

Active Prospects

People leading aspiring lives

Annual Report and Financial Statements 2025–26

Active Prospects is a Community Benefit Society (26618R) with charitable status.

activeprospects.org.uk

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Chair and Chief Executive's introduction

As the Chair and CEO of Active Prospects, we are proud to present our Annual Report and Financial Statements for 2025–26.

Social care and supported housing continue to face significant pressures, from rising costs and workforce challenges to increasing demand for specialist, person-centred support. Despite this, we have remained resilient and ambitious. We have maintained a strong financial position, invested in homes and systems, developed new partnerships, and supported **more than 300 people** to lead full and aspiring lives.

A central theme this year has been the continued development of our specialist housing and support offer. We have progressed new supported living opportunities, strengthened our approach to property investment and worked with NHS and local authority partners to create homes for people whose needs have too often been unmet by traditional models of care.

Our work supporting people to move from hospital or unsuitable placements into homes of their own remains one of the clearest expressions of our charitable purpose. We have also continued to embed our Wellbeing Outcomes framework across our services. This helps us to evidence progress in people's everyday lives rather than simply measuring activity or demonstrating compliance. Alongside this, we have strengthened our approaches to co-production so that people themselves shape our priorities, services and future plans.

We now employ **over 530 colleagues**, the vast majority of whom provide direct care and support to those who need it most. Their skill, compassion and creativity make the difference to people's lives every day, particularly in a sector where recruitment, retention and cost pressures remain significant. We are proud of the commitment shown by colleagues across Active Prospects, and of the external recognition we have received again through the **Great Places to Work** scheme.

Financially, Active Prospects delivered a strong result in 2025–26, with total income of **£24.8m**, compared with £19.8m in 2024–25. Although these results are positive, it is important to place the higher annual surplus in context. Although we were one of the first providers to have new fees agreed by Surrey County Council as part of a recommissioning exercise in 2023, it has taken until this year for these new rates to be applied across all our homes.



This has meant that we have received two to three years of backdated payments during 2025-26, leading to a spike in income in this year's accounts. In addition, we incurred costs in previous years that were not fully funded until now. This meant our cash reserves were being utilised until the payments were finally made at the end of the year.

The uncertainty over this recommissioning process also meant that we had to budget prudently this year, including deferring some maintenance works. Our better-than-expected financial performance will now allow us to make an increased contribution to our reserves (in line with an organisation of our size and recent growth) as well as giving us a firmer platform for investing in homes, services, systems and people.

Looking ahead, we remain ambitious. We have embarked on the journey to become a Registered Provider of Social Housing; if successful, this will leave us better prepared to capitalise on future growth opportunities while remaining resilient within a changing regulatory and political landscape.

Our work will continue to be guided by our Active Plan. This is centred on five strategic goals: an aspiring life; a louder voice; an employer of choice; a creative approach; and a resilient, sustainable and equitable organisation. These goals describe the organisation we want to be: values-led, financially sustainable, inclusive, creative, and rooted in the rights and aspirations of the people we support.

As set out in our Active Plan, we will expand specialist housing and support where we can do so safely and sustainably; deepen our work on wellbeing outcomes; strengthen the voice of people with lived experience; and invest in our staff, systems and homes. Collaboration will remain essential as we work with partners across the health, social care, housing, further education, private and voluntary sectors. This annual report demonstrates our progress in delivering our Active Plan, with sections devoted to each of the five strategic goals.

We would like to thank everyone who has contributed to Active Prospects this year: our staff and volunteers, Board members, families, commissioners, funders, donors, and partner organisations. Your trust, challenge, commitment, and belief in our purpose make our work possible.

Most importantly, we thank the people we support, whose aspirations, achievements and voices continue to guide and inspire us. This report is about them – about people accessing the support and the opportunities they need to lead full and aspiring lives, in a place they can call home. Thank you for taking the time to read our report.



Maria Mills
Chief Executive Officer



Chris Poole
Chair of the Board

Members and advisors

Members of the board

Mr C Poole	Chair
Mr N Briggs	appointed August 2026
Ms S Coomes	resigned June 2026
Ms H Curr	
Mr P Frackiewicz	
Mr C Gilmour	
Mr L Koyama	
Mr R Qureshi	
Mr S Rickatson	
Mr R Thakrar	
Mr O Vallis	resigned August 2026
Ms F Walker	resigned July 2026

Secretary

Ms M Mills

Registered office

1 Castlefield Court, Church Street, Reigate, Surrey, RH2 0AH

Registered society number

26618R

Auditors

HaysMac LLP, 10 Queen Street Place, London, EC4R 1AG

Bankers

Barclays Bank, 1 Churchill Place, Canary Wharf, London, EC14 5HP

Website

activeprospects.org.uk

2025/26 at a glance

306
people supported in 2025-26

98%
of family and friends said staff understand individual needs and provide the right support

100%
of family and friends said staff treat their loved one with **kindness, dignity and respect**

104
autistic people with a mental health need received bespoke wellbeing coaching

92%
would recommend Active Prospects to a friend or family member

50+
paid job roles for people with lived experience

300
one-day Oliver McGowan training courses delivered to over 6,000 health and social care professionals in Surrey and Sussex

96%
placement success rate across services

30%
reduction in residential CO2 emissions

100%
CQC-registered services rated 'Good' overall, with over half receiving 'Outstanding' in at least one domain

Top-ranked large social care employer nationally in the Great Place to Work survey.



"We are very grateful for the supportive approach given to our family member. There is confidence knowing that the staff are highly experienced and caring."

Key achievements

Employer of the Year at the National Stars of Learning Disabilities and Autism Awards.

Recognised in the NatWest Pioneers Post SE100: a list of the top social enterprises in the country for the seventh-year running.

Secured National Lottery Community Fund support to expand wellbeing coaching for 200 autistic people.

Improved workforce stability, with lower staff turnover and reduced agency usage.

Invested in safer, better-quality homes, including major planned works and stronger compliance systems.

Maintained 100% good or outstanding CQC domains, with all registered services rated Good overall.

Opened three specialist services for people with complex needs, continuing our leadership in the 'Homes Not Hospitals' agenda.

