Trustees' Report and Financial Statements 2025-26

affinitytrust.org

Affinity Trust

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Affinity Trust in Numbers

People supported

1,004

at March 2026

(March 2025: 973)

Locations

245

at March 2026

(March 2025: 229)

Support hours

3.1M hours

For the 2025/26 year

(2024/25 year: 3.0M hours)

Local authorities

36

at March 2026

(March 2025: 37)

Social media views

306,489

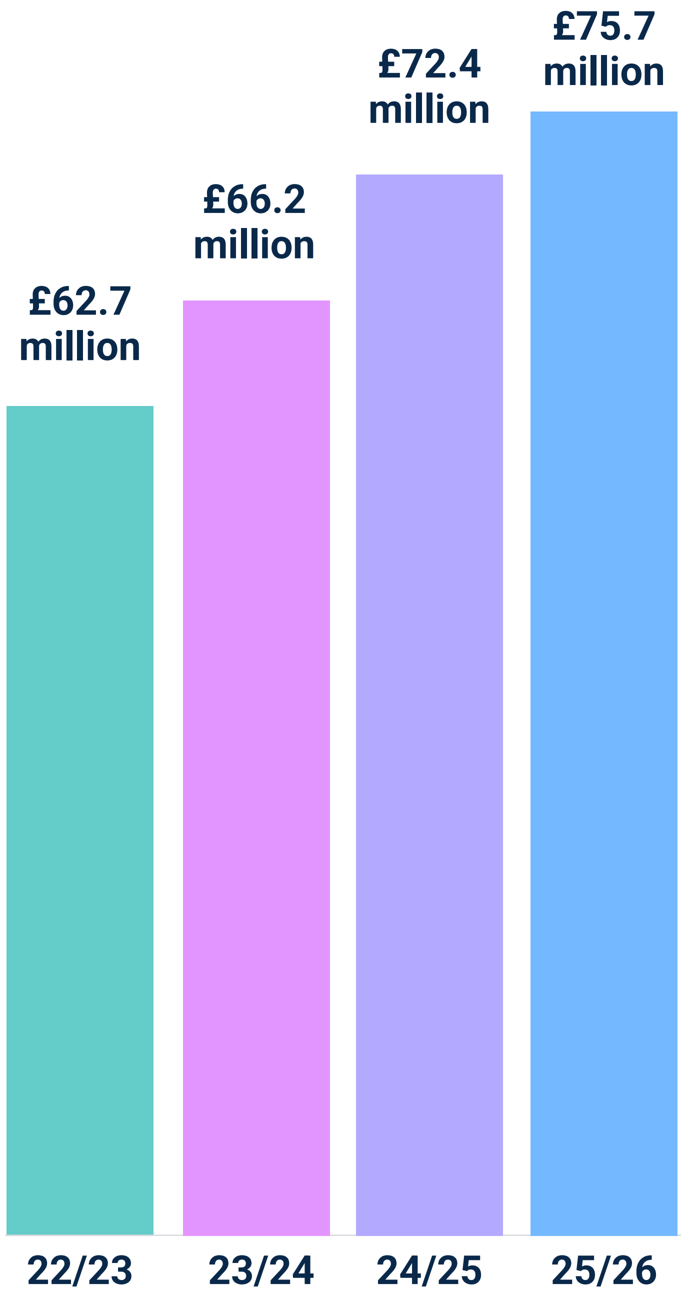
CQC ratings

13/14

locations rated good or outstanding

and no inadequate services

Income



Our values

People are at the **heart** of everything we do.

- ✔ We listen, we learn, we build on strengths.

We give our **best.**

- ✔ What we do matters.
- ✔ Good days and bad. We take responsibility.

We work **together.**

- ✔ We are one team and value people's strengths and differences.
- ✔ We are open and trusting with each other.

We have **courage.**

- ✔ We try new things.
- ✔ We are creative and adaptable.

Supporting people to live their life their way

Message from Tanya Barron, Chair of the Board of Trustees

This year has seen a renewed commitment of energy within Affinity Trust, as Kerry Dearden took up the role of Chief Executive, as well as a determination to realise our investment in working together with the people we support to fulfil our big ambitions. This has been set alongside enduring challenges, such as local authority funding and cost inflation that continue to place pressure across the social care sector.

At the same time, national developments - including the work of the Casey Commission and the Government's consultation on special educational needs for children - have opened important conversations about the future shape of social care provision. All of this has unfolded as we reached the halfway point in our current organisational strategy, delivering on the commitment we set out to make.

We marked this milestone with a thoughtful and purposeful review, turning our attention to what comes next. In a sector that is constantly evolving, the Board has begun to explore how Affinity Trust should focus its ambitions for the next phase of its journey. Central to this is an understanding of our role in supporting people through change - enabling good lives through different stages, circumstances and transitions - and how we plan sustainably to extend that support to more people in the years ahead.

Alongside my fellow Trustees and the Executive Team, my priority is to ensure that Affinity Trust remains focused on delivering the very best support possible, with decisions firmly grounded in the experiences, aspirations and rights of the people we support. Affinity Trust is, at its heart, a deeply human organisation - one shaped by shared values and a collective determination to make a positive difference in the lives of people with learning disabilities, people with autism and those with other support needs.

The establishment of our People Committee during the year has been an important step in strengthening our governance and ensuring these values continue to guide our decisions. With new employment legislation on the horizon, this Committee will play an increasingly important role in providing oversight and assurance as we navigate the changes ahead.

As we enter the new financial year, we will shortly welcome a new Commercial Director, bringing fresh experience and perspectives to the Executive Team. The Board also welcomed a new Trustee during the year; Robert Greene joins us with a wealth of experience from the housing sector, further strengthening our collective expertise at a time when access to safe, appropriate housing is fundamental to enabling good lives.

Yet amid this change, I am reminded of the constancy and significance of our work. One story from the past year brought home to me, once again, the difference Affinity Trust makes in people's everyday lives.

A family had enjoyed a trip to the seaside - pictures of their son laughing and playing in the waves, his parents close by, sharing in his joy. It is a scene many of us recognise - the excitement of spotting the sea, running to paddle, or building sandcastles on the shore.

For this family, however, it was their first trip to the seaside in several years, made possible by the support of a positive behaviour practitioner. It was an experience they had believed was no longer attainable - for them, and perhaps more importantly, for their son.

Every day, support workers across Affinity Trust enable people to live their lives in the way they choose. It is work of profound importance, carried out with care, commitment and compassion. I am enormously proud to serve as Chair of an organisation with such purpose and heart, and grateful to everyone who contributes to the difference Affinity Trust makes.

Warm wishes,
Tanya Barron Chair of the Board of Trustees, Affinity Trust

Message from Kerry Dearden, Chief Executive

This year marks my first full year as Chief Executive of Affinity Trust, and it has been a privilege to lead an organisation whose people, values and purpose make such a meaningful difference. I want to thank colleagues across the country - your professionalism, compassion and resilience are the foundation of everything we achieve.

I have been particularly proud to see people we support play an active role in shaping our leadership this year, including in the recruitment of new members of the Executive Team and a new Trustee. This is a powerful reflection of our commitment to inclusion and co-production, and to ensuring that lived experience informs how we lead and make decisions.

The wider social care landscape continues to present significant challenge. Funding pressures, rising costs and increasing complexity of need require us to operate with discipline, creativity and clarity. Against this backdrop, we have strengthened our approach to safeguarding, accountability and sustainable models of support.

Affinity Trust supports people across their whole life, working with children and young adults as well as people later in life. We support people to move out of hospital and back into their communities, and to move out of their family homes into homes of their own, gaining greater independence. These are all points of significant transition, where the right support can transform lives. This understanding will shape how we build on our strengths in the future.

This year, we worked proactively with commissioners where funding could not sustain the quality and safety we expect. These conversations have helped make services more sustainable, while protecting quality, dignity and safety for the people we support and our teams. Our purpose is to support people with learning disabilities and people with autism to live the lives they choose. Over the past year, stories from people we support, families and colleagues - about new homes, stronger community connections, confidence, employment and independence - have powerfully shown the impact of our work.

Looking ahead we will aim to support more people to live great lives and increase our social value and strategic partnerships. We will do this whilst also focusing on efficiency and resilience. We aim to expand our reach so we can support more people, while strengthening consistency, accountability and operational resilience. We have enhanced leadership rhythms, financial oversight and safeguarding arrangements, supported by improved data, reporting and assurance.

Our colleagues are central to delivering high quality support. Workforce wellbeing, stability and development remain key priorities. This year we launched our Management Development Programme, investing in managers at every level to build confidence, capability and consistency. Alongside this, we continue to strengthen recruitment, retention and learning, ensuring colleagues feel supported, valued and able to thrive in their roles.

Partnership remains fundamental to our future. We work closely with local authorities, the NHS, housing associations and sector partners who share our values and ambitions. As national debate about social care continues, we are committed to contributing constructively - ensuring that the voices and experiences of people we support, families and colleagues help shape a fairer, more sustainable and more coherent system.

We will continue to amplify the voices of people we support, work with commissioners on sustainable models, and use assistive technology to promote independence and safety. As you read this report, I hope it offers a clear sense of both the challenges we face and the determination with which we respond. The pressures are real, but so too is our purpose. I am proud of our organisation, proud of our people, and confident in our collective ability to support people to live good lives - at every stage.

Warm wishes,
Kerry Dearden, Chief Executive

Our five-year strategy 2023-2028

Enable people to live great lives

- ✔ We will provide person-centred support driven by choice and opportunity for everyone, with regulator ratings of GOOD or better in both England and Scotland.
- ✔ Our technology will enable evidence of great outcomes for people we support.

Support more people to live at home

- ✔ We will help people to transition from hospital back into the community.
- ✔ We will increase the number of people living in their own homes in communities of their choice.

Be a workplace where our people will grow and develop

- ✔ As part of our core values we will continue to be an inclusive and diverse workplace, and recruit more managers with protected characteristics.
- ✔ Through our investments in technology we will improve our employee experience.
- ✔ We will focus on the health and wellbeing of our people and provide continued development opportunities.

Actively partner, collaborate and influence

- ✔ We will be a collaborative and useful partner for evolving health systems, local authorities and other providers to improve outcomes for people we support.
- ✔ We will advocate alongside the people we support and their families to transform social care policy and practice.

Be financially fit to meet our ambitions

- ✔ We will ensure financial sustainability and healthy reserves enabling us to continue to grow, innovate and invest to improve the lives of people we support.
- ✔ We will continue to find more efficient ways of working, making every pound count.

Together, we will achieve:

Good or better

regulator ratings in England and Scotland.

85% **of people we support, or their families,** say that Affinity Trust is delivering **good support.**

85% **of people we support** progress towards their goals and aspirations.

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250 new people

(including at least 20 people identified as having complex needs) have moved from hospital back into their homes and communities.

15%

increase in employment of managers with protected characteristics.

Reduced employee turnover to the lower of sector averages and no more than:

30%

Making a difference through trauma-informed support

Susan, who we support, has struggled for many years with having her nails cut or filed, which can be extremely distressing and traumatic for her.

Over the past three years, her support worker has worked closely with Susan to gradually desensitise her to nail care. It started by simply leaving the nail clippers visible during personal care routines or in her bedroom, allowing Susan to become familiar with their presence. The aim was for her to feel comfortable picking them up, looking at them, and being around them without pressure.

For a long time, there was little progress. However, over the last year, Susan's relationship with her support worker has developed in strength and trust. As a result, Susan began allowing her support worker to hold the clippers in front of her without walking away. Gradually, Susan was able to sit down and allow one nail at a time to be cut, over several days. This was a huge achievement for her.

With great patience, she has been able to progress to having her toenails trimmed, as well as introducing a second colleague into the process to help Susan feel more comfortable with others being present. This transition has been going very well.

Throughout the process, her support worker ensures Susan receives plenty of reassurance, regular breaks, and positive reinforcement, like including small treats to help her remain relaxed and engaged. Maintaining her trust has always been the priority and is fundamental to this success.

Strategic Aim: Enable people to live great lives

Working together

This year, we have made great progress in bringing the voice of people we support into the heart of how we work at Affinity Trust in a meaningful way.

With several new appointments to Executive roles, people we support have had an important impact on selection, ensuring that candidates met with lived experience before joining the organisation.

We have now set up four regional co-production teams, giving people we support an opportunity to develop plans and ideas about the things that are important to them. In Scotland, a team member is working with NHS Grampian to encourage people with learning disabilities to have their annual health checks. Team members in Norfolk are working with Norfolk County Council's 'Real Deal' initiative, checking their website to ensure that everyone can understand it.

The team in the West are looking at producing videos to help other people we support learn skills like cooking, baking and gardening.

People new to Affinity Trust were welcomed with Big Plan days, where they were able to co-create their support plans, while sharing the people, things and experiences that are important to them in their day-to-day lives, as well as their hopes and dreams.

We have also recruited Quality Checkers – people we support who undertake quality checks on other locations. The questions were developed by the Quality Checkers themselves, and they have been instrumental in providing feedback and continuous improvement. The group meets on a quarterly basis.

Everyone in the team is passionate about their work and making a difference. Some of the actions that have been carried out include ensuring there are regular tenants' meetings, supporting a person to understand what to do in the event of a fire, ensuring the appropriate support and support plans are in place to enable someone to develop their cooking skills - genuinely putting people at the heart at what they do.

Delivering quality support

Our continued passion for providing high quality person-centred support is reflected in our investment in growing the Quality Team over the last year.

We have recruited a Positive Behaviour Support Manager who ensures that we have a consistent approach for people in supported living, driving best practice.

Our co-production lead is now part of the Quality Team, ensuring the perspectives of people we support are woven through all our initiatives.

In February 2026, we were joined by our first two Quality Partners. This will expand our capacity to undertake quality audits across the organisation, as well as provide coaching and mentoring support to colleagues.

These changes mean that we can continuously support teams to understand and deliver support in line with best practice and ensure that the voices of the people we support are being heard.

We have also developed a sophisticated suite of reports that enable colleagues across the organisation to identify priority areas of focus. Dashboards covering a variety of quality and risk indicators give managers clear sight of areas that are performing well, and those that need attention, long before there is a risk of dropping below compliance levels.

Having clear and accessible oversight of quality indicators from local level to Executive level means that we can be confident that we are enabling people to live great lives through high-quality support.

Caledonian Circle

Michael, who we support, is a member of the Caledonian Circle, our co-production team in Scotland. As a wheelchair user, he is frustrated by the barriers he and others like him face regularly.

He describes how it feels to have people talk to the person ‘in charge’ of the chair rather than with him, and how difficult it can be to get about. He wanted the people who support him to see things from his perspective.

We worked with Michael to capture his experiences – and hope for a change in attitudes - in a powerful video that new Affinity Trust colleagues see as part of their induction.

Compassion Crew

Ami-Rose and Jason are members of the co-production team Compassion Crew (East and Central regions); both are keen to have a positive impact on the support we offer.

They worked with the Co-production Lead to check the words in our new quality strategy statement and develop the new satisfaction survey for people we support.

They shared their ideas about what was important to them and what kind of words and questions to use in the survey so that people would be able to understand and join in. They were also very clear about how the survey should be laid out.

The Scottish co-production team, the Caledonian Circle, then checked the finished survey, so that we got input from a diverse group of people we support.

It’s our first big piece of co-produced work at Affinity Trust since the teams had their induction sessions – it’s great to see people we support leading the way in how we work together.

Strategic Aim: Support more people to live at home

Following Local Authorities having confidence in the support we provide, we were awarded new contracts, resulting in our ability to support around 85-90 new people. This significantly exceeds our KPI for the year of 50 new people supported.

We were awarded two new tenders in Oxfordshire, which means we will soon be supporting **69** new people. This is a significant step forward in extending our reach and ensuring more people can access the right support to live well in their communities. The first of these Oxfordshire tenders involved submission of a video, co-produced with people we support. We welcome the new people to Affinity Trust in early 2026/27.

Our successful Cambridgeshire tender will see six new people join us from 2027. In the meantime, we are working with housing partners to design and develop their new home.

In Norfolk, we will be providing positive behaviour support for between **10 and 15** children and young people each year. This is a new geographical area for the Children and Young People division and we are proud to be expanding the success we have had elsewhere in the country.

We successfully won nine tenders during the year, spanning both new contracts and places on new frameworks. This strong performance supports our strategic plan to grow sustainably so that we can reach and support more people. These wins will increase our income by over **£6 million** (against a target of £4 million), helping us to invest in and sustain high-quality support.

85-90 new people supported

support for between

10-15 Children

Strategic Aim: Actively partner, collaborate and influence

Strengthening our tender team

Following retirements in key roles, we refreshed our tender team during the year, strengthening capacity and bringing in new skills and experience.

Through this period of transition, the team maintained momentum and delivered a strong set of outcomes, with valuable support from both current and former team members.

We continue to strengthen our approach by actively seeking feedback from councils after tender outcomes, whether successful or unsuccessful. The tender team reviews this alongside wider commissioner insight to understand what worked well, where we can improve, and how future responses can be made stronger.

These reflections are captured in our lessons learned log and used to improve the quality, consistency and impact of our submissions, with advice and input from colleagues across Affinity Trust helping us refine our approach and support sustainable growth.

Developing commissioner relationships

By bringing together expertise from our Housing, Tender and Divisional teams, we are better able to build commissioner relationships, understand local authority priorities, and work in partnership to shape support that meets people's needs.

In Doncaster, following our successful appointment to a framework in a new local authority area, the local Divisional Director and an Operational Manager met promptly with commissioners to introduce Affinity Trust, understand the council's commissioning intentions, and begin building a strong working relationship.

We want to make this proactive approach standard following framework successes in new areas, helping us identify opportunities earlier and develop partnerships that support better outcomes for people.

Another example of this collaborative approach can be seen in Cambridgeshire, where a successful tender led to a partnership extending beyond the local authority. While the contract was to provide support for six people, the council also required the successful provider to work alongside a housing developer and housing provider to design and deliver suitable accommodation.

Together, we are developing six self-contained bungalows, demonstrating how strong commissioner relationships and effective partnership working can create tailored, long-term solutions that enable people to live more independently.

Throughout the year, our Tender team works closely with Divisional Directors to support strengthening relationships with commissioners throughout the commissioning process.

By supporting market engagement events, tender briefings and early engagement opportunities, they help showcase Affinity Trust's expertise, build trusted partnerships and contribute to conversations that shape future service specifications.

Working together in this way enables us to better understand local priorities, influence service design where appropriate, and position Affinity Trust as a collaborative partner committed to delivering high-quality, person-centred support.

Strengthening housing partnerships

Over the past 12 months, Affinity Trust has worked with partners including local authorities and housing associations to bring forward a number of new housing developments that will enable us to support more people with learning disabilities. As a result, a further 25 units of housing are expected to open in the next 24 months.

We have also worked in partnership to develop a strategic plan to reduce the number of void units. This has involved working with housing association partners to improve properties, helping make them more attractive to prospective tenants and increasing the likelihood that people will choose to accept a tenancy.

In turn, this supports Affinity Trust to increase the number of people we support.

Over the last 12 months, all service level agreements have been reviewed, and regular partner liaison meetings are now taking place to discuss property matters, support requirements and future opportunities. Relationships are much improved, and key contacts are now established with each local authority and third-party housing association.

Growth from existing frameworks

As well as working towards new tenders and frameworks, we also enjoyed organic growth from existing frameworks, and through increases in commissioned hours.

This growth meant we ended the year with overall revenue of £75.7 million.

Partnering to deliver Positive Behaviour Support (PBS) in Norfolk

A significant tender success saw us extend our PBS service in partnership with Norfolk County Council.

The contract is to deliver a new service that will use a Positive Behaviour Support (PBS) informed approach to provide targeted assistance to 10 - 15 children per year, particularly for those children at risk of entering long-term care placements, by addressing behaviour that challenges regardless of the root cause or diagnosis. The service is for children and young people up to age 18 with behaviour that challenges those around them and requires a holistic and whole family approach, delivered to their parents, carers and other people in their natural network as required.

The service is managed by an experienced Service Lead, who provides clinical governance and operational management. Delivery on the ground is driven by four newly appointed PBS Practitioners, all very keen and enthusiastic. This team works directly with young people and families, in all settings ie schools and respite to implement function-based PBS Plans to increase the young person's quality of life.

PBS plans been introduced and interventions are underway. We are already seeing some positive outcomes including increases in communication, increases in play skills, increases in social skills and decreases in behaviours of concern.

Amplifying voice and impact

As we seek to influence policy development and develop partnerships, we are committed amplifying lived experience. We support people to speak up about what matters to them and helping to shape services, practice and wider policy. During the year, this included the following examples:

- Bryan, who we support in Cheadle, is politically engaged and has volunteered with the Lived Experience Group of the Adult Social Care All Party Parliamentary Group (APPG) for several years. Along with our Co-production Lead, he contributed to the Fair Pay Agreement consultation through the APPG, advocating for accessible information and realistic timelines so people with lived experience can take part meaningfully - helping decision-makers understand how critical consistent, person-centred support is to day-to-day quality of life and supporting fairer, more inclusive policy development across the sector.
- Our Expert by Experience Co-ordinator supported two young volunteers from our keyworking service to help run peer support groups and workshops on Living with Autism and Eating Disorders, creating spaces where young people can share experiences, feel understood and access timely support.
- Volunteer Georgia developed a resource, *Nothing about Me without Me*, offering practical tools to strengthen choice, consent and co-production so people's voices are heard in decisions about their lives.
- Volunteer Poppy connected with eating disorder campaigner Hope Virgo through the *Dump the Scales* campaign to share ideas on early intervention in schools; as a result, Poppy and the Expert by Experience Co-ordinator were invited to a round-table at the Houses of Parliament in April 2026.

Together, these examples show how we don't speak on behalf of people, we amplify their lived experience. Working in equal partnership, we support people to influence services and systems, while also strengthening the way we listen, learn and improve the support we deliver every day.

Preston: A new location

This new supported living development, delivered in partnership with Reside With Progress (RWP) Housing, part of the Progress Group, and Lancashire County Council (LCC), has created high-quality, purpose-built homes designed around what people want to live well. As new tenants, they moved into their new homes in March 2026, taking an important step towards greater independence in a home of their own.

Alongside the new homes, we focused on making move-in a positive experience for people and families. Big Plan sessions helped people shape their support in their own words, build relationships with the team early, and prepare for day-to-day life in their new community.

We also built strong working relationships with RWP and the local authority, helping to keep communication clear and person-centred. Our team was commended by both partners for our collaborative, positive approach, supporting a smooth transition from build completion to people moving in.

By working closely with the Housing Officer, we helped people navigate applications and tenancy sign-ups with confidence, reducing stress and removing practical barriers. This supportive, joined-up approach has helped lay strong foundations for settled tenancies and positive relationships from day one.

To ensure people experienced consistent, confident support from the start, new colleagues completed a structured induction and met people and families ahead of move-in. This meant support could begin with familiarity, shared understanding and clear plans - helping people settle into their new homes at their own pace.

Preston: A new location

As people began to move in, we tailored support to what mattered to them - especially around change and family connections.

For example, one person who was anxious about leaving his mother was supported to transition gradually through a step-by-step plan, building confidence with overnight stays and reassurance along the way.

- People moved into purpose-built homes with support that promotes independence, safety and wellbeing.
- Families were involved early and reassured through relationship-building and clear, person-centred support plans.
- Partners benefitted from a collaborative approach that strengthened communication and supported smooth mobilisation.

As further flats are allocated, we will continue to support new people to settle in, build connections locally and shape support around their goals - working alongside partners to ensure the development remains a place where people can thrive.

Our People

Strategic Aim:
Be a workplace where our people will grow and develop

This year, we have put in place the foundations for building an engaged workforce with a focus on recruitment and retention in order to to grow our permanent workforce.

The People Committee is dedicated to ensuring that we do everything possible to equip our colleagues with the right skills, training, and experience to deliver high quality, person-centred support.

This includes investing in professional development, supporting wellbeing, and fostering a culture where every colleague can thrive and make a positive difference in the lives of the people we support.

This means our turnover has reduced significantly and is now much closer to the sector average, demonstrating the progress we are making towards our stretch target by 2028 of a turnover rate not exceeding sector averages. We are proud of the work we have done to retain colleagues at Affinity Trust, strengthening stability and continuity for the people we support.

We have made improvements in our recruitment processes as well as in the quality of our interactions with candidates. This has resulted in a reduction in time-to-hire of 32.8 days (a **37.7%** reduction) from March 2025.

Over the last year, our permanent and bank workforce has remained steady, with 2,162 at March 2025 and 2,157 at March 2026.

We have continued to invest in the learning and development of our workforce, so colleagues feel confident, supported and equipped to deliver safe, consistent and person-centred support. This year, we launched our Management Development Programme, so every manager at Affinity Trust will be trained in the essential tools they need to be fair, consistent and empowering line managers, strengthening team culture and improving day-to-day experiences for colleagues.

Strategic Aim:
Be a workplace where our people will grow and develop

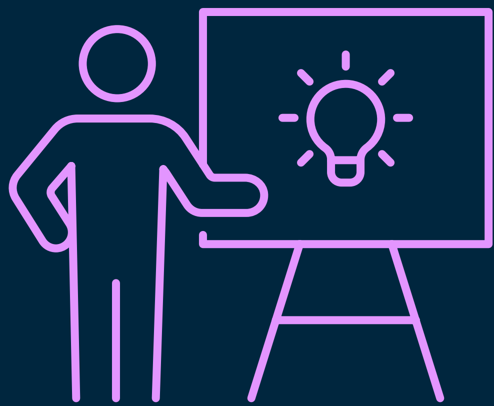
We had **61** apprenticeships start in 2025/26 and celebrated a further **23** colleagues who completed their apprenticeship, supporting progression and building long-term capability across Affinity Trust. In addition, we delivered over **1,300** training sessions across the year, including **172** in Emergency First Aid, **100** in Moving and Assisting People, and **174** in the Safe Handling of Medication.

This learning forms a key part of our mandatory training offer and helps ensure people we support receive safe, reliable support from colleagues who are trained and confident in their practice.

We also delivered more than **150** specialist courses in areas such as Makaton and Autism, enhancing and complementing our existing eLearning provision so colleagues can better communicate and tailor support.

We hosted **27** optional live webinars to promote ongoing professional development and wellbeing, covering subjects such as Navigating Change, Time Management, and Supporting Personal Wellbeing. To further support leadership development, managers were provided with quarterly access to training on topics including Unconscious Bias and Effective Support Planning.

61 New apprenticeships



1,300 training sessions

27 Webinars

Strategic Aim:
Be a workplace where our people will grow and develop

Over **95%** of colleagues completed their mandatory training, supporting safer practice, stronger support planning and a more consistent experience for people we support.

We recognised the achievements of our colleagues through our thank you scheme, long service awards and our annual Star Awards. The Star Awards received **510** nominations from colleagues, managers, people we support, their families and professionals we work alongside - highlighting the everyday ways colleagues make a positive difference, from building trusting relationships to supporting people to achieve their goals and live the lives they choose.

We moved into our new Head Office in Thame which has been designed to enable increased collaboration with meeting rooms and break-out areas. We re-introduced hybrid working with head office colleagues based either in our Thame or Leicester offices.

95%
of colleagues completed their mandatory training

510 Nominations for Star Awards

10

73 colleagues celebrated their ten year anniversary at Affinity Trust

20

10 colleagues celebrated their 20 year anniversary

Introducing the amazing Singing for the Soul

Support workers Amanda and Bridget both had experience of performing arts, so understood the impact that stepping up on the stage can have on people.

With some of the people they support interested in singing, they looked at what was on offer locally but felt that it didn't quite meet their needs and in some cases was a bit infantilising. Undeterred, the pair set about creating a choir that was truly inclusive and Singing for the Soul was born.

Singing for the Soul welcomes everyone, and everyone can take a turn in the spotlight. People get to choose the songs, so the group sings everything from classic Céline Dion ballads to the latest K-pop hit. Group songs are carefully choreographed in Makaton, and there are plenty of solos.

It's clear that the singing group is having a profound impact on people who join it. Many sit quietly in the background at first, and there's no pressure on them to be more involved.

Most end up on the stage, encouraged and supported by the rest of the group.

Friendships and connections are forged that continue outside of rehearsals.

They've become well known locally and have sung at Coalville Pride and other local events, as well as for the NHS and they've also been filmed by the BBC. The group puts on a showcase event each year.

One of the aims of Singing for the Soul is to give members a genuine taste of the entertainment world: a real stage, real lighting and an appreciative audience.

Performances are emotional: one minute you might be crying, the next laughing at the sheer joy and passion, as lives are changed one song at a time.

Find out more about Singing for the Soul:
www.youtube.com/watch?v=ul76mPz02t4

Our Partners

Strategic Aim: Support more people to live at home

Improving lives through collaboration

Partnerships are central to how we extend our impact beyond our direct services. By working alongside other providers, commissioners, people with lived experience and sector partners, we can strengthen quality, share expertise and help shape better systems of support.

During the year, we entered into a new partnership with Alpha May to deliver Positive Behaviour Support (PBS) to 25 children, alongside PBS training and guidance for Alpha May colleagues.

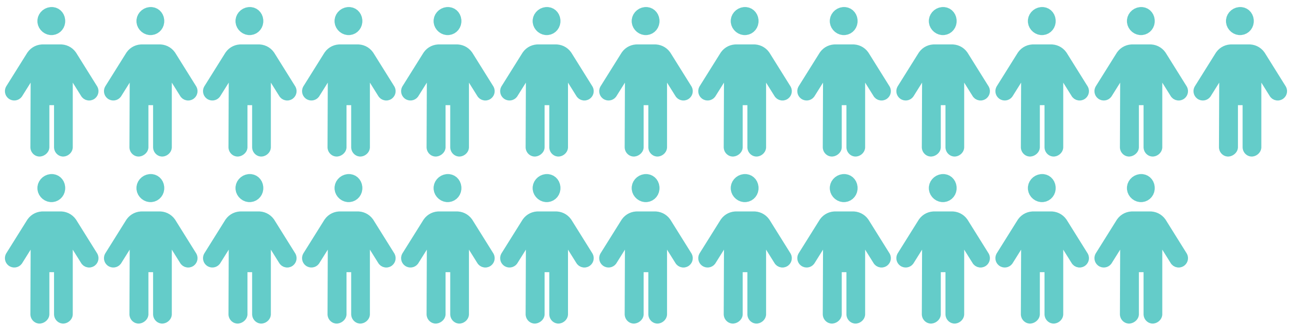
The partnership is outcome-focused, helping children take part in activities they might otherwise struggle with or be excluded from. It is also significant for Affinity Trust, extending our role from direct delivery into supporting another organisation to embed PBS within its own practice and systems of work.

Our Flourishing Lives service was mobilised in February 2025 to deliver Positive Behaviour Support to adults. During the year, the service supported 20 people and developed positive partnerships with supported living providers across Bristol, South Gloucestershire and North Somerset.

Through PBS training and advice, this work has contributed to reductions in behaviours of concern and improvements in quality of life for the people supported.

Read about our new Preston development, created in partnership with Progress Housing and Lancashire County Council, on page 15.

We will deliver Positive Behaviour Support (PBS) to 25 children and young people



What is Positive Behaviour Support?

Positive Behaviour Support (PBS) is central to how we provide safe, consistent and person-centred support, particularly for people with intensive or specialist needs.

It is an evidence-based, person-centred approach that helps people, most commonly people with learning disabilities and/or autistic people, to live the lives they choose by understanding what drives behaviours of concern and using proactive, positive strategies to reduce distress, build skills and support more consistent responses from the wider circle of support.

The principles of PBS

Consent and collaboration: the person leads their plan, with family and others working together consistently.

Person-centred: builds on strengths and what a good life looks like for the person.

Positive reinforcement: recognises and encourages skills and positive behaviours.

Proactive prevention: reduces avoidable stress and removes barriers where possible.

Assessment-based: uses functional assessment and reviews what is working over time.

Outcome-focused: measures what changes for the person (choice, participation, relationships, quality of life).

Find out more about Positive Behaviour Support:
www.affinitytrust.org/about-us/insights/positive-behaviour-support/

One example of the impact this specialist work can have is set out below:

Jake*, aged seven, always had a smile on his face. He loved swimming, trampolining and playing with his trains. But at home, he was often challenging, causing severe injuries to his mother and grandparents and serious damage to the family home. In the community, he would lunge at his mother when she was driving and he caused significant damage to the family vehicle.

Following a Functional Analysis, a Positive Behaviour Support plan was co-produced with Jake's family and school. This was written for everyone in Jake's support team to use, with one commenting: *"It's amazing to see this much work go into one child's plan."*

Within six months, Jake was making exceptional progress. Jake is now sleeping in his own room. His diet is healthier and more varied. Jake's mother has reported no aggression or property damage, commenting
"Jake is like a different child now."

*name changed for privacy

Our Funding

Strategic Aim: Be financially fit to meet our ambitions

Being financially sustainable matters because it helps us protect the quality and consistency of care for the people we support and create the conditions for colleagues to thrive.

Like the wider care sector, we continue to face significant financial pressures, including rising employment costs, a competitive job market and the cost of using agency workers to cover vacancies. In responding to these challenges, we focused on practical steps that protect the stability and quality of support for people we support, while supporting colleagues and using resources wisely:

Recruiting and retaining colleagues: we ran dedicated recruitment events and improved the experience for applicants, helping us fill vacancies faster and reduce disruption for people we support.

Working more efficiently: we continued to embed a continuous improvement approach and make better use of our IT systems so that more time and resource can be focused on frontline support.

Sustaining services where fees were not viable: we negotiated fee increases with several local authorities where funding levels could not sustain the quality and safety standards we expect.

Better value from suppliers: we recruited a Procurement lead to support managers in securing best value for money from existing and new suppliers.

Reducing reliance on agency: we worked closely with operational teams to reduce agency spend, including improving recruitment KPIs and introducing a policy that supports colleagues to take annual leave throughout the year - supporting wellbeing and helping avoid peaks in agency costs.

Safer, more transparent agency booking when needed: we introduced an online booking platform so managers can access a wider pool of agency cover when required, with clear checks on training and right-to-work compliance.

These actions support our ambition to be financially fit to grow sustainably—so we can keep delivering safe, high-quality support and extend our reach to more people in the years ahead.

Our Impact

Social Value

Every day, Affinity Trust creates social value through the support we provide, the opportunities we create for people to contribute to their communities, the employment and development we offer colleagues, and the way we work with partners and suppliers. During the year, we strengthened our approach to social value by developing a new strategic plan to help us define, measure and increase the wider impact of our work.

Our social value framework focuses on five areas:

01 **Improving lives and strengthening communities** by supporting wellbeing, independence, inclusion and participation, while helping to reduce social isolation.

02 **Creating opportunities through employment and development** by supporting people and colleagues to build skills, confidence and long-term opportunities.

03 **Reducing environmental impact** by improving the sustainability of our operations and promoting more responsible ways of working.

04 **Promoting inclusion and fairness** by fostering a diverse and inclusive workplace and ensuring our services are accessible to all.

04 **Acting ethically and responsibly** by operating transparently and supporting ethical and local suppliers wherever possible.

This framework will help us strengthen how we measure and report the wider value created through our work over time. While this approach is still developing, the impact is already visible in the lives of the people we support and in the communities we are part of.

Score volunteering at the Living Room foodbank

At Score Opportunities in Hereford, people we support explored acts of kindness as part of their wellbeing sessions and became interested in learning more about the local foodbank, the Living Room.

Working with colleagues there, they collected, sorted and delivered donated food, checked dates, grouped items and helped prepare stock for use.

The experience offered much more than a visit. People we support were able to contribute to an important local service, learn how the foodbank supports people in the community, and build confidence through practical volunteering. It also created opportunities for connection and understanding, helping people see the role they can play in supporting others and building meaningful links in their community.

The visit ended at the Living Room Café where everyone had a drink, before looking at the food bank area at the back of the café. The lady explained that the food items come from donations by the public and from local supermarkets, which send food that would otherwise be thrown away (food waste).

This is one example of how social value is created through everyday opportunities - not only through the support we deliver, but through enabling people to participate, contribute and make a positive difference in the communities they are part of.

Our Future

For support - Our priorities for support next year are:

Consistency and safety every day: strengthen support planning and practice so people experience safe, person-centred support across all locations.

Earlier action and stronger assurance: use insight from audits, dashboards and learning to to ensure we are providing high quality support at all times.

Building capability in teams: continue practical workshops and coaching so colleagues feel confident and supported to deliver great practice.

Demonstrate outcomes: deliver tools and training to our colleagues so that we can demonstrate the difference that people we support are making to achieve the outcomes they wish.

Co-production: embed our co-production action groups so that people we support have a voice in how we manage the support we deliver as well as having a greater voice in the community.

For our people

Next year we will build on the progress we have made to strengthen our workforce and the quality of our support. Our focus is to be a great place to work, so we can attract and retain the skilled colleagues we need—supporting stability, continuity and great outcomes for the people we support.

Our people priorities next year are:

Grow sustainably to support more people: build capacity so we can extend our reach and support more people to live good lives in their own homes and communities.

Make Affinity Trust a great place to work: strengthen pay, development, wellbeing and communication so colleagues feel valued and choose to stay.

Embed co-production and innovation: keep amplifying lived experience and work with partners to develop innovative models of support, including wider use of assistive technology to promote independence and safety.

Fair pay and reward: in anticipation of the Fair Pay Agreement for Social Care, we will work with local authorities and commissioners to review our approach to pay and reward, progressing our ambition to be a Real Living Wage employer where sustainably funded.

Employment rights and wellbeing: we will update policies, processes and systems in line with new employment legislation as it is introduced in 2026/27 and beyond, including changes relating to statutory sickness pay, paternity and unpaid leave - supporting fairness and colleague wellbeing.

Better communication with frontline colleagues: we will introduce a new colleague communication and engagement app (Blink) to improve day-to-day communication with support workers, gather regular feedback through pulse surveys, and strengthen onboarding to support recruitment and retention.

Belonging and inclusion: we will review our approach to equity, diversity and inclusion and agree a clear EDI strategy, including a focus on improving diversity in management roles.

Leadership and development: we will continue to roll out our Management Development Programme, improve induction for support workers and support managers, and expand the range of qualifications available, supporting our goal to reduce turnover to 20% or below by 2028.

Workforce planning: we will continue to improve candidate experience and time-to-hire, and we will strengthen workforce management meetings by division to improve efficiency and ensure the best possible experience for colleagues and the people we support.

Governance report

Financial review

Affinity Trust operated in a challenging financial environment during 2025/26, with continued sector-wide pressure from rising employment costs, a competitive labour market and the use of agency workers in some hard-to-recruit areas.

During the year, Affinity Trust continued to focus on recruitment and retention, workforce efficiency and the effective use of its business systems to support sustainable high quality support. This included a review of workforce policies and rostering arrangements.

As part of this we introduced a change to the annual leave policy to encourage annual leave to be taken within the relevant leave year rather than carried forward promoting colleague well-being, resulting in a one-off cost impact of approximately £300k in 2025/26.

For the year ended 31 March 2026, Affinity Trust reported a net deficit of **£66k**, compared with a net surplus of **£46k** in the prior year. This outturn reflected a combination of wider sector cost pressures and one-off costs incurred during the year, including the impact of the annual leave policy change described above and other planned investment in workforce-related changes.

Total income for the year ended 31 March 2026 was **£75.7m** (2024/25: **£72.3m**), an increase of **4.7%** on the prior year, driven by new contracts secured in line with the Trust's growth strategy and inflationary uplifts agreed by local authorities.

Total expenditure for the year ended 31 March 2026 was **£75.8m** (2024/25: **£72.3m**), a **4.7%** increase on the prior period driven by higher staff costs and other inflationary increases.

Debtor days were 21 at March 2026, unchanged from March 2025.

Total cash and cash investments were **£8.5m** at 31 March 2026, compared with **£9.5m** at 31 March 2025. The reduction of **£1.0m** principally reflected investment in supported housing properties, IT equipment for colleagues and the new head office.

Reserves policy

Affinity Trust's reserves policy is intended to protect the organisation from disruption arising from a sudden or unexpected loss of funds, provide capacity to pursue strategic opportunities that maximise impact, and support long-term financial resilience and sustainability.

Affinity Trust operates a liquidity-based reserves policy, as liquidity is considered a key measure of financial sustainability. The policy sets a target range for cash and investments of £6m to £15m, based on an assessment of the principal financial risks and uncertainties faced by the Trust.

At 31 March 2026, Affinity Trust held cash and investments of £8.5m, which remained within the target range set by the reserves policy.

Total reserves were £14.3m at 31 March 2026 (2024/25: £14.4m), comprising general funds of £10.0m, designated funds of £2.8m and restricted funds of £1.4m.

Total Designated funds are £2.99M at March 2026. This relates to the net book value of Tangible Fixed Assets, mainly for our portfolio of supported living properties.

Restricted funds consist of £1m which is an NHS capital grant received to fund the capital works at Copton Ash in Leicestershire, a capital grant of £0.3m and a small number of voluntary donations from friends and family of people we support, and members of the public (see fundraising policy below).

Going Concern

The accounts have been prepared on a going concern basis. The Trustees have reviewed long-term financial and cash-flow projections to 31 March 2029 which support the preparation of the financial statements on this basis. The organisation has significant cash and investment balances and many costs are linked to services. If the organisation were to cease providing a service for any reason, then these costs would no longer be incurred.

Investment policy

Affinity Trust's investment policy is documented within the Treasury Management and Investment Policy, which is reviewed annually by the Finance and Audit Committee.

The policy can be summarised as follows: a widely diversified investment portfolio is established, within which a range of investments across the whole risk spectrum from high to low may be held, with the expectation that there will be no concentration of assets at the high or low end of the risk spectrum at any point in time.

The policy requires Environmental, Social and Governance (ESG) factors to be taken into consideration.

The Finance and Audit Committee is responsible for determining a suitable investment strategy using this approach. The objective is to invest the portfolio to provide a return that exceeds the real (inflation adjusted) value of capital over the longer term.

The investment portfolio was liquidated in August 2023 and the funds placed in fixed term deposit bank accounts. The Trustees approved this change in approach to achieve attractive returns that were available on the money markets with low levels of risk, following the raising of interest rates by the Bank of England.

We plan to review our investment strategy approach during 2026/27.

Fundraising

Donors to Affinity Trust can be assured that we comply with the regulatory standards for fundraising. We are registered with the Fundraising Regulator and are committed to the Fundraising Promise and adherence to the Code of Fundraising Practice.

We also hold organisational membership of the Chartered Institute of Fundraising.

We use third-party suppliers to support our fundraising aims where appropriate. We currently use a will-writing company to promote online gifts in wills. We have safeguards in place when working with suppliers so that we protect our supporters and the reputation of our charity.

Affinity Trust is committed to promoting best practice and demonstrating compliance with the law in all our fundraising approaches to individual supporters. Affinity Trust commits to fundraising in an honest and transparent way.

Therefore, it is vital that the relationship we build with our supporters and potential supporters is a positive one, this is particularly so for vulnerable people. We will ensure that vulnerable people are treated fairly and with compassion and integrity.

This policy demonstrates our commitment to the fair treatment of our supporters (or potential supporters) who may lack capacity or find themselves in vulnerable circumstances.

Affinity Trust will abide by the requirements set out in the Code of Fundraising Practice and the Charities (Protection and Social Investment) Act 2016 for vulnerable people. We are also committed to our Supporter Promise.

Our website outlines our feedback, compliments and complaints policy for the public and clearly explains how an individual can complain. In the 2024/25 financial year we received no complaints in relation to fundraising.

We have a Vulnerable Supporters' Policy and a Supporter Promise. We are also signed up to the Fundraising Preference Service to enable individuals to opt out from receiving fundraising communications from us.

Principal risks and uncertainties

During the year the Board of Trustees reviewed the key strategic and operational risks faced by Affinity Trust and determined specific activities to reduce and manage these risks.

The Board uses a framework to assess the likelihood and potential impact of key risks, enabling risks and associated action plans to be prioritised and monitored.

During the year, the Board of Trustees, together with the Executive Team, also undertook a structured review of Affinity Trust's risk appetite to support a clearer understanding of the level and type of risk the organisation is willing to accept in pursuit of its strategic objectives.

This work will continue to inform strategic planning, decision-making and risk oversight.

The Board confirmed that risk appetite remains low in areas relating to safeguarding, compliance and other legal, ethical and regulatory responsibilities.

The principal risks and uncertainties managed during the year were:

Risk	Mitigating Actions
High levels of staff turnover	Development and implementation of a People strategy that aims to improve both recruitment and retention. Specific actions include: • Implementation of both leadership and management development programmes, and a focus on career pathways • Developments in our approach to wellbeing and resilience • Developments in our approach to engagement and communications • A broad range of flexible benefits • Continued development of our infrastructure and systems
Failure to recruit the workforce we need	Development and implementation of a People strategy that aims to improve both recruitment and retention. Specific actions include: • Enhancing the capacity and capability in our recruitment team, including appointing a new Head of Recruitment and Inclusion role • Improving our approach to employer branding and our value proposition • Developing our social media presence • Implementing a new candidate-focussed applicant tracking system
Risk of a cyber incident	• Annual penetration testing is undertaken. • Embedding our new e-mail monitoring and blocking system. • Requiring use of multi-factor authentication across the organisation. • Regular off-site system back-ups are made to enable the system to be restored in the event of an outage. • We will maintain Cyber Essential Plus accreditation.
Risk of harm to people we support	• Development of new Quality Assurance tool using RADAR, with improved reporting focusing on good practise and areas for improvement. • A summary quarterly Safeguarding report is reviewed by the Executive Team, the Quality Committee and the Board.
Untoward death of someone we support	• The organisation ensures mandatory training is up to date and reported monthly. • Lessons Learned initiatives are implemented following serious incidents. • External Care Management assessments are sought to inform training needs.
Loss of high value contracts	• Operational staff review high value contracts as part of business review and 121 meetings. • Robust tender development and review process. • New service Quality Assurance framework and auditing tool implemented.
Breach of GDPR regulations	• All managers complete GDPR training. • The organisation regularly raises awareness and the importance of data privacy and communicates at appropriate levels within the organisation. • Privacy Impact Assessments are undertaken for all significant changes in the way personal data is processed. • Work is overseen by Data Protection specialist consultancy.

Risk	Mitigating Actions
Risk that regulators may lower ratings	• Mock inspections have been carried out to identify locations at risk and actions required. • New service Quality Assurance framework and auditing tool implemented.
Failure to be financially sustainable	• Trustees approve balanced or surplus budget with financial performance monitored regularly. • Robust controls over cash management, including debt management. • Periodic portfolio reviews, with action planning for contracts with poor financial viability • Ensuring Support Worker pay reflects market conditions, subject to affordability.

The Board of Trustees acknowledges that the work in which Affinity Trust is engaged is never risk free, and nor would the Board wish to completely avoid risk, but it is satisfied that the identified risks are being positively managed.

Structure, governance and management

Affinity Trust, the parent company, is a charitable company limited by guarantee and is registered with the Charity Commission and the Office of the Scottish Charity Regulator ("OSCR"). Governance is led by a Board of Trustees, who are the Directors of the company and who serve fixed terms of office. The company is governed by its Articles of Association which establish the objects and powers of the company.

The objectives of the organisation are the provision of support and other services for people with learning disabilities and other groups who need support.

The non-charitable subsidiary, Affinity Trust Support Limited, commenced trading on 27 January 2023. Affinity Trust Support Limited currently holds seven local authority contracts, with Affinity Trust responsible for all care and support provision.

HMRC approved our use of the scheme, however following their sector briefing in April 2025 these have now been unwound and contracted within the main group. The net impact of this change is approximately an ongoing £0.2M cost.

Status	The organisation is a company limited by guarantee, incorporated on 30 April 2009 in the name of Affinity Trust.
Company number	06893564
Charity number	1139891
OSCR number	SC043881
Country of registration	England & Wales and Scotland
Country of incorporation	United Kingdom
Governing document	The organisation is governed by its articles of association dated 30 April 2009 as amended by special resolution registered at Companies House on 11 January 2011.
Registered office and operational address	Unit B St Andrew's Court Wellington Street Thame Oxfordshire OX9 3WT

Executive Team	
Kerry Dearden	Chief Executive (joined February 2025)
Jacqui McCann	Director of Operations (joined in October 2025)
Robert Butler	Director of Finance
Ruth Bailey	Interim Director of People (joined in December 2025)
Deanna Westwood	Director of Quality Improvement & Compliance (joined April 2025)
David O'Neill	Interim Director of Business Development and Innovation (joined July 2025)

Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Tanya Barron
Chair of Trustees
and Chair of the
Nominations Committee

Jenny Edwards

Sian Rees
Chair of the
Quality Committee

Hanah Burgess
Chair of the Finance
and Audit Committee

Chris Akpakwu
Co-chair of
the People Committee

Caroline King
Co-chair of
the People Committee

Richard Parry

Robert Greene

Appointment of trustees

Recruitment of new Trustees takes place through a formal open recruitment process.

Trustee role, induction and training

A formal induction process for new Trustees is in place which includes the visiting of services delivered and meeting all levels of staff. Annual appraisals are conducted for individual Trustees by the Chair of the Board of Trustees and Trustees are able to access relevant conferences and training as required.

The Board of Trustees has established some Committees which receive more detailed information and provide greater scrutiny of their designated areas than would be possible by the Board itself. However, the Board continues to receive regular reports and information concerning these areas.

The Committees are:

- The Finance & Audit Committee which meets four times a year and reviews management accounts, draft financial statements, annual budgets and forecasts, compliance with financial regulations, appointment of auditors, bankers, investment managers and other external advisors, management and performance of the investment portfolio, financial risk assessments and the Treasury Management and Investment Policy and Reserves Policy.
- The Quality Committee which meets three times a year to review quality assurance of support services, safeguarding, health and safety and other areas relating to and affecting the quality of support which is delivered.
- The People Committee, which meets three times a year, dedicated to ensuring that we do everything possible to equip our colleagues with the right skills, training and environment to deliver high-quality person-centred support. The Committee oversees the organisation's people priorities and provides assurance that sufficient progress is being made to support the delivery of the strategic objectives and Business Plan, whilst monitoring compliance with appropriate regulatory and statutory workforce requirements and people-related best practice.
- The Remuneration Committee meets annually to review and determine the remuneration of the Executive Team; and
- The Nominations Committee meets as required to facilitate the recruitment of new Trustees and other such matters.

Trustees are remunerated and are able to claim expenses for any work undertaken on behalf of the charity and such remuneration is reviewed and recommended by the Independent Panel for Trustees Remuneration. Remuneration and expenses reclaimed from the charity are set out in Note 6 to the financial statements.

The Board of Trustees delegates day-to-day responsibility for the management of the organisation to the Chief Executive and Executive Team consisting of the Director of Finance, the Director of People, the Director of Operations, the Director of Quality Improvement and Compliance. At the end of March, we had a Business Development Director, that will change to a Commercial Director in June 2026.

The divisions and their related Councils for whom we provided services in the year are:

Central – Leicester, Leicestershire, Sheffield, Herefordshire

East – Norfolk, Suffolk, Cambridgeshire and Peterborough City Council

North – Leeds, Wakefield, Bradford, Staffordshire, East Riding, Wolverhampton, Hereford

Scotland – Argyll and Bute, South Ayrshire, North Ayrshire, Aberdeen

South – Surrey, Portsmouth, Southampton, Central Bedfordshire, Dorset

West – Bristol, West Berkshire, Oxfordshire, Somerset

Children and Young People – Bradford, Gloucestershire, Greater Manchester, Wakefield

Remuneration policy for key management personnel

As outlined above under Structure, Governance and Management, the Remuneration Committee is a sub-committee of the Board comprised of two Trustees who meet annually to review and determine the remuneration of the Executive Team. The Committee uses all available relevant benchmark data to determine levels of remuneration including any comparable sector remuneration information. As Trustees are also key management personnel, remuneration and expenses reclaimed from the charity by the Trustees are set out in Note 6 to the financial statements.

Engagement with our Stakeholders

Affinity Trust engages with a wide group of stakeholders through a variety of channels.

We hugely value the insight, opinions and feedback of the people we support and their families in our planning and decision making. We do this through our people we support and family forums and surveys.

All Board meetings commence with a session with someone we support so that Trustees can learn about how they live their life, their aspirations and what feedback they might wish to share. We have established a new co-production group to co-design new support models and other aspects of our work.

The Children and Young People team continue to refine their services by listening to the parents, carers and young people they support for example through co-production events. The team continue to offer PBS level 1 & 2 training to parents, carers, schools, respite providers and social care.

In addition, the team has developed a schools model that they plan to pilot with the aim of reducing exclusions and the numbers of young people with special education needs and disabilities placed on a reduced timetable.

Affinity Trust engages with its employees through regular staff forums, team meetings, and our internal newsletter, Stargazer.

In 2025, we celebrated the work of our colleagues through the Star annual Awards programme.

We collaborate with Commissioners and other care providers, for example within provider forums at a local level and by actively contributing to market engagement events.

We are an active member of the All Party Parliamentary Group for Adult Social Care, working alongside other care providers and Government representatives including at Minister level on advocacy and policy matters.

We are members of several membership bodies such as the Voluntary Organisations Disability Group (VODG) and the National Care Forum (NCF) and actively contribute to their work.

We regularly engage with our key suppliers, for example by providing feedback on their products and services, understanding new market developments, risks and opportunities.

At the beginning of 2026, we ran a refreshed survey for people we support, families, friends and professionals.

Anti-Corruption and Bribery Policy

Affinity Trust is committed to achieving the highest standard of probity, accountability and openness. This is achieved through a formal policy that is communicated to all staff to ensure that everyone is aware of and has complete clarity about what is acceptable in our dealings with our operating partners, be they suppliers, customers/commissioners or the people we support and their friends and families.

Affinity Trust regards bribery and corruption as completely unacceptable. No bribe or inducement should ever be made to any person, or accepted from any other person, in any circumstance, whether or not such inducements result in personal gain.

Environmental Policy

The Trustees are aware of the importance of protecting the local environments where services operate and Affinity Trust is committed to ensuring that the activities of the organisation have a minimal adverse impact on the environment.

Wherever possible, travel related environmental impacts are minimised through the provision of technology to facilitate meetings and/or online training provision and whilst the organisation only operates from a relatively small number of properties (for accommodation or office use), each of these locations has been the subject of an energy audit under the first and second phases of the Energy Saving Opportunities Scheme ("ESOS" & "ESOS2").

Energy and Carbon Reporting

As part of the obligations set out under the Energy and Carbon Report Regulations 2018, the charity is required to disclose the energy and carbon created as an organisation over the reporting period. We have measured our UK Energy and greenhouse gas emissions as classified within scope 1 and 2 of the Streamlined Energy and Carbon Reporting (SECR) standard which are presented in tables 1 to 5 below.

Energy Consumption and Greenhouse Gases

The methodology used for determining energy and carbon emissions within this section of the report are as per the regulations above. The calculations include a number of sources of our greenhouse emissions:

- Natural gas used for heating the buildings we occupy and for the provision of hot water.
- Electricity used for lighting, cooling and air conditioning.
- Fuel consumption in vehicles that are used for business including staff vehicles and hire cars.
- Gas and electricity consumption have been taken from invoices and sub-meter readings as appropriate.
- Fuel consumption is measured from mileage incurred by employees travelling to and from locations.

The charity's consumption and associated greenhouse gas emissions for the year ending 31 March 2025 and prior period comparatives are shown in tables 1 and 2

Table 1: Total energy consumption and associated greenhouse gas emissions.

Energy Type	Energy Use (kWh) 2025/26	Energy Use (kWh) 2024/25	Emissions (tCO2e/yr) 2025/26	Emissions (tCO2e/yr) 2024/25
Gas	265,157	293,230	47	54
Electricity	145,542	182,115	34	42
Transport	946,923	930,752	218	214
Total	**1,357,622**	**1,406,097**	**299**	**310**

Table 2: Energy and Carbon Conversion Factors

Activity	Fuel	Unit	Year	kg CO2e
Combustion of fuel	Natural Gas	kWh	2025/26	0.18500
Electricity generation	UK Electricity	kWh	2025/26	0.233000
Transport (average car)	Petrol	Mile	2025/26	0.26087
Combustion of fuel	Natural Gas	kWh	2024/25	0.18500
Electricity generation	UK Electricity	kWh	2024/25	0.233000
Transport (average car)	Petrol	Mile	2024/25	0.26087

Vehicle use is based on fleet vehicles and employee travel using their own vehicles for business use. An assumption has been made in both years that all vehicles use standard petrol. Both years assumed an engine transmission of 2 litres or less.

Intensity Ratio

Intensity ratios compare emissions data with an appropriate business metric or financial indicator. This allows a comparison of energy efficiency performance over time and with other similar types of organisation. We have chosen to compare our overall emissions with our annual turnover.

Table 3: Intensity Ratio

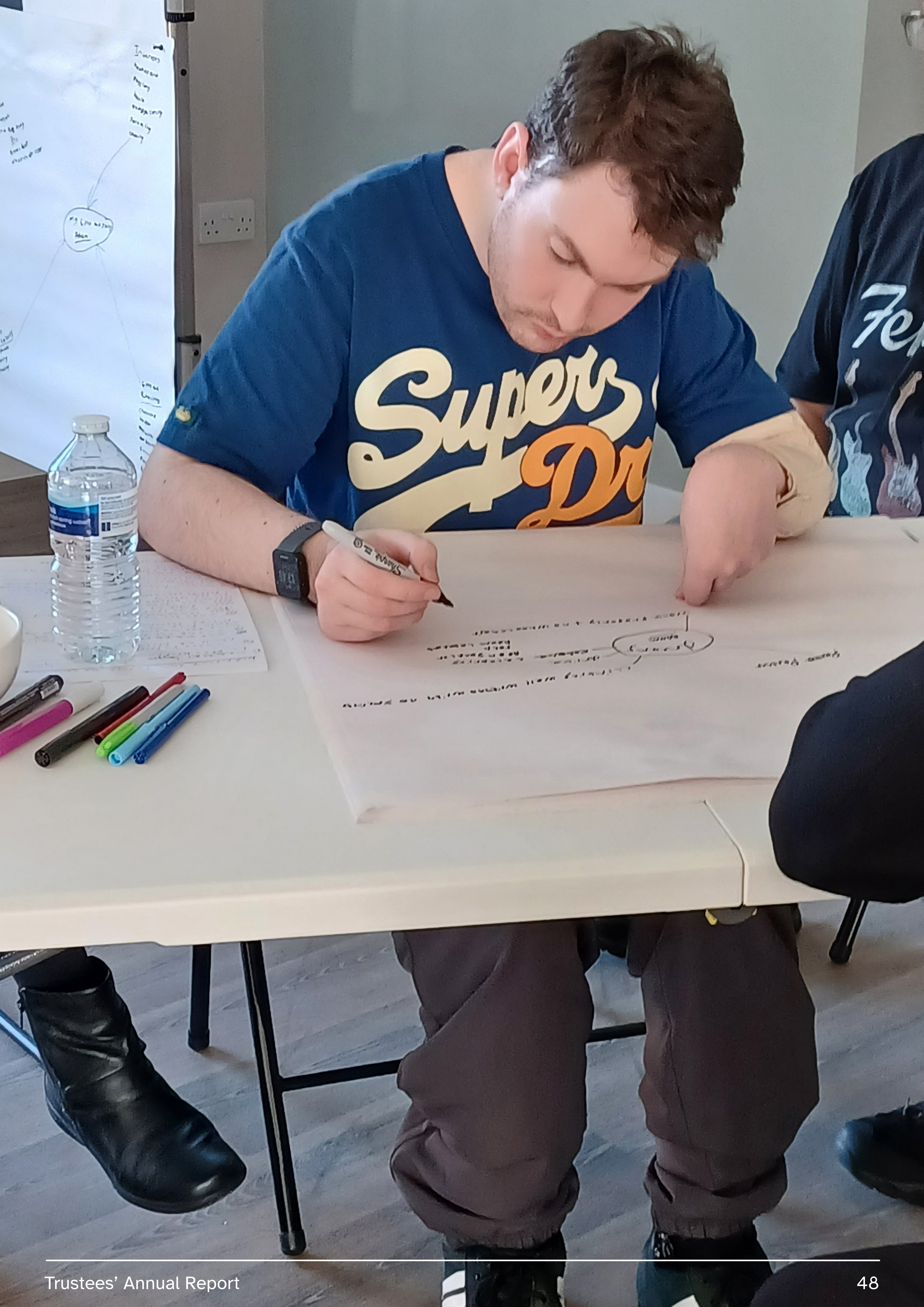
	Energy Consumption	Total green-house gases emissions	Annual Turnover	Intensity Ratio	Intensity Ratio
Year	(kWh)	(tCO2e)	£ million	(kWh/£100,000 turnover)	(tCO2e/£100,000)
2025/26	1,357,622	298	25	1,793	0.39
2024/25	1,406,097	310	72	1,945	0.43

Energy Efficiency Actions

Affinity Trust's overall energy usage decreased by 3% in 2025/26 compared to the prior year.

Since February 2022 we have only had one building for Head Office use instead of two as Head Office staff now work from home for part of the week, and we continue to identify and deliver opportunities to further reduce energy consumption and to be more efficient in how we run our properties and incur business travel. Affinity Trust recognises that supporting people is at the core of what the organisation does and therefore a significant amount of travel for staff will always be appropriate and required so our staff and the people we support have face to face interaction.

In 2024/25 we developed an Environmental Sustainability plan for Affinity Trust, with the goal of being more energy efficient, including through increased awareness-raising and carbon reduction initiatives. We remain committed to environmental sustainability and taking appropriate actions to further improve our energy efficiency.



Trustees' duty to promote the success of the Trust – section 172 statement

The Trustees are required to report how they have performed their duties under section 172 of the Companies Act 2006. Section 172 provides that for charitable companies where the purpose of the company is something other than the benefit of its members, the Trustees must act in the way they consider in good faith, would be most likely to achieve its charitable purpose. Specifically, Trustees must have regard to the following:

- The likely consequences of any decision in the long term. All key decisions that will have an impact on the long-term future of the charity are discussed at the relevant Board Committee and Board. Major and long running projects are overseen on behalf of the Board by the Finance Committee to ensure that there is appropriate oversight and that appropriate action is taken where necessary, with regular reports to the full Board.
- The interest of the company's employees. The impact of major decisions on staff are discussed by the Board who also receive regular updates on staff pay, health and safety, and safeguarding.
- The need to foster the company's business relationships with suppliers, customers and others. The Board receives information on numbers of compliments and complaints and on underlying themes. The Board discusses the nature of the relationships it wants with key stakeholders and there are clear processes for engagement with suppliers and customers.
- The impact of Affinity Trust's operations on the community and the environment. Affinity Trust's key objective is to support people with learning disabilities, including those with intensive or specialist needs, to live fulfilling lives as active members of their communities. The Board receives regular quality updates on the services provided to ensure funds are used efficiently and effectively with particular attention paid to CQC, Care Inspectorate and our own internal audit ratings.
- The desirability of the organisation for maintaining a reputation for high standards of business conduct. The nature of Affinity Trust's work as a charity requires that we maintain a reputation for high standards of business, and systems and processes are in place that underpin this. The Executive Team update the Trustees on matters that may have given rise to a reputational risk including any mitigating actions being taken.
- The need to act fairly between members of Affinity Trust. As a registered charity Affinity Trust does not have shareholders. The Trustees, who are members of the company, ensure that any surpluses are invested back into the business for the benefit of those for whom we provide care and support.

Charity Governance Code

The Trustees follow the Charity Governance Code and have reviewed their approach to governance during the period, including its reviews of strategy and risk and the use of Key Performance Indicators (KPIs), and has developed a KPI dashboard which is reviewed at every Board Meeting.

Statement of responsibilities of the Trustees

The Trustees (who are also directors of Affinity Trust for the purposes of company law) are responsible for preparing the Trustees' annual report including the strategic 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 which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 in the Charities SORP
- Make judgements and accounting estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice 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 operation

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. The Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are 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.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

Guarantees

Members of the company guarantee to contribute an amount not exceeding £1 to the assets of the company in the event of winding up. Members of the Board of Trustees have no beneficial interest in the organisation.

Professional Indemnity Insurance

Affinity Trust holds professional indemnity insurance which includes indemnity for members of the Board of Trustees and officers. This policy also includes fidelity guarantee insurance.

The Trustees' annual report, incorporating the strategic report, has been approved by the Trustees in their capacity as directors on 27 July 2026.

Tanya Barron
Chair

Independent Auditor’s Report to the members of Affinity Trust

Opinion

We have audited the financial statements of Affinity Trust (the ‘parent charitable company’) and its subsidiary (the ‘group’) for the period ended 31 March 2026 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group’s and of the parent charitable company’s affairs as at 31 March 2026 and of the group’s incoming resources and application of resources, including its income and expenditure, for the period then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulation 2006 (as amended)

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the 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 Affinity Trust'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.

Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the financial statements and our auditor's 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.

Opinions 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' annual report, including the strategic report, for the financial period for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company 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.

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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 group's and the parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor’s responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, and the finance committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: **www.frc.org.uk/auditorsresponsibilities**.
This description forms part of our auditor's 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 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005.

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 auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Fleur Holden (Senior statutory auditor)
Date:
for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Company number: 13109670

Affinity Trust Support Ltd

Report and audited financial statements

For the year ended 31 March 2026

Affinity Trust Support Ltd

Contents

For the year ended 31 March 2026

Affinity Trust Support Ltd

Reference and administrative details

For the year ended 31 March 2026

Status	The organisation is a company limited by share capital, incorporated on 4 January 2021.
Company number	13109670 – incorporated in the United Kingdom
Registered office and operational address	Unit B, St. Andrews Court Wellington Street Thame OX9 3WT
Directors	Tanya Barron Hanah Burgess Keith Cameron
Auditor	Sayer Vincent LLP Chartered Accountants and Statutory Auditor 110 Golden Lane London EC1Y 0TG
Banker	Natwest Willow Court Minns Business Park 7 West Way Oxford OX2 OJB
Solicitors	Simons Muirhead & Burton LLP 8 – 9 Frith Street London W1D 3JB

The directors present their report and the audited financial statements for the year ended 31 March 2026.

Principal activities

The principal activity is supported living services, namely the provision of personalised support for people living in their own home.

The company was incorporated on 4th January 2021 and commenced trading on 27th January 2023 when Dorset Council novated their contract with Affinity Trust to Affinity Trust Support Limited followed by Bedford Borough Council on 27th February 2023. As at March 2025, Affinity Trust Support Limited held seven local authority contracts, with Affinity Trust responsible for all care and support provision. This structure enabled Affinity Trust to achieve annual VAT cost savings of approximately £200,000.

On 24 April 2025, HMRC published Revenue and Customs Brief 2 2025 ('HMRC's treatment of state-regulated care providers who form a VAT group with a non-state-regulated care provider'). In the briefing, HMRC stated that the use of VAT group structures by state regulated care providers involving a non-regulated entity in the supply of welfare services are considered tax avoidance schemes. In response to the HMRC briefing and following several discussions with HMRC's Indirect Tax team, during 2025/26 we unwound the scheme by novating all seven local authority contracts from Affinity Trust Support Limited to Affinity Trust.

As at 31 March 2026, Affinity Trust Support Limited held no contracts with local authorities. We have retained the VAT Group structure which will be used for future business opportunities.

Whilst the activities reported in the accounts to 31 March 2026 have ceased as above, the Directors are focused on developing new business opportunities through the year to 31 March 2027. Those opportunities are aligned with the Charity's strategic objectives.

The Directors and their interests

The Directors who served during the year are as shown in the reference and administrative section.

The entire share capital is held by Affinity Trust, a company limited by guarantee (number 6893564) and a registered charity (England & Wales number 1139891, Scotland number SC043881).

Responsibilities of the Directors

The directors are responsible for preparing the directors' annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United

Affinity Trust Support Ltd

Directors' Report

For the year ended 31 March 2026

Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors 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 company and the profit or loss of the company for that year.

In preparing these financial statements, the directors are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgements and accounting estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to assume that the company will continue in operation.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors' annual report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the directors on 16 July 2026 and signed on their behalf by

HBurgess

Hanah Burgess
Director

Independent auditor's report

To the members of

Affinity Trust Support Ltd

Opinion

We have audited the financial statements of Affinity Trust Support Ltd (the 'company') for the year ended 31 March 2026 which comprise the statement of income and retained earnings, balance sheet and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 company's affairs as at 31 March 2026 and of its profit for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter – going concern

Without modifying our opinion, we draw attention to the disclosures in the directors' annual report and note 1 (c) of the financial statements that the current operations within this entity have ceased and the activities which took place in this entity are transferring to its parent entity. As the company's ongoing operations have ceased at the current time, the directors have not prepared these financial statements on a going concern basis. As the activities themselves are continuing, this has not resulted in any adjustments to the financial statements. For more information about the future intentions for this entity, please refer to the directors' annual report.

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

Other information

The other information comprises the information included in the directors' annual report other than the financial statements and our auditor's report thereon. The directors 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.

Opinions 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 directors' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The directors' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the 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 directors' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors 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 directors' annual report and from the requirement to prepare a strategic report.

Responsibilities of directors

As explained more fully in the statement of directors' responsibilities set out in the directors' annual report, the directors 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 directors 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 directors are responsible for assessing the 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 directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and of the board of directors, which included obtaining and reviewing supporting documentation, concerning the company's policies and procedures relating to:
    - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
    - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
    - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.

- We obtained an understanding of the legal and regulatory framework that the company operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the company from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the 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 company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Sayer Vincent LLP

Fleur Holden (Senior statutory auditor)
13 August 2026
for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON, EC1Y 0TG

Affinity Trust Support Ltd

Statement of Income and Retained Earnings

For the year ended 31 March 2026

	Note	2026	2025
		£	£
Turnover		11,544,734	10,195,653
Operating costs		(10,987,346)	(9,757,480)
Gross Profit		557,388	438,173
Other Expenditure		(14,344)	(6,367)
Profit on ordinary activities before interest and taxation		543,044	431,806
Interest receivable and similar income		13,960	11,459
Profit on ordinary activities before taxation			
Tax on profit on ordinary activities	5	–	–
Profit for the financial period		557,004	443,265
Retained earnings			
Total retained earnings brought forward		–	–
Profit for the financial period		557,004	443,265
Distribution under Gift Aid to parent charity		(557,004)	(443,265)
Total retained earnings carried forward		–	–

All of the above results are derived from activities which continued fully throughout the year and novated to the Parent Company, Affinity Trust, as at 31 March 2026. This followed the direction from HMRC on VAT group structures for state regulated care providers which is detailed in the Directors' Report. There were no other recognised gains or losses other than those stated above. All movements in equity are included within the statement above.

Affinity Trust Support Ltd

Balance Sheet

As at 31 March 2026

Company number: 13109670

	Note	2026	2025
		£	£
Current assets:			
Debtors	6	2,150,523	1,243,889
Cash at bank and in hand		472,433	945,930
		2,622,956	2,189,819
Creditors:			
Amounts falling due within one year	7	(2,622,955)	(2,189,818)
Net current assets		1	1
Net assets		1	1
Capital and reserves			
Share capital	8	1	1
Retained earnings		–	–
Shareholders' funds		1	1

These accounts have been prepared in accordance with the special provisions applicable to small companies subject to the small companies' regime.

The financial statements were approved by the Board of Directors 16 July 2026 and signed on their behalf by:

Hanah Burgess, Director

1 Accounting policies

a) Statutory information

Affinity Trust Support LTD is a company limited by share capital and is incorporated in the United Kingdom. The registered office address and principal place of business is Unit B, St. Andrews Court, Wellington Street, Thame, OX9 3WT.

b) Basis of preparation

These financial statements have been prepared in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 – The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and with the Companies Act 2006.

The directors have taken advantage of the small entity exemption as noted in reduced disclosure framework exemptions as noted in FRS 102 section 1.12. Under FRS 102 1.12 the Company is exempt from the requirement to prepare a cash flow statement on the grounds that it is a qualifying entity and its parent undertaking includes the Company in its own published consolidated financial statements.

As the Company is a wholly owned subsidiary of Affinity Trust, the Company has taken advantage of the exemption contained in FRS 102 and has therefore not disclosed transactions or balances with entities which are wholly-owned within the group. The consolidated financial statements of Affinity Trust, within which this Company is included, can be obtained as explained in note 10. The company has applied the following exemption available under FRS 102 in respect of certain disclosures for the company financial statements: the disclosures required by FRS 102.11 Basic Financial Instruments and FRS 102.12 Other Financial Instrument Issues in respect of financial instruments not falling within the fair value accounting rules of Paragraph 36(4) of Schedule 1. The financial statements have been prepared on the historical cost basis.

c) Going Concern

The directors have not prepared the accounts on a going concern basis, further details are provided on pages 2, 4 and 8.

d) Income

Turnover represents net invoiced sales of services, exclusive of VAT.

Income is recognised when goods have been delivered to customers such that the risks and rewards of ownership have transferred to them. Income is recognised when services are provided to the customer.

e) Interest Receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the bank.

f) Debtors

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

g) Cash at Bank and in Hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

h) Creditors

Short term trade creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

i) Deferred tax

Provision is made on the liability method for all taxation deferred in respect of timing differences to the extent that, in the opinion of the directors, a liability is likely to crystallise in the foreseeable future.

2 Turnover

Turnover is attributable to the principal activity of the company.

3 Profit before tax is stated after charging:

	2026	2025
	£	£
Auditor's remuneration (excluding VAT)		
Audit	**10,900**	**10,500**
Other services	**1,225**	**1,175**

4 Directors' and employees' costs and emoluments

No emoluments are paid to any director and there were no employees. The staff are all employed by the parent company, Affinity Trust and are recharged as part of the inter-company service agreement.

5 Taxation

All profits are paid to the parent entity by way of a distribution under gift aid and a corresponding tax credit is recorded at the point of the distribution, therefore there is no liability to corporation tax in either the current or prior financial year.

6 Debtors

	2026	2025
	£	£
Trade debtors	1,935,593	1,072,236
Accrued income	214,929	171,652
Due from parent company	1	1
	2,150,523	1,243,889

7 Creditors

	2026	2025
	£	£
Trade Creditors	-	6,360
Accruals	8,384	67,826
Value Added Taxation	690,180	442,120
Due to parent company	1,924,390	1,673,512
	2,622,954	2,189,818

8 Share Capital

The company's share capital at the year end was:

	2026	2025
	£	£
£1 Issued and unpaid Ordinary Shares	1	1

9 Related Party Transactions

The company has taken advantage of the exemptions not to disclose any transactions with its parent undertaking conferred by FRS 102 on the grounds that the company's results are included in the consolidated results of the parent undertaking.

10 Ultimate Controlling Party

The company's ultimate parent undertaking and controlling party is Affinity Trust, a registered charity (number: 1139891) and company limited by guarantee (number: 06893564). Copies of the consolidated financial statements are available from Companies House.