quality of our services has remained strong. Positive regulatory and commissioner feedback reflects the dedication of our staff teams and the consistency of our practice.

Whether supporting people with severe and enduring mental illness on their recovery journey, or enabling people with disability to live fulfilling and independent lives, Threshold continues to demonstrate the value and impact of specialist, relationship-based support in therapeutic and community settings.

On behalf of the Board, I would like to thank Sarah Gadd for her contribution and service as a Trustee and acknowledge her departure with sincere appreciation. I also extend my thanks to all Trustees for their continued support, challenge and commitment throughout the year. Their guidance has been invaluable as the organisation has continued to grow and mature.

Finally, I wish to thank the Chief Executive, Senior Leadership Team and every member of staff for their commitment to the people we support. Threshold's achievements this year are the result of collective effort, shared values and a clear commitment to improving lives.

Dr. Philip McGarry
Chairperson



A Resident in Derry pictured with the Manager Louise.

Welcome from the Chief Executive

The year ending 31 March 2026 has been one of the most significant in Threshold's recent history. It has been a year of growth, integration and strategic development, as we continued to build the systems, culture and partnerships required to support a larger, more diverse and ambitious organisation.

A major milestone was the development and launch of our Strategic Plan 2026–2029. The plan sets out five clear priorities for the next phase of Threshold's work: sustainability; governance and quality; people first; technology, data and digital; and impact and outcomes. These pillars provide a clear framework for decision-making, investment and accountability as we continue to strengthen our services and demonstrate our impact.

During the year, the organisation continued to grow from approximately 70 staff to almost 220. This scale of change has required significant work to embed policies, new systems, processes and leadership structures. Just as importantly, it has required a deliberate focus on building one shared culture across mental health, disability and specialist services, grounded in our values of empathy, passion, integrity, innovation and collaboration.

We were particularly proud to acquire the Alcohol Related Brain Injury rehabilitation service in September 2025. This is a specialist service of regional importance, and I am personally proud to have been closely involved in its development from the earliest stages. The service reflects Threshold's ability to respond to complex need with compassion, clinical understanding and a strong recovery focus.

We were also delighted to secure our first major National Lottery Community Fund investment of £0.5 million to support the development of an Alcohol Related Brain Injury outreach service.

This funding will enable us to support people as they move from residential rehabilitation into the community, helping them maintain abstinence, sustain tenancies, reduce relapse risk and live more independently. We are also grateful to Ulster Garden Villages for its support of this important area of work.

Alongside service growth, we have continued to invest in quality, learning and safeguarding. Work has progressed to strengthen learning and development, establish clearer safeguarding systems and improve how we evidence the impact of our services for the people we support and for staff. These developments are essential as we grow, ensuring that quality, compliance and person-centred practice remain at the heart of the organisation.

We have also continued to build strong relationships with partners across housing, health and social care, including Health and Social Care Trusts and the Northern Ireland Housing Executive Supporting People Programme. Albeit the financial and operational landscape remains challenging, I am reassured by the shared commitment across the sector to improving outcomes for people with complex needs.

I want to close by thanking our committed and highly skilled staff, including those who contribute through the Staff Forum, for their professionalism, resilience and care. I also thank our Trustees for their support, guidance and challenge throughout a year of considerable change. Threshold is stronger because of the people who lead, deliver and support its work every day.

Fiona McCabe
CEO



Objectives and Activities:

Our Vision and Values - EPIIC

At Threshold, we envision a world where all can reach our full potential regardless of illness or disability. Our mission is to enable individuals to live full and independent lives in the community.



EMPATHY

We listen, understand, and support each unique journey with compassion.



PASSION

We are passionate about our work.



INTEGRITY

We uphold transparency and trust in all we do.



INNOVATION

We embrace creativity and changes to improve.



COLLABORATION

We work together to build inclusive communities.

Staff have opportunities to share ideas, voice opinions and identify the needs from their own communities to develop services. It is rewarding and emotional work. I have seen individuals battle with their own negative thoughts. I have seen residents work on positive behaviours to return to independent living in the community.

Staff Member - Glencarn House

Objectives and Activities

Threshold Services operate with the values of empathy, passion, integrity, innovation and collaboration. These underpin our approach to both the people we support and our staff, ensuring we work towards our vision where all can reach their potential regardless of illness or disability.

Our mission is to enable individuals to live full and independent lives in the community.



The purpose of the charity is:

- To promote and support development of mental health for individuals with mental illness and disability, including intellectual disability.
- To provide accommodation-based care and support; including peripatetic floating support to enable people with mental illness and disability to live independent lives in the community.



- To raise awareness and understanding of the needs of people living with mental health needs through research and other related activity within social care for children, young people and adults.
- To focus on supporting people with severe mental illness, physical and sensory disability including acquired brain injury. Our main activities in relation to our purpose is the provision of tailored and person-centred rehabilitation and support for people with severe and enduring mental illness.
  - People with severe and enduring mental illness
  - People with physical or sensory disability
  - People with acquired brain injury
  - People with alcohol-related brain injury
  - People with intellectual disability or autism
  - Threshold's mental health service model is based on therapeutic community principles.

Our range of services include:

- Rehabilitative short term supported living
- Rehabilitative long term supported living
- Floating support and peripatetic outreach

> **It was always reassuring to know that Sorcha was only a call away and I immediately felt uplifted when she concluded visits. I was never made to feel like a nuisance or any concern was ever too problematic to be resolved. I have successfully moved into my new flat.**
>
> Testimonial from Floating support service

Objectives and Activities: Disability Services

Threshold's disability supported living services provide safe, person-centred accommodation and support for adults with disabilities across Northern Ireland. Our services are designed to help residents live as independently as possible while receiving the level of practical, emotional and social support they need.

Support is tailored to each individual and may include help with daily living skills, tenancy management, personal development, health and wellbeing, community participation and building positive relationships. Staff work alongside residents to promote choice, dignity, independence and inclusion, ensuring that each person is supported to achieve their own goals and maintain as much control over their life as possible.

Through structured, compassionate and person-centred support, our disability services help residents to build confidence, develop skills, maintain their tenancies and enjoy a meaningful life within their local community.









The Maples
Belfast
- 31 residents
- Care & Support

We are a supported living service for adults with disabilities including acquired brain injury, learning disability and physical disability.



Cheshire Mews
Lurgan
- 15 residents
- Care & Support

Cheshire Mews is a 15 bed supporting living scheme providing support / care to the people who use the service.



Cheshire House
Derry/L Derry
- 18 residents
- Care & Support

We offer individuals the opportunity to live independently in their own flat, with individualised person-centred care and housing related support.



Springfield Court
Belfast
- 10 residents
- Care & Support

Service users are supported in all aspects of care and support in-line with Trust care packages and Supporting People funding.



The Meadows
Banbridge
- 6 residents
- Care & Support

We provide person-centred support for adults with physical disablity, helping residents build independence, confidence and daily living skills.



Taylor – Cheshire House
Belfast
- 22 residents
- Care & Support

Taylor-Cheshire House is situated in the Lisburn Road area of Belfast. Our service is for adults with a range of disabilities, including acquired brain injuries.

Objectives and Activities: Mental Health Services



Threshold Services provides supported living and supported housing services for adults living with severe mental illness and poor mental health.

Our services are guided by therapeutic community principles, recognising the value of structured, supportive relationships, shared responsibility and participation in recovery.

Threshold's supported living model combines accommodation, care and housing-related support. The level of support is tailored to each person's needs, with the aim of promoting independence while ensuring safety, wellbeing and appropriate risk management. Our mental health accommodation services include short-term rehabilitative supported living, 24-hour supported living/care services, and supported housing schemes. These services support people who are recovering from mental ill health, including individuals who may require intensive support following hospital admission, a period of crisis, or a decline in their ability to manage independently.

The overall aim is to help residents build confidence, develop independence, reduce social isolation and progress towards more settled community living.

Threshold thanks the National Lottery Community Fund for funding Therapeutic support in our Mental Health services and The Screwfix foundation for helping us to improve the houses of the residents we support



Sophia House
Newtownabbey
- 16 residents
- Housing Support

The supportive environment encourages residents to help one another while developing independence and control over their own lives and choices.



Glencarn House
Newtownabbey
- 14 residents
- Care & Support

The community spaces provide a therapeutic living environment that promotes independence, accountability and responsibility.



Glendun House
Portrush
- 14 residents
- Housing Support

Glendun residents support one another and help develop autonomy over their own lives and choices.



Belgravia House
Belfast
- 14 residents
- Housing Support

Belgravia Terrace offers semi-independent housing and a developmental pathway toward improved management of everyday life skills and mental health difficulties.



Dumbarton House
Belfast
- 12 residents
- Care & Support

The service is for up to 12 individuals, aged over 45 who are male or female and who can stay in a single room at Dumbarton House.



Clearwater House
Old Park
- 14 residents
- Care & Support

Clearwater is a 24 hour supported living service for 14 people who are recovering from ill mental health. It is a short stay rehabilitation service for up to 2 years for people in recovery.



Diane Watson, Threshold, Kate Beggs, TNLCF, Eamonn McErlane, BHSCT, Dr Philip Mc Garry and Fiona Mc Cabe, Threshold

Objectives and Activities:

Alcohol Related Brain Injury Service

Our Alcohol Related Brain Injury service provides specialist rehabilitation and support for people living with cognitive difficulties linked to alcohol-related brain injury. The service helps individuals to maintain abstinence, manage daily routines, rebuild confidence and develop the skills needed to live as independently as possible.

Support is person-centred and focuses on practical recovery, including daily living skills, emotional wellbeing, relapse prevention, community involvement and reconnecting with family, friends and local services. Staff work alongside each individual to build structure, stability and confidence at a pace that reflects their needs and goals.

ARBI Outreach

The service also includes an Outreach Service, supporting people as they move on from their time with us and take the next steps towards greater independence. This vital transitional support helps individuals maintain the progress they have made, remain connected, manage day-to-day routines and reduce the risk of relapse or isolation. By continuing to provide guidance beyond the point of leaving the service, Outreach ensures that people are not left to manage alone, but are supported to build confidence, stability and resilience in their recovery journey.

During the year, we were delighted to secure a £0.5 million award from The National Lottery Community Fund to support and further develop our Outreach Project. This significant investment recognises the value and impact of the service and will enable us to extend support to more people at a critical point in their recovery and transition to independent living.



Objectives and Activities: Floating Support

Our Floating Support services provide flexible, person-centred support to people living with mental ill health and/or physical disabilities, helping them to maintain independence, sustain their tenancies and remain connected to their communities.

Support is delivered in people's own homes and local communities, with staff working alongside individuals to build confidence, develop daily living skills and manage the practical challenges of independent living. This may include support with budgeting, housing matters, appointments, benefits, wellbeing, community participation and maintaining positive routines.

For people living with mental ill health, Floating Support offers practical and emotional support focused on recovery, stability and personal resilience. Staff work with individuals to identify their goals, manage periods of difficulty and reduce the risk of isolation, crisis or loss of tenancy.

For people with physical disabilities, the service promotes choice, independence and inclusion by supporting individuals to access services, manage everyday tasks and participate more fully in community life. The support provided is tailored to each person's needs, strengths and aspirations.

Across both areas, our Floating Support services are grounded in dignity, respect and empowerment. By providing early, practical and responsive support, the services help people to remain safely in their own homes, improve their quality of life and maintain greater control over their future.

People who use our services are involved in annual satisfaction surveys and success is measured through a combination of independent inspections, reviews and user feedback.



Meet our team
Scan here

Achievements and Performance

During 2025–26, Threshold Services NI delivered a year of significant achievement, operational growth and strengthened organisational maturity. The charity expanded its reach across mental health, disability, acquired brain injury and specialist rehabilitation services, while maintaining a clear focus on quality, safeguarding, financial sustainability and the lived experience of the people we support.

Growth and sustainability

A major achievement during the year was the successful expansion of Threshold's service portfolio through the integration of six regional supported living services for people with disabilities, including people with acquired brain injury and intellectual disability, alongside additional floating support services in Lurgan and Omagh. This growth significantly increased the number of people supported by the charity; currently around 365 and strengthened Threshold's role as a specialist provider of community-based care and support across Northern Ireland.

The acquisition of our first specialist residential rehabilitation service for 14 people with alcohol-related brain injury represented an important strategic milestone. The service responds to a complex and often under-served area of need, combining therapeutic support, rehabilitation and a recovery-focused model of care.
We were also pleased to secure support for a new five-year outreach programme for a minimum of 50 people discharged from the residential alcohol-related brain injury service. This development is particularly important in supporting residents to sustain progress following intensive rehabilitation, helping them remain abstinent, maintain tenancies, reduce relapse risk and live more independently in the community.

Quality, assurance and impact

Quality assurance remained a central priority throughout the year. External feedback from RQIA (Regulation and Quality Improvement Authority) and the Northern Ireland Housing Executive (NIHE) provided important assurance on the safety, effectiveness and leadership of services, with very positive inspection outcomes and timely action taken where minor learning or improvement was identified. The organisation also completed annual quality visits across all services, strengthening internal oversight and supporting consistent practice across a larger and more diverse service base.

Monthly quality meetings were implemented to maintain focus on KPIs, manager accountability, patterns and trends in incidents, and shared learning.

The voices of residents and people we support was strengthened through the development of our annual resident surveys and service-level reports. These reports provided structured feedback on people's experiences of their homes, support, staff relationships, involvement and future priorities. This work has helped ensure that people supported by Threshold directly inform service improvement and the development of the Strategic Plan 2026–2029.

The development and review of organisation-wide resident forums further strengthened participation and co-production. These forums provide a meaningful route for people to share views, influence decisions and contribute to continuous improvement across services.

The online Managers' Hub was fully developed during the year, providing stronger oversight and governance of key aspects of service delivery.

Paper-based person-centred plans were moved to a digital format across all services, improving access for staff and helping ensure plans remain live, current and responsive to individual needs.



Achievements and Performance

Safeguarding
Safeguarding oversight was further strengthened through the continued development and implementation of a safeguarding matrix across all services. This has enabled more stringent oversight of safeguarding concerns, decision-making, safety planning and progression to closure. Key dates in the safeguarding calendar, including World Elder Abuse Awareness Day and National Safeguarding Week, were widely recognised across services, creating opportunities for residents and staff to discuss how to keep themselves safe and to build knowledge and confidence in reporting concerns. The annual safeguarding position report reflected excellent management of safeguarding across services.

People and organisational development
Threshold's achievements during 2025–26 were made possible by the commitment, skill and resilience of staff across the organisation. As the workforce grew significantly from 70 to 220, the charity invested in clearer management structures, strengthened role clarity and established a transparent reward framework for service managers.

Significant progress was made in learning and development. Three mental health staff achieved a Qualifications and Credit Framework (QCF) Level 5, eight staff across mental health and disability services achieved Level 3 qualifications, and fifteen staff achieved the Royal Society for the Prevention of Accidents (RoSPA) Level 3 Award in Safer Moving and Handling of People, qualifying them as instructors and on-site experts for advice and oversight.

The Learning Hub was developed and is now a live resource for training information, policies, guidance and practice resources. A number of courses were moved from e-learning and Social Care TV (SCTV) to live learning sessions and recordings, improving the quality of training delivery, increasing interactive learning and ensuring alignment with Northern Ireland regulation and service-specific need. The training matrix was also fully implemented across all services, standardising the recording of training and strengthening KPI oversight. This has led to a significant improvement in training KPIs, particularly within mental health services.

A further significant achievement in the current health and social care context was that Threshold used no external agency staff across either disability or mental health services during the year. This reflects the strength, commitment and stability of our internal workforce, and our ability to maintain continuity of care for the people we support.

Overall, 2025–26 was a year in which Threshold increased its scale, strengthened its systems and deepened its impact. The organisation enters the next financial year with a clear strategic direction, broader service reach and a strong platform from which to continue improving outcomes for people with severe mental illness, disability and complex needs.



Achievements and Performance

Communications, Investment in Technology and Digitisation

Over the past year, our organisation has continued its digital transformation journey, laying strong foundations for the future, with technology, data, and digital innovation established as a core pillar of our 2026–2029 strategy.

This period of transformation has been particularly significant as we successfully integrated nine new services and approximately 160 new staff members. Ensuring connectivity and alignment between legacy systems and new services was a key priority. To support this, we invested in upgraded hardware and essential software solutions across all services, alongside enhancing connectivity through improved broadband infrastructure.

We also explored and implemented practical digital solutions to benefit residents directly, including the introduction of tablets and digital signing tools, improving both accessibility and efficiency within services. At an organisational level, we progressed wider change initiatives through the development and implementation of new systems designed to support scalability and consistency.

Our new SharePoint platform has played a central role in streamlining communication and reporting processes. By introducing improved reporting frameworks and structured information-sharing approaches, we have ensured that key data is accessible to the right stakeholders in a timely and effective manner.

Looking ahead, we have taken important steps toward future transformation through the implementation and development of an integrated time and attendance, HR, and payroll system. This system will significantly reduce administrative burden, improve data accuracy, and enhance reporting capabilities across the organisation. We are grateful to the National Lottery Community Fund for their support in enabling this important project.

We remain committed to continuous improvement, regularly reviewing our practices and actively seeking digital solutions to support innovation, efficiency, and high-quality service delivery into the future.

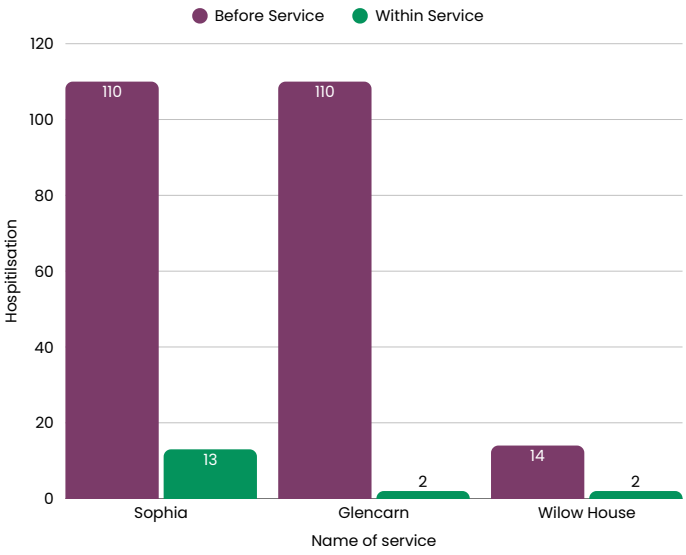
A special thanks for sponsorship of a celebratory event to Rathbones, Click Energy, Gallaghers Insurance, Zenith and Green 17



Staff attend an event to celebrate the new disablity services coming into Threshold

Achievements and Performance:

Reducing Hospitalisation



Note: Figures are based on Threshold Services own internal records, measured over a two-year period. "Before service" refers to recorded hospitalisations prior to service involvement, while "within service" refers to recorded hospitalisations during the period in which individuals were supported by the service.

Across Sophia, Glencarn and Willow House, recorded hospitalisation reduced significantly once people were supported within the service. Overall, this represents a reduction from 234 recorded hospitalisations before service involvement to 17 while supported, a decrease of approximately 93%. These outcomes demonstrate the value of providing safe, structured and person-centred support in the community, helping individuals to maintain stability, manage their mental health and respond to difficulties before they escalate into crisis. For many people, the consistency of a therapeutic living environment provides the reassurance and continuity needed to support recovery, reduce unnecessary hospital admission and promote longer-term independence.



"It definitely feels like a place you can get better. Everyone who lives here always look out for each other, and it feels like a community. Glencarn gave me the time I needed to sort my head.

What people told us about living at Threshold

Glencarn has given me my life back.

Glencarn have been the only service I have had since I was 13 that actually helped me process my past trauma, the staff have helped to stop self harming and for the first time in my life I have felt part of something bigger then myself. I have a future now, I have meaningful relationships and lots of opportunities. Glencarn has given me my life back and feel like I have started to live."

"The Maples is the best place on earth. I love living here because its so safe and the staff are amazing. I like all the staff. You can sit out in the garden and have a chat. I should have came here a long time ago and I will be living here forever"

"I like being surrounded by nice people that want to help me. Staff are dedicated to being there for people with disabilities. I like having my own space and privacy but also that staff are available when needed".

"The staff are very understandable, approachable and nice and supportive. Glencarn has really help me get sober and now see things a bit more clearly. It definitely feels like a place you can get better. Everyone who lives here always look out for each other, and it feels like a community".

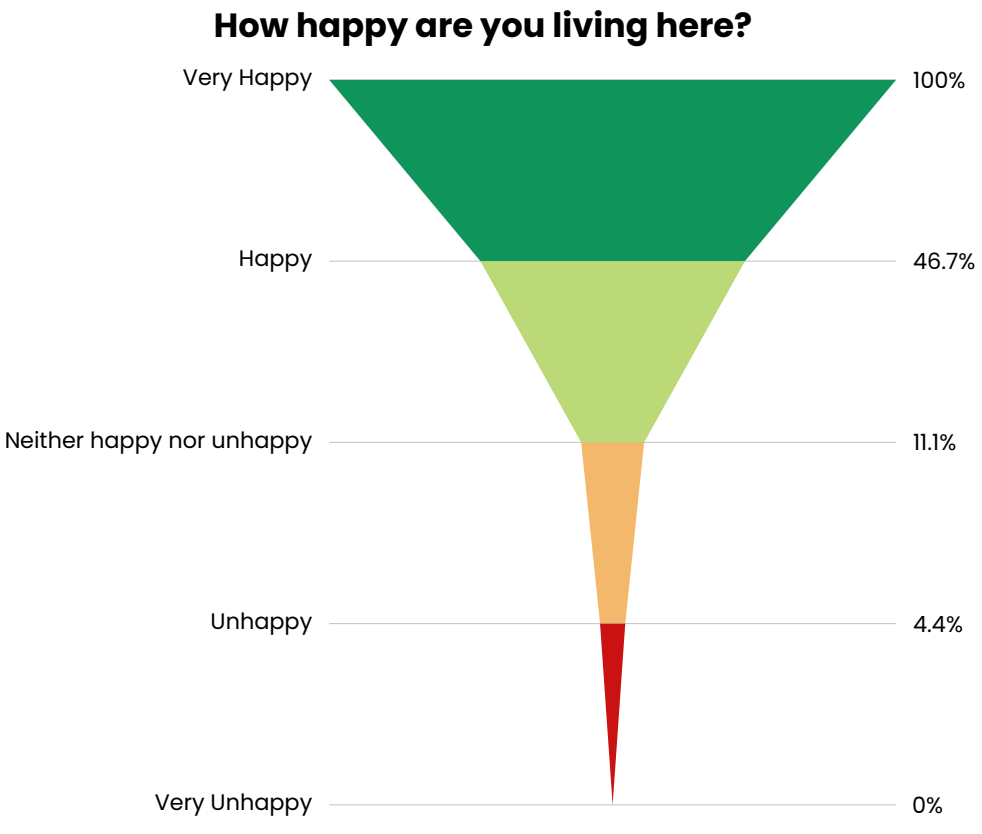
There were no significant areas for improvement and we achieved full compliance in all HSCT contracts.

Achievements and Performance

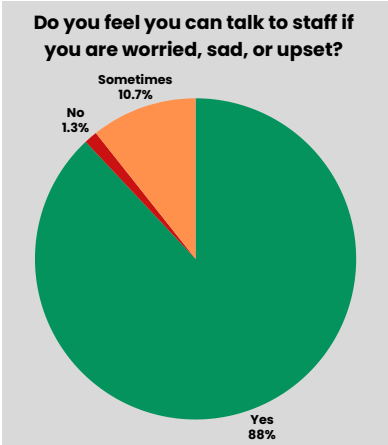


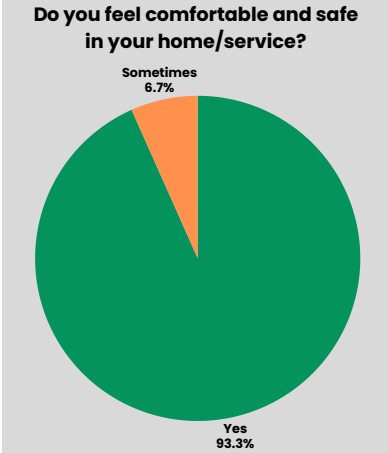
Nikita speaking to ITV about funding cuts to youth services.

Nikita, one of our residents, recently spoke to ITV about the impact of funding cuts on a youth club she is part of. Speaking publicly was a significant step, and Nikita shared how the support she receives from Threshold helped build her confidence to use her voice and talk about an issue that matters to her. Her contribution highlighted not only the importance of community spaces, but also the value of person-centred support in helping people feel heard, empowered and able to advocate for themselves.



These results are generated from a response rate of 40% of Residents. This survey was conducted by Threshold internally.







> Glencarn has really helped me get sober and see things a bit more clearly. It definitely feels like a place you can get better. Everyone who lives here always look out for each other, and it feels like a community"

Glencarn House

Financial Review: Our Year in Numbers

219
staff

£9M
turnover
this financial year

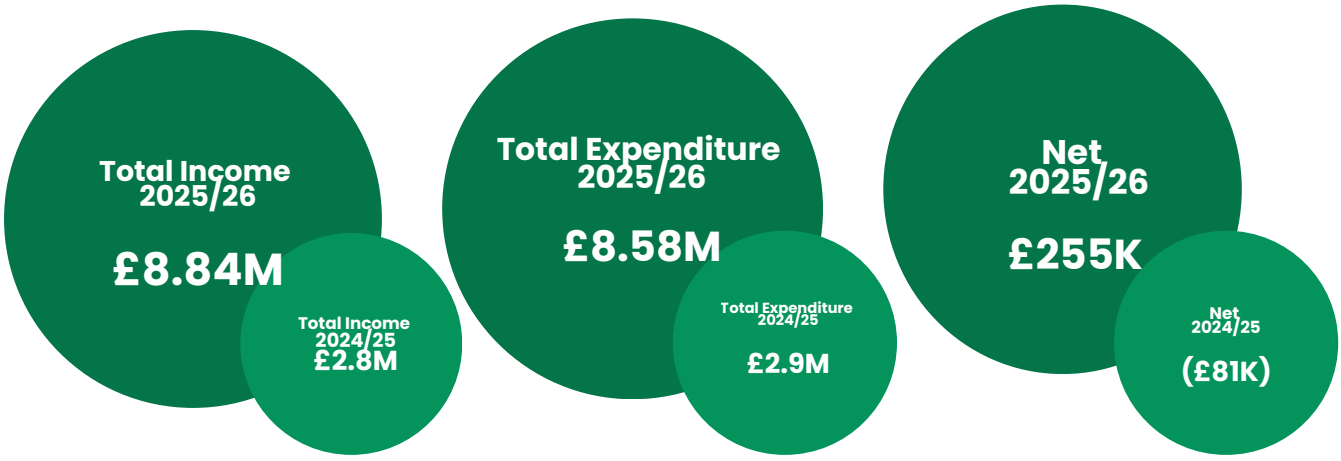
227
residents supported

135
people supported through our floating support scheme

15
supported living locations across NI



Financial Review



Net income and (expenditure) in the year was £255K (£81K– 2024/25). Threshold delivered a positive financial performance during the year, with total income of £8.84 million and total expenditure of £8.58 million, resulting in a net surplus of £255K. This reflects careful financial management and continued focus on sustainability.

Summary Balance Sheet	31 March 2026 £'000	31 March 2025 £'000
Net Assets	**2,302**	**2,047**
Restricted	1,428	1,129
Unrestricted	874	918
Total Funds	**2,302**	**2,047**

Reserves

At year end March 2026, the charity's total reserves stood at £2,302K, comprising £874K unrestricted reserves of which £133K from the profile on the sale of our building has been designated towards future service development. The charity holds £1,428K restricted reserves which is restricted for use in service delivery. At March 2026, the charity holds free reserves of £643K (Unrestricted reserves of £874K less designated £133k less fixed assets £98K) and combined with restricted reserves in relation to service delivery this represents approximately 3 months of future budgetary expenditure.

In line with the organisation's reserves policy, Threshold Services NI aims to maintain a target range of 3 to 6 months of unrestricted reserves each financial year, reflecting the charity's risk profile. The Board, through its Audit and Risk Committee, will continue to monitor both the reserves level and the policy in light of the charity's future growth and development.

Cash reserves are required to meet the day-to-day working capital needs of the organisation. At current levels, the Board of Trustees is confident that the reserves would allow the charity to maintain its activities in the unlikely event of a material reduction in funding.

Financial Review

Going concern

From April 2026 the organisation has had a significant change in operations as it has acquired six regulated supported living services for individuals with disabilities, a floating support service and one specialist service dedicated to supporting people with alcohol-related brain injury (ARBI), a mental health disorder.

This change increased the employee numbers in 25/26 from 65 to over 220 and organisational budget increase from £3M to £9M. The services acquired come with committed contracts for income and has enhanced the strength of the organization as a whole.

After making appropriate enquires, the Board of Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future and the changes which have now taken place will strengthen its position.

Principal risks and uncertainties

Threshold manages all of its risks through a series of controls and maintenance of a Risk Register which is continually reviewed by management and considered by the Board of Trustees on quarterly basis. Risks are assessed for likelihood and impact, with mitigating action described against each risk identified.

The principal commercial, operational and financial risks that have been identified as having a serious potential impact on the performance and future prospects or reputation of the organisation are as follows:

1. Reduction in core revenue streams as a result of primary funder's budget constraints;
2. Failure to meet performance standards/contract compliance from key stakeholders;
3. Cost of inflation and further increases in national minimum wage;
4. Failure to recruit, develop and maintain a competent qualified workforce.

The Board of Trustees and Senior Management Team are satisfied that appropriate actions have been identified and taken so that these risks are managed effectively. Mitigation actions include:

- Transparent engagement with key stakeholders on true cost of service delivery
- Effective cost budgeting;
- Annual staff benchmarking to ensure to retain and recruit talent.

Investment Policy and performance

The Charity continued to adhere to its investment policy, investing funds with two investment management firms. Funds were removed by investment this financial year. These funds will be reinvested in future service delivery and with the remainder of investment funds the aim will continue to be investment within a managed risk setting, to ensure returns are hedged against inflationary loss and to support existing and new services.

The investment has been set for the medium term and trustees are content that investments were managed in line with the Investment Policy.

Principal Funding Sources

Our principal funders are Northern Ireland Housing Executive, both in terms of its direct funding through Supporting People and indirectly through Housing Benefit paid to our tenants and the Health and Social Care Trusts across Northern Ireland which fund provision of direct care services to our residents.

Working partners

We acknowledge the support we receive from local Health and Social Care Trusts and the Northern Ireland Housing Executive and to the agreements we have with our local housing associations, including Choice, Radius and Ark.

Plans for Future Periods

During the financial year one of our key objectives was to set a strategic plan to guide future development. The organisation held workshops with staff and trustees and received input from residents to set some key themes for the strategic plan 2026-2029

GOOD TO GREAT STRATEGY 2026–2029



Our Vision

A world where every individual can reach their full potential, regardless of illness or disability.

Our Purpose (Mission)

To inspire and enable people with severe mental illness and disabilities to live full,independent lives in their communities.

Our Values

Empathy • Passion • Innovation • Integrity • Collaboration

These values ground everything we do — how we lead, how we deliver services, and how we work with our partners, communities, and one another.

OUR STRATEGIC FOCUS 2026–2029

To realise our vision, we will focus on five interconnected areas that strengthen our organisation, enhance the experience of the people we support, and ensure long-term sustainability.

1 Sustainability

We will ensure our organisation is financially and operationally sustainable so we can continue responding to the evolving needs of people with severe mental illness and disabilities.

What this means in practice. We will:

- Embed full cost recovery across new and existing services.
- Diversify and grow income through new partnerships, funding streams, and innovation.
- Drive efficiency and cost optimisation in everything we do.
- Work proactively with commissioners and partners to meet emerging needs in our communities.

2 Governance & Quality

We will strengthen governance, embed a culture of continuous improvement, and deliver consistently excellent services.

What this means in practice. We will:

- Consistently exceed regulatory standards.
- Strengthen our quality framework across mental health and disability services.
- Standardise policies, processes, and monitoring to provide safer, consistent, and more impactful corporate support for staff, as well as the people we support.

3 People First

We will create the environment, culture, and conditions where our workforce can thrive.

What this means in practice. We will:

- Recruit staff aligned to our values and have the learning, tools and resources they need to do their best work.
- Strive to offer the best terms and conditions in our sector.
- Embed a meaningful Staff Engagement Plan that listens, involves, and values our people.

4 Technology, Data & Digital

We will build a modern, future-ready infrastructure to strengthen delivery, create efficiencies, and enhance decision-making.

What this means in practice. We will:

- Upgrade our finance, people, and quality systems.
- Utilise digital tools including AI to automate and streamline to reduce administrative burden and free staff for what matters most.
- Ensure all staff have the digital tools and skills needed to work effectively
- Strengthen data governance to ensure security, integrity, and responsible data use.

5 Impact & Outcomes

We will demonstrate the difference we make and tell our story with confidence and clarity.

What this means in practice. We will:

- Collect, analyse, and share data that shows our impact on people's lives.
- Enhance our external communications to celebrate success, influence stakeholders, and strengthen our reputation.

Structure, Governance and Management

Governing Document
The Charity previously was registered as a Society under the Co-operative and Community Benefit Societies Act (Northern Ireland) 1969, limited by shares, incorporated on 26 June 1992 and registered as a charity for HMRC purposes. On 27th February 2025 the charity converted to a company limited by guarantee under the companies Act 2006 and is now registered on Companies House. New Memorandum of Association and Articles of Association were approved by the Board of Trustees alongside this incorporation.

Board of Trustees
The Board of Trustees manage the business of the Charity. All members of the Board of Trustees give their time voluntarily and received no benefits from the Charity.

Method of appointment for election of members of the Board of Trustees
Following nominations received for membership, the Board of Trustees assess suitability of candidates. If successful, the candidate for membership is co-opted to the Committee and formally elected at the subsequent Board Meeting.

Board Sub-Committees
The Board of Trustees has two sub-committees. The Audit and Risk Committee reviews the organisation's financial statements and provides detailed oversight of the corporate risk register. The Professional Development Committee was reintroduced in the current financial year and advises on decision-making relating to care and psychological approaches, education and training, and the evaluation and impact of our work. The Chairs of both committees report directly to the Board.

Policies adopted for the induction and training of Committee Members
It is company policy to provide an induction programme for newly appointed committee members, to acquaint them with the organisation's policy and practice, its aims and activities, management and governance and also what is expected of them under company law.

Key Management Pay Arrangements
The Board of Trustees consider the pay scales of all employees in the context of the budgeting process. Senior Management pay is benchmarked against similar organisations and reviewed periodically in the context of performance and confirmed inflationary enhancement of core income streams.

Charity Structure
Threshold has a Board of Trustees of up to 15 members who meet quarterly and are responsible for the strategic direction and policy of the Charity. At present the Board has 8 members from a variety of professional backgrounds relevant to the work of the Charity.

A scheme of delegation is in place and day to day responsibility for the provision of services rests with the Chief Executive. The Chief Executive is responsible for ensuring that the Charity delivers the services specified and that key performance indicators are met. The Service Managers have responsibility for the day to day operational management of the Charity, individual supervision of the staff team and also ensuring that the team continues to develop their skills and working practices in line with good practice.

The Board of Trustees is also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Members of the Board of Trustees, who served during the year and up to the date of this report are set out on page 30.
In accordance with company law, as the company's directors, we certify that:

- so far as we are aware, there is no relevant audit information of which the company's auditors are unaware; and
- as the directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.



Floating Support staff engage with students at Ulster University Careers Fair

Structure, Governance and Management

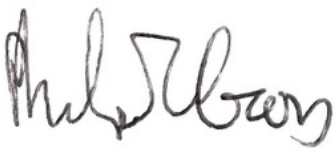
Board Attendance

Trustee	05/06/2025	25/09/2025	04/12/2025	05/03/2026
Philip Mc Garry	√	√	√	√
Anthony Harbinson	√	√	A	√
Catriona Loughran	√	√	√	A
Tony Price	√	A	A	√
Joe Kane	√	√	N/A	N/A
Jennifer Connolly	√	√	√	√
Colin Hughes	√	√	√	√
Jim Campbell	√	A	√	√
Sarah Gadd	√	A	N/A	N/A
Frazer Evans	√	√	√	√

Risk Management

The Board of Trustees has conducted a review of the major risks to which the Charity is exposed. A risk register has been established and is updated at regular intervals.

Approved by the Board of Trustees on 17th September 2026 and signed on its behalf by:



P. Mc Garry
(Chair)

Auditors

A resolution to reappoint Miscampbell & Co. will be proposed at the AGM. We prepare our financial statements in compliance with the Charity SORP (Statement of Recommended Practice under FRS102) accounting standard.