Created inclusive digital innovation through AI Can, the UK's first peer-led AI digital hub and training programme for autistic people and people with learning disabilities.

An aspiring life

People leading aspiring lives with equitable health and wellbeing outcomes.

What this means:

- Delivering outstanding support and wellbeing outcomes.
- Supporting people to achieve their goals and live independently.
- Developing best-in-class approaches for people with learning disabilities, autistic people and those with complex needs.
- Expanding specialist housing and support solutions that enable people to thrive in their communities.



Progress in 2025–26

We continued to develop specialist homes and provide support for people with complex needs, including those moving from hospital or unsuitable placements. New services in Horley, Caterham and Peacehaven expanded our geographical footprint as well as strengthened our capacity to help meet growing demand across the south-east. The support we offer combines skilled staffing, positive behaviour support, trauma- and autism-informed practice, health facilitation, active support, least restrictive practice and reflective learning. This promotes stability, reduces restrictions and improves quality of life.

Outcomes remained strong: our complex needs cohort achieved a **93% placement success rate**. 88% of challenging behaviour incidents were resolved without restrictions, with zero use of floor holds. These results show that bespoke homes, effective partnerships, and flexible, personalised support delivered by skilled staff can help people with complex needs live safely and well in the community.

We are supporting people to achieve lasting change. One person had experienced 26 placements in ten years before moving to her current home with us; three years later, she is settled, flourishing and calls it her "**forever home**". Our Wellbeing Outcomes framework remained the golden thread through support planning, daily practice and quality assurance. The framework covers eight domains of wellbeing: Spark, Environment, Relationships, Physical Health, Emotional Health, Skills, Belonging and Security. It helps teams evidence changes in confidence, communication, friendships, health, daily activity, independent living skills and community connection.

Active Wellbeing Coaching (originally funded by Surrey's Mental Health Investment Fund) provided personalised support for autistic adults with mental health needs. 104 participants achieved 450 goals and recorded an average 16% improvement in overall wellbeing after 12 sessions. Progress included relationships, physical health, confidence, skills, belonging, education, employment and everyday life, supported by links to community activities and social prescribing.

Many members tell us they felt isolated before joining the programme. Through activities such as photography walks, peer support groups and community activities, people have built confidence, developed friendships and discovered new ways to support their wellbeing. One member's interest in table tennis became the inspiration for a regular group activity, creating a weekly opportunity for people to connect, be active and share experiences. What started as one person's passion has become a valued part of the programme, helping people feel less isolated and more connected to their community. We are delighted to have secured a **National Lottery Community Fund** grant to enable us to expand the programme.

> **"Watching people in our programme take control of their health, meet their goals and gain confidence has been amazing."**
>
> **Lynsey Way,** Clinical Director

Through our partnership with East Surrey College, people took part in creative and skills-based courses, including hair and beauty, and digital skills. Participants tried new activities, built confidence in unfamiliar settings, and used their new skills to spend quality time with family and friends. We know that the quality of support is paramount to the overall health of an organisation, but one of the challenges of organisational growth is to maintain effective oversight and assurance across an increasing number of services.

This year we created a new quality, governance and lived experience team, which has strengthened our quality assurance, use of data, governance processes and co-production activity. We have refreshed our Key Performance Indicator (KPI) framework, supported by smarter methods of collecting, presenting and analysing data.



Lee's Story

Lee moved into his own home after many years in and out of secure mental health services. Like many people facing a new start, it took time to build trust in his support team, grow in confidence and feel comfortable in his new home. Step by step, Lee adjusted to his new environment and began to embrace the opportunities around him. With support from his team, Lee has achieved great things. A game-changer for Lee was buying a bike, which has given him the freedom to get out and explore his local area. He has become noticeably more confident and independent, spending more time trying new things and enjoying new experiences.

More recently, Lee fulfilled a long-held ambition when he attended a local banger racing event, something he had always dreamed of doing but had lacked the means and confidence to make it happen. Along the way, Lee has formed strong relationships and continued to set himself new goals for the future. His determination, positivity and willingness to keep pushing himself forward have inspired those around him.

Lee's journey shows what can happen when people are supported to lead the life they want to. His resilience, growing independence and commitment to achieving his goals saw him named **Most Aspiring Person** at the 2026 Star Awards, a well-deserved recognition of how far he has come.

A louder voice

People having a strong impactful voice in shaping their health and wellbeing locally and nationally.

What this means:

- Strengthening co-production.
- Supporting experts by experience.
- Working alongside the Pro-Active Community.
- Influencing policy, research and practice.
- Tackling health inequalities through collaboration and lived experience leadership.



Progress in 2025–26

During 2025–26, we continued to strengthen the voice and influence of people with lived experience across Active Prospects and beyond. A Louder Voice is about ensuring that people with learning disabilities, autistic people and people with mental health needs are not only listened to, but are actively shaping services, strategy, research, training, public policy and practice. This work is central to our purpose because better decisions are made when people with lived experience help define the problems, design solutions and evaluate impact.

We continued to build our co-production work alongside the Pro-Active Community, our long-standing partner and user-led charity. The Pro-Active Community brings together people with lived experience to influence how health, social care and community services are designed and delivered.

During the year, members contributed to a wide range of projects focused on health inequalities, accessibility, digital inclusion, research and training. This included work linked to cancer screening, weight management, midwifery training, accessible information and the development of peer-led learning.

“Today has reached me personally. We need to adjust how we approach appointments, build relationships and better understand people’s lives.”

Midwifery student after attending training delivered by people with lived experience

A major achievement was the development and launch of AI Can, delivered in partnership with the Pro-Active Community and the University of Surrey. Funded by the Department for Science, Innovation and Technology, AI Can is the **UK’s first peer-led AI training programme and digital hub** specifically for people with learning disabilities and autistic people.

It was designed to help people use everyday AI tools safely and confidently, while also ensuring that people with lived experience are part of national conversations about digital inclusion, accessibility and the future of technology. The project positioned Active Prospects and the Pro-Active Community as leaders in inclusive AI, with growing interest from local authorities, housing providers, national disability organisations, educational bodies and researchers.

AI Can has already shown measurable impact. Evaluation with people with lived experience, support workers and managers found improved understanding, confidence and safety awareness after training.

For people with lived experience, understanding of generative AI increased from 2 to 3.8 out of 5, and confidence completing online tasks increased from 3.1 to 3.8. Support workers’ understanding increased from 2 to 4.5 out of 5. Across all groups, 100 % of post-training respondents said AI could make everyday tasks easier, with practical uses including meal planning, shopping lists, travel planning, emails, easy-read materials, information summaries and job searches.

“This project has improved my confidence in using technology, as well as my technical and public speaking skills.”

AI Can Peer Training Facilitator

“AI Can has been such a brilliant project to be part of. I’ve really enjoyed working on it and learnt so much about AI along the way.”

Pro-Active Community Member



“This was one of the best training sessions I have attended. The session was engaging, accessible and brought the subject to life through lived experience. It challenged my thinking and gave me a much deeper understanding of how to provide better support.”

GP participant in OMMT training

“The lived experience trainers shared powerful insights that were both informative and thought-provoking. The session was delivered in a friendly and supportive way, and will have a lasting impact on how I approach my work.”

GP participant in OMMT training

We also developed new opportunities for lived experience leadership through Active Prospects Ambassadors. The Ambassador model is helping create clearer routes for people we support to contribute to quality checking, feedback sessions, policy development, accessible information, service reviews and strategic input to the work of the Board. During the year, we introduced participation and recognition guidance to support fair, consistent and transparent involvement. This is an important step in ensuring that people’s time, ideas and expertise are valued, while maintaining clear safeguards and inclusive practice.

Our commitment to lived experience is also creating paid and purposeful opportunities. Across Active Prospects and our wider projects, more than 50 paid roles have been created for people with lived experience, including as Oliver McGowan Mandatory Training (OMMT) co-trainers, quality checkers and peer contributors. These roles ensure people are not only consulted, but are recognised and rewarded for their expertise, helping to shift power and improve practice across health and social care.

Quarterly Big Feedback sessions continued to provide an important forum for people we support to share their views, influence priorities and connect with one another. These sessions help us understand what is working well, what needs to improve and what matters most to people. Alongside this, we continued to develop more accessible ways for people to contribute to organisational learning, including through easy read materials, videos, feedback sessions, quality conversations and involvement in events and governance activities.

We have expanded our research and policy influence this year. Active Prospects and the Pro-Active Community contributed to research and funding proposals focused on AI literacy, health inequalities, inclusive research and accessible health information. This included emerging work with universities and sector partners to explore how people with learning disabilities and autistic people can shape research about AI, health and wellbeing.

We also continued to build relationships with national and regional bodies, including Learning Disability England, ARC England, the National Care Forum, VODG, Social Enterprise UK and the National Housing Federation, helping us share learning and advocate for better support, fairer commissioning and more inclusive services.

A Louder Voice is also about changing wider systems. During the year, we used our experience as a specialist provider to contribute to debates on social care reform, commissioning, community alternatives to hospital, workforce, health inequalities and the role of technology. Active Prospects attended sector events, supported policy discussions and continued to develop case studies and communications that show what good support can achieve. This helps ensure that the voices and experiences of people we support are part of wider conversations about the future of social care, not hidden within services.

Together, this work demonstrates that A Louder Voice is not a separate activity at Active Prospects; it is part of how we improve quality, design new services, influence partners and hold ourselves accountable.

By investing in co-production, lived experience leadership, research and public influence, we are helping people shape the decisions that affect their lives.



An employer of choice

Sector-leading employee engagement, development, belonging and wellbeing.

What this means:

- Recruiting and retaining great people.
- Supporting wellbeing and resilience.
- Investing in learning and leadership development.
- Promoting belonging, diversity, equity and inclusion.
- Creating a workplace where colleagues can also lead aspiring lives.

Progress in 2025–26

During 2025–26, we continued to build a workplace where colleagues feel valued, supported and proud to make a difference. In a challenging labour market, our focus remained on attracting, retaining and developing great people, while strengthening belonging, wellbeing, leadership and fair reward. This matters because the capacity, capability and stability of our workforce is critical to the quality, consistency and ambition of the support people receive.

Our culture received strong external recognition during the year. Active Prospects was again certified as a **Great Place to Work** and was ranked 8th in the Large Employer category across all sectors, making us the top-ranked large social care employer in the UK for the second year running. Our overall Trust Index score was 86 %, and 89 % of colleagues said Active Prospects is a great place to work. Staff feedback showed a strong connection to purpose, with 93 % of colleagues saying their work has special meaning and 93 % saying they are proud of how Active Prospects contributes to the community. These results demonstrate the strength of our values-led culture and the commitment colleagues feel to our shared purpose.

We were also proud to be named **Employer of the Year** at the National Stars of Learning Disabilities and Autism Awards. This national recognition reflected our commitment to being an inclusive employer and to creating opportunities for colleagues and people with lived experience to grow, lead and contribute. It also recognised the way our culture connects directly to impact: when colleagues feel trusted, supported and valued, they are better able to provide creative, compassionate and person-centred support.

We continued to invest in learning, development and leadership. Mandatory training compliance remained above 90 %. We also launched **Guiding Stars**, our new leadership competency framework, to support current and aspiring leaders with clearer expectations, development conversations and progression pathways. Guiding Stars is being embedded through appraisals, supervision, and personal development planning, helping us build a confident, capable and future-ready workforce.

Our investment in development is also helping us grow talent from within. Half of all managers are internal promotions, showing that colleagues can build long-term careers at Active Prospects and progress into leadership roles. Alongside Rising Stars and Guiding Stars, our in-house expertise in Maybo, positive behaviour support and Insights continues to support confident, skilled and values-led practice across services.

Wellbeing and resilience remained a priority. Our sickness absence rate was only 3.9 days per full-time equivalent, and we continued to develop practical support for staff through values-based engagement, wellbeing conversations, the Staff Forum and the Wellbeing Committee. Growing **Our Active Values** monthly sessions provided regular opportunities for colleagues to reflect on themes such as caring, communication, psychological safety and burnout, helping teams connect our values to everyday practice.

Our **Rising Stars programme** continued to support colleagues with leadership potential, helping staff develop confidence, resilience, delegation, workload management and people-management skills. During the year, 18 colleagues completed the programme, and we continued to explore ways to extend leadership and career progression opportunities across services and central teams.

> **“What I valued most about the Rising Stars Programme was that it was open to everyone, regardless of role or background. It gave me practical skills and greater confidence to support my career development, while also helping me become a more compassionate and effective leader for others.”**
>
> Rising Stars Attendee

Belonging, diversity, equity and inclusion continued to shape our employment offer. We remain committed to paying all staff above the Real Living Wage, and to recognising the contribution of colleagues across all roles. Our **Star Awards** and **Aspiring Staff Awards** celebrated people, colleagues, teams and initiatives that live our values, with more than 600 nominations received for the 2026 Star Awards. These celebrations help reinforce a culture where achievement, kindness, inclusion and everyday excellence are noticed and valued.

Among the winners, **Reg Talmey**, winner of the Most Active People Award, was celebrated for his enthusiasm, community spirit and the joy he brings through his involvement in a local steel band. **Katie Denman**, winner of the Most Aspiring People Award, was recognised for her determination, resilience and the confidence she has developed while working towards greater independence.

Staff engagement is supported by regular, visible and inclusive communication. Quarterly all-organisation Teams calls, managers meetings, the monthly Team Brief and CEO blog help keep colleagues connected to organisational priorities. Colleagues also shape how we work through the Staff Forum, We Belong group, Environmental Champions, Wellbeing Forum as well as separate forums for assistant home managers, migrant staff, and LGBTQ+ staff. Our annual Governance Conference was attended by over a hundred staff members, people we support and Board members, and remains a key part of our annual planning process. These routes help ensure that staff voice, wellbeing, inclusion and practical learning remain part of everyday organisational life.

Together, these achievements show that being an Employer of Choice is not just about recruitment or reputation. It is about creating the conditions for colleagues to thrive and lead aspiring ‘working lives’ – so that they can, in turn, enable people we support to lead full and aspiring lives.





A creative approach

Investing in innovation, increasing fundraising and working in deeper collaboration.

What this means:

- Developing new services.
- Growing partnerships.
- Generating additional income and funding.
- Driving innovation and research.
- Building influence across health, social care and VCSE sectors.



Progress in 2025–26

During 2025–26, we continued to use creativity, partnership and enterprise to extend our impact beyond traditional service delivery. This included developing new funding opportunities, strengthening community fundraising, growing our public profile and testing innovative approaches that support people to live well, connect with others and build confidence.

A major achievement was securing a grant of £315k from the National Lottery Community Fund to sustain and grow our wellbeing coaching offer for autistic people with mental health needs.

This work builds on our co-designed wellbeing coaching model, which combines personalised coaching, goal setting, social prescribing, peer connection and creative activities to help people improve their wellbeing and reduce isolation. The funding gives us a stronger platform to reach more people while developing a more financially sustainable model for the future.

We also celebrated the creativity and confidence of people involved in wellbeing coaching through our Wellbeing Photo Exhibition. The exhibition showcased photographs taken by members of the programme and highlighted how creative activity can support confidence, calm, connection and belonging. Photography walks, wellbeing retreats, and group activities created safe, peer-led spaces where people could explore new places, build relationships and share experiences. The exhibition brought this work to a wider audience and demonstrated how creative approaches can help people feel seen, valued and understood.

Fundraising and community involvement also grew during the year. Our Surrey Three Peaks Challenge brought together staff, people we support, families, friends and sponsors for a two-day event focused on achievement, inclusion and community spirit.

Day one comprised an accessible 5km route which enabled people with physical health needs or limited mobility to be involved. Day two offered participants the choice of covering the full 37km Surrey Three Peaks route, or a shorter 10km version. The event brought together over 60 people we support, staff members and supporters to exceed our fundraising target by raising £10,150 to support new opportunities, activities and equipment for the people we support.

We continued to strengthen our external profile and public engagement. Social media followers increased by 22%, showing growing interest in our work and helping us reach wider audiences. This stronger digital presence supports fundraising, recruitment, partnership development and public understanding of the people we support and the work we do.

Together, these achievements show how a creative approach helps Active Prospects generate new income, build partnerships, test new ideas and create opportunities that improve people's lives.

Whether through fundraising challenges, creative wellbeing activities, social prescribing, digital engagement or new funding partnerships, we are continuing to develop innovative and sustainable ways to support people to lead full and aspiring lives.

Drew's story

Drew was keen to take part in the Surrey Three Peaks challenge but needed some support to help him to prepare for the event and to feel comfortable with the experience. His team worked alongside him to prepare in a way that reduced anxiety and gave him choice and control over the day.

A social story was created to help Drew understand what to expect, and staff drove him from his Brighton to visit the location with him beforehand. They also created a treasure hunt around the start and finish points so he could become familiar with the route and know exactly where his car would be if he wanted to return at any time.

On the day of the walk, Drew was supported by familiar staff who had been involved throughout the planning process. He completed the accessible route alongside his dad, and proudly wore an Active Prospects branded t-shirt.

With personalised support and careful planning, Drew was able to approach the event with confidence and take part in a way that worked for him, showing how the right support can help people lead aspiring lives.



A resilient, sustainable and equitable organisation

Leaner, smarter and more sustainable working enabled by digital systems and a foundation of Belonging, Diversity, Equity and Inclusion.

What this means:

- Maintaining financial resilience.
- Investing in high-quality, sustainable homes.
- Long-term sustainability and readiness for future growth.
- Delivering digital transformation.
- Strong governance and risk management.



Progress in 2025–26

In 2025–26, we continued to strengthen the foundations that enable Active Prospects to deliver high-quality support, invest in homes and remain resilient in a challenging operating environment. Our focus was on financial sustainability, smarter systems, stronger governance, improved asset management and practical action on environmental sustainability and equity.

A significant achievement was securing fairer rates for services commissioned through the Surrey County Council's new Dynamic Purchasing System, following sustained work over three years. This progress has helped ensure that services are more fairly funded and better able to meet the real costs of delivering safe, person-centred support for people with complex needs. The lengthy process meant that two years of backdated payments were received during 2025-26, which helps to explain the larger than usual surplus in this year's accounts as we had used our cash reserves over three years to fund higher costs while we awaited this settlement.

We invested in new systems to make the organisation leaner, smarter and better equipped for future growth. This included the introduction of new payroll, HR and rota systems, new maintenance reporting and compliance systems, alongside continued investment in digital transformation capacity, cyber security and staff training. These developments are improving the quality of management information, reducing manual processes and supporting more consistent, efficient and accountable ways of working across the organisation.

Digital innovation also supported our wider strategic ambitions. We continued to develop our approach to safe and purposeful use of technology, including cyber awareness training for staff and emerging work on artificial intelligence. This sits alongside projects such as AI Can, which demonstrate how technology can be used to promote inclusion, confidence and independence when it is shaped by people's lived experience.

Our digital work is practical, inclusive and focused on reducing risk as well as improving independence. Assistive technologies such as Just Roaming, PainChek and sensor-based falls detection are helping people live more independently while enabling staff to respond safely and sensitively. Technology is never a replacement for relationships; it supports choice, positive risk-taking and timely support when it is introduced thoughtfully and shaped around each person.

We made further progress in improving the quality, safety and sustainability of our homes. Stock condition surveys were completed across all of our housing stock, major planned improvement works were delivered, and a new facilities management system was introduced to improve repairs, compliance management and performance monitoring. During the year, 2,256 repairs were completed within agreed timescales, achieving 94% compliance, and 730 compliance inspections were completed, achieving 98% compliance.

Environmental sustainability was also embedded more strongly during the year. We launched our updated Sustainability Strategy 2025–2030, improved the average SAP rating of our homes to 70.71, reduced residential CO_2 emissions by 30.4%, fitted solar panels to 15% of homes, created biodiversity gardens and maintained all homes to low risk of overheating. These actions support our commitment to safer, more efficient and more sustainable homes for the future.

We also continued to strengthen governance, accountability and feedback loops. The development of Active Prospects Ambassadors is helping to create clearer routes for people we support to share their views and influence Board thinking. This builds on our wider commitment to Belonging, Diversity, Equity and Inclusion, ensuring that organisational resilience is not only financial and operational, but also rooted in fairness, participation and the voices of the people we exist to support.

Together, these developments mean Active Prospects is better placed to manage risk, evidence impact, meet regulatory expectations and invest in long-term sustainability. By improving systems, strengthening finances, investing in homes and embedding equity into how we work, we are building an organisation that can continue to grow safely, respond to change and deliver lasting value for people, families, commissioners, funders and communities.



"The best thing about technology like Just Roaming is that it helps people have more freedom while still making sure they're safe. We have been able to reduce some of the restrictions people have experienced in the past and support them in a way that feels much more personal. Technology isn't replacing support, it's helping us provide the right support at the right time, while giving people more choice and control over their own lives."

Lauren, Home Manager

Value for Money statement

Our approach to Value for Money

For Active Prospects, value for money means using our resources, homes, partnerships and people's expertise to deliver the best possible outcomes for the people we support, while maintaining a financially resilient and well-governed organisation. Our approach is shaped by the Regulator of Social Housing's Value for Money Standard, which requires providers to make the best use of resources and assets, optimise economy, efficiency and effectiveness, and demonstrate transparently how value is delivered against strategic objectives.

This year's annual report includes a Value for Money section for the first time to reflect our journey towards becoming a Registered Provider of Social Housing. Although Active Prospects was not a registered provider during the year ended 31 March 2026, the Board recognises the importance of developing a reporting approach that is aligned with the expectations that will apply as the organisation progresses towards RP status.

The Regulator of Social Housing expects registered providers to report against seven prescribed Value for Money metrics:

- Reinvestment %
- New Supply Delivered %
- Gearing %
- EBITDA MRI Interest Cover %
- Headline Social Housing Cost per Unit
- Operating Margin %
- Return on Capital Employed.

We have considered these measures in preparing this narrative. However, as this is a transitional year and given the relative scale of our social housing activity within the wider organisation, the Board has taken a proportionate approach to value for money reporting. Rather than presenting metrics that are not yet fully supported by mature social housing data or cost allocation systems, we have focused on transparent narrative reporting and evidence-based measures that are relevant to Active Prospects at this stage.

We have therefore focused this year on the measures we can report with confidence, together with narrative evidence of how we are strengthening governance, housing management, asset investment and financial sustainability. This provides a clearer and more reliable account of how resources have been used during the year, while also establishing the foundations for more comprehensive RP-aligned reporting in future years.

Value for money is not simply about reducing costs. It is about making informed choices, balancing quality, outcomes, risk and long-term sustainability, and ensuring that every pound we spend contributes to our charitable purpose: enabling people with learning disabilities, autistic people, people with mental health needs and people with physical or sensory disabilities to lead full and aspiring lives.

Our Board has oversight of value for money through strategy, financial planning, risk management, performance reporting and scrutiny of major investment decisions. Decisions about new developments, property investment, service models, staffing structures and systems are considered in the context of their expected benefits, costs, risks and alignment with our Active Plan. This supports a disciplined approach to prioritising resources where they can have the greatest impact, while ensuring that we remain able to meet current commitments and invest for the future.



Investing in homes, services and systems

During the year, we continued to invest in the quality, safety and long-term condition of our existing homes. This included external decoration works across six sites, bathroom renovations at five sites, full internal renovations to three flats, kitchen replacements at three sites, and a programme of urgent roof repairs. These works demonstrate our commitment to maintaining homes that are safe, well managed and suitable for the people who live in them, while also protecting the long-term value of our housing assets.

The timing of some maintenance and improvement activity was affected by uncertainty linked to the implementation of Surrey County Council's Dynamic Purchasing System and the confirmation of revised fee arrangements. Following the resolution of these arrangements, including exceptional prior-year fee uplifts, the organisation is in a stronger position to progress planned housing maintenance and improvement activity during 2026–27.

Technology and innovation supported both better outcomes and better use of resources. During the year, we continued to use assistive technology, digital reporting and inclusive innovation to improve safety, independence and responsiveness. This included technologies such as Just Roaming, PainChek and sensor-based falls detection, alongside AI Can, which helps people with learning disabilities and autistic people use everyday AI tools safely and confidently. These developments support positive risk-taking, timely intervention and more personalised support.

We also invest in our workforce through our commitment to the Real Living Wage and sustained investment in staff and organisational development. This includes mandatory and specialist training, leadership pathways such as Rising Stars and Guiding Stars, and improvements to our people, payroll and rota systems. Together, these investments support fair reward, stronger skills and leadership, improved retention and a more capable and resilient organisation.

Housing management, repairs and compliance

During the year, we strengthened our approach to housing management. The Residents' Handbook was rolled out to provide clearer information for tenants, and all existing assured shorthold tenancies were updated to assured tenancies in line with the Renters' Rights Act 2025. We reviewed and introduced licence agreements for new placements, held monthly rent arrears meetings to support early intervention and income protection, continued quarterly resident feedback sessions, and completed annual tenancy audits to ensure tenant information remains accurate and up to date.

A new facilities management system was introduced to improve repairs, compliance management and performance monitoring. During the year, 2,256 repairs were completed within agreed timescales, achieving a 94 % service level agreement, and 730 compliance inspections were completed, achieving a 98 % service level agreement. Ten voids were turned around within 10 working days, supporting effective new placements and reducing lost housing capacity.

We completed stock condition surveys across 100 % of our housing stock, rolled out the 2025–26 planned works schedule, and completed defects assessments to support Decent Homes Standard and Housing Health and Safety Rating System compliance. Reported compliance was 98 % for Criterion A, 96 % for Criterion B, and 100 % for Criteria C and D. PAS 2030 retrofit assessments were also completed for 100 % of the 21 identified units to support planned upgrades towards EPC Band C.

Environmental sustainability

Environmental sustainability remained an important part of our value for money approach. We launched our Sustainability Strategy 2025–2030 and continued to improve the energy performance and environmental resilience of our homes. The average SAP rating increased to 70.71, an improvement of 8.1 %, and CO_2 emissions from residential facilities reduced by 30.4 %, equivalent to 100 tonnes of CO_2. Solar panels are now fitted to 15 % of homes, and 48 % of homes have improved to EPC Band C. All homes were maintained at low risk of overheating.

We also launched two biodiversity gardens, introduced commercial waste arrangements for residential care services and Central Office in line with Simpler Recycling requirements, held quarterly environmental sustainability workshops with environmental leads, and launched a cycle to work scheme for staff. These actions support lower environmental impact, better-quality homes and more sustainable use of resources over the long term.



Key Value for Money measures

Impact and service delivery

People supported

The overall number of people supported during 2025-26 was **306**, broken down as follows:

Supported living (learning disabilities/autism): **124**

Residential: **22**

Mental health: **33**

Respite: **23**

Wellbeing coaching: **104**

Placement sustainability

The overall placement sustainability rate during 2025-26 was **96%**

Complex care outcomes

Across the complex needs cohort, Active Prospects achieved a 93% placement success rate, while 88% of challenging behaviour incidents were resolved without restrictions and with no use of floor holds. This indicates that the right combination of housing, skilled support and therapeutic practice can reduce crisis responses and support people to remain safely in the community.

Occupancy and tenant satisfaction

Occupancy rate across all homes at year-end was 96%. NB we have reviewed our annual tenant satisfaction survey to bring it into line with expectations of a Registered Provider of social housing. This has meant that survey results were not available at the point of publication.

Workforce

Employees and FTE

Total number of employees at year-end was 531, an increase of 17% compared to 2024–25. Total FTE at year-end was 418, an increase of 23% compared to 2024–25.

Turnover and agency usage

Overall staff turnover during 2025–26 was 27%, and voluntary staff turnover was 21%. This represents an improvement compared to 2024–25, when overall staff turnover was 33% and voluntary staff turnover was 32%. Agency usage during the year was 7.5%, compared to 9.7% in 2024–25.

Housing and assets

Homes owned or managed

Homes owned or managed: 182 units contained within 40 properties.

Strengthening asset management

Completed stock condition surveys across 100% of our housing stock, rolled out the 2025–26 planned works schedule, and completed defects assessments to support Decent Homes Standard and Housing Health and Safety Rating System compliance.

Responsive repairs and statutory compliance

Completed 2,256 repairs within agreed timescales, achieving a 94% service level agreement, and completed 730 compliance inspections, achieving a 98% service level agreement. A new facilities management system was also introduced to improve repairs, compliance management and performance monitoring.

Housing and assets

Reducing void times

Turned around 10 voids within 10 working days, supporting effective new placements and reducing lost housing capacity.

Maintaining safe and decent homes

Achieved 98% compliance with Decent Homes/HHSRS Criterion A, 96% with Criterion B, and 100% with Criteria C and D.

Preparing homes for retrofit

Completed PAS 2030 retrofit assessments for 100% of the 21 identified units, supporting planned upgrades towards EPC Band C.

Improving environmental performance

Increased the average SAP rating to 70.71, an 8.1% improvement; reduced CO_2 emissions from residential facilities by 30.4%, equivalent to 100 tonnes of CO_2; fitted solar panels to 15% of homes; improved 48% of homes to EPC Band C; and maintained 100% of homes at low risk of overheating.

Investment in new developments

Continued to prioritise housing investment that supports safe, sustainable and effective placements for people with complex needs.

Financial sustainability

Annual surplus

Net income was **£1.8m** before actuarial gains and exceptional items, equivalent to 7.3% of total income. This result was better than originally expected and was materially influenced by exceptional prior-year fee uplifts following the transition to Surrey County Council's Dynamic Purchasing System. These uplifts are not expected to recur at the same level, and the Board therefore does not regard the reported margin as representative of underlying recurring profitability. Total net movement in funds was £2.7m after a £0.2m actuarial gain and £0.7m of exceptional prior-year fee uplifts.

Cash reserves

Cash at bank and in hand increased to £3.7m at 31 March 2026, compared with £3.3m at 31 March 2025. Increasing cash reserves further will be a priority during 2026–27, in line with organisations of a similar size in our sector.

Free reserves

Unrestricted funds increased to £7.2m, including free reserves of £6.4m and designated reserves of £0.8m. This was higher than usual due to backdated payments received from Surrey County Council following the transition to a new Dynamic Purchasing System.

Operating cash generation

Net cash provided by operating activities was £0.9m, with an overall increase in cash and cash equivalents of £0.5m during the year.

Debt and long-term liabilities

Loans due after more than one year were £5.6m, broadly in line with the previous year. Total net assets increased to £7.3m, strengthening the organisation's balance sheet.

Financial summary

Analysis of financial position

The draft financial statements for the year ended 31 March 2026 show that Active Prospects remains in a strong financial position. Total income increased to £24.8m from £19.8m in 2024–25, while total expenditure rose to £23m from £19.2m. This reflected service growth and increased investment in staffing, repairs, maintenance and compliance, alongside higher interest and similar costs.

The higher-than-usual surplus should be understood in the context of Surrey County Council's recommissioning process. Uncertainty over the timing and level of new fees led us to budget prudently during the year, including deferring some planned maintenance until funding was confirmed and paying for costs ahead of the settlement over the last two years including our commitment to pay above the Real Living Wage which use our cash and reserves. The eventual implementation of fee uplifts across our Surrey services, together with £0.7m of back payments relating to prior years, then increased income in 2025–26. Net income before actuarial gains was £1.8m; after the £0.7m exceptional income and a £0.2m actuarial gain on the defined benefit pension scheme, the net movement in funds was £2.7m.

This result strengthened the balance sheet and provided a firm platform for future investment. Total funds and net assets increased to £7.3m from £4.6m, net current assets rose to £5.0m from £2.2m, and cash at bank and in hand increased to £3.7m. Loans due after more than one year remained broadly stable at £5.6m, while the pension liability reduced by £0.3m.

Although part of the improvement reflects one-off back payments, the underlying position is sound and gives Active Prospects greater capacity to manage risk, strengthen reserves and invest in people, homes, services and systems.



Going concern assessment

The Board has reviewed Active Prospects' financial position, cashflow, reserves, loan commitments, expected income and expenditure, and the principal risks facing the organisation. Based on this review, the Board considers that Active Prospects has adequate resources to continue operating for at least twelve months from the date the financial statements are approved.

The assessment reflects the organisation's increased cash position, strengthened unrestricted reserves, ongoing income from commissioned services, and the continued management of costs, debt repayments and pension deficit contributions. While the operating environment remains challenging, with pressures on social care funding, workforce costs, inflation, property compliance and commissioner budgets, the Board is satisfied that the organisation remains a going concern.

Reserves policy

Active Prospects maintains reserves to protect service continuity, manage financial risk and support planned investment in homes, systems, services and organisational development. The Board reviews the policy regularly against the organisation's scale, complexity and risk profile, including cashflow needs, loan and pension commitments, regulatory expectations and future investment plans.

On 31 March 2026, unrestricted funds were £7.2m, including free reserves of £6.4m, a £0.7m designated property repairs reserve and a £0.6m designated SASC property reserve, offset by the designated pension deficit reserve. These designated funds provide for future property maintenance—including boilers, kitchens, bathrooms and fire safety works—and the repayment and management of properties funded through Social and Sustainable Capital.

The Board considers this to be a sound and appropriate year-end reserves position, providing meaningful protection against uncertainty and a firm platform for continued investment. As Active Prospects has grown in income, workforce, services and housing responsibilities, the Board also recognises the importance of increasing reserves further. We will therefore continue to strengthen free and cash reserves over time, informed by risk, affordability and comparison with organisations of a similar size and complexity, while balancing this objective with appropriate investment in people, homes and services.



Structure, governance and management

Summary of governance structure

Strong leadership, clear values and robust governance are the foundations that enable Active Prospects to deliver high-quality support and remain accountable to the people we support, families, staff, commissioners, funders, regulators and partners. As a Community Benefit Society with charitable status, Active Prospects is governed by its Board members, who are responsible for safeguarding the organisation's purpose, values, assets, reputation and long-term sustainability.

The Board holds overarching responsibility for governance, strategy and assurance. It ensures that Active Prospects' rules, business plans, policies and systems of control reflect legal duties, regulatory requirements and best practice. Board members are expert volunteers who bring a broad mix of skills, including health and social care, learning disability and autism, mental health, finance, audit, risk, property, housing, human resources, digital innovation, commercial development, governance, inclusion and media relations.

The Board operates through a committee structure that enables more detailed scrutiny and assurance. Its committees include the Finance, Audit and Risk Committee, the Business Development Committee, the People and Remuneration Committee and the Quality Care Committee. These committees review performance, risk, quality, safeguarding, finance, workforce, property, development, compliance and strategic opportunities, and make recommendations to the Board where required.

Operational leadership is delegated to the Chief Executive and Executive Leadership Team under the organisation's Standing Orders, scheme of delegation and financial regulations.These arrangements set out how authority is delegated, how decisions are made, and how performance and accountability are monitored. The Board is supported by professional advisors, including external auditors, bankers, legal advisors and other specialists as required.

The voices of people we support inform governance through Active Prospects Ambassadors, Big Feedback meetings, surveys, quality visits and co-production activity. This helps ensure that policies, priorities and performance are shaped by the people who experience our support.

Safeguarding and standards

Safeguarding is a core priority and is embedded throughout Active Prospects. All colleagues have a responsibility to prevent harm, abuse and neglect, and to report concerns promptly. Safeguarding incidents, themes and learning are reviewed through operational processes and reported to the Quality Care Committee, with serious concerns escalated to the Board. The Board and Executive Leadership Team are responsible for ensuring that Active Prospects operates within relevant constitutional, regulatory, legal and financial requirements, including Care Quality Commission (CQC) requirements, safeguarding, health and safety, data protection, employment law, financial regulation and charity law. Policies, audits, reporting systems, training and quality assurance processes support consistent standards across services.

During 2025–26, all CQC-registered services remained rated Good overall, with more than half achieving Outstanding in at least one domain. Quality and safety performance continued to be monitored through regular reporting, audits, mock inspections, service improvement planning and feedback from people supported, families, staff and professionals. This provides assurance that our ambition for people to lead aspiring lives is supported by safe, well-led and accountable services.

Risk management

The Board has overall responsibility for ensuring that robust financial and operational controls are in place, safeguarding Active Prospects' assets, preventing fraud and ensuring compliance with legal and regulatory requirements. Risk management is embedded in planning and performance monitoring, supported by a corporate Risk Register that is reviewed regularly and reported through the Finance, Audit and Risk Committee.

The Risk Register includes the principal risks facing the organisation, including financial stability, cost pressures, service quality, safeguarding, workforce capacity and wellbeing, recruitment and retention, property investment and compliance, IT security, business continuity, project delivery, commissioning changes, policy developments and funding uncertainty. Each risk is assessed and managed through agreed controls, mitigations and accountable owners.

Oversight of financial risks includes scrutiny of budgets, management accounts, cashflow, reserves, loan commitments, covenant compliance, audit findings and going concern. Operational risks are reviewed through executive and committee reporting, with escalation to the Board where appropriate. This approach supports timely decision-making and helps the organisation remain resilient in a challenging social care and supported housing environment.

The Board also monitors the organisation's strategic risk profile as Active Prospects grows and develops. This includes oversight of new housing and service developments, digital transformation, environmental sustainability, workforce strategy, regulatory readiness and the continued development of governance arrangements appropriate to the organisation's size, complexity and future ambitions.

Commitment to transparency

Active Prospects is committed to transparent, accountable governance and clear reporting. The annual report and financial statements provide a public account of the organisation's performance, impact, financial position, governance arrangements, audit opinion and stewardship of resources.The Board reviews governance practice against relevant guidance, including charity governance expectations and good practice for community benefit societies. Board and committee papers, minutes and decisions are prepared and retained in accordance with agreed governance processes. The organisation also reports to regulators, lenders, commissioners, funders and other stakeholders as required.

We continue to publish and develop information that supports transparency and accountability, including our annual report and financial statements, Equity and Diversity Pay Gap reporting, environmental sustainability information and updates on our strategic priorities. Through strong governance, inclusion and strategic foresight, we remain accountable to the people we support, our members, partners and communities, and are better able to grow sustainably, build influence and develop innovative models of support.

Public benefit guidance

Active Prospects is a charitable Community Benefit Society with charitable status and exists to enable people to lead full and aspiring lives. Its charitable purpose is delivered through supported living, residential and community services, employment, training and and wellbeing support for people with learning disabilities, autistic people, and people with physical or mental health needs.

When exercising their duties and making decisions, Board members consider how the organisation's services, partnerships, developments and use of resources further those purposes and benefit the people and communities it serves. This includes assessing how activities respond to identified social need and contribute to positive outcomes for the public.

The public benefit of Active Prospects' work is evident in the support we provide to people who may otherwise face exclusion, institutional care, poor health outcomes or limited opportunities. During 2025–26, this included supporting people to live more independently, move from hospital or unsuitable placements into homes of their own, develop skills and confidence, build community connections, access wellbeing support, and influence services through lived experience leadership.

This requirement is reflected in Board member induction, the Board members' handbook and regular governance review. The Board keeps public benefit in mind when approving strategy, budgets, service developments, property investment, policies and major decisions, ensuring that resources are used to further Active Prospects' purpose and deliver benefit for the people and communities we serve.

Members and advisors

Details of Board members, the Secretary, registered office, registered society number, auditors, bankers and website are set out in the members and advisors section of this Annual report and financial statements.

Independent Auditor's Report

Opinion

We have audited the financial statements of Active Prospects ("the Society") for the year ended 31 March 2026 which comprises the Statement of Financial Activities, Balance Sheets and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the societys affairs as at 31 March 2026 and of the society's net movement in funds, including the income and expenditure, 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 Co-Operative and Community Benefit Societies Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report.

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Board members' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the societys ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the Board members with respect to going concern are described in the relevant sections of this report.

Other information

The Board members are responsible for the other information. The other information comprises the information included in Annual Report of the Board. 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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

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

- the information given in the Annual Report of the Board for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the society and its environment obtained in the course of the audit, we have not identified material misstatements in the Annual Report of the Board. We have nothing to report in respect of the following matters in relation to which the Co-Operative and Community and Benefit Societies Act 2014, requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the society
- the society's financial statements are not in agreement with the accounting records and returns
- certain disclosures of Board members' remuneration are not made
- we have not received all the information and explanations we require for our audit.

Responsibilities of Board Members for the financial statements

The Board Members 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 Board Members determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board Members are responsible for assessing the society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board Members either intend to liquidate the Society 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 is detailed adjacent.

Based on our understanding of the society and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with Housing Regulations; Health and Safety regulation, GDPR, employment law and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Housing SORP and consider other factors such as compliance with HMRC regulations covering corporation tax, payroll tax and VAT.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to manipulation of accounting estimates and judgements and the posting of inappropriate journals to income. Audit procedures performed by the engagement team included:

- Enquiries of management regarding correspondence with regulators and tax authorities
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud
- Evaluating management's controls designed to prevent and detect irregularities
- Reviewing and testing journal entries made in the year, particularly those made as part of the yearend financial reporting process
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the society members, as a body, in accordance with section 87 of the Co-Operative and Community Benefit Societies Act 2014. Audit work has been undertaken so that we might state to the society's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the society members, as a body, for our audit work, for this report, or for the opinions we have formed.

HaysMac LLP

(Senior Statutory Auditor)

10 Queen Street Place
London
EC4R 1AG

HaysMac LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Statement of Financial Activities

Year ended 31 March 2026

	Note	2026 £ Unrestricted	2026 £ Restricted	2026 £ Total	2025 £ Total
INCOME	3				
Donations		15,056	179,071	194,127	2,037
Charitable Activities		24,867,898	-	24,867,898	19,653,977
Other Trading Activities		337,398	-	337,398	97,395
Investment		96,056	-	96,056	96,025
Total Income		**25,316,409**	**179,071**	**25,495,480**	**19,849,434**
EXPENDITURE	4				
Raising Funds		80,120	-	80,120	132,986
Charitable Activities		22,675,251	217,013	22,892,264	19,056,909
Total Expenditure		**22,755,371**	**217,013**	**22,972,384**	**19,189,895**
Net Income		2,561,037	(37,942)	2,523,095	659,539
Actuarial gains and (losses) on defined benefit pension schemes	21	157,301	-	157,301	5,852
NET MOVEMENT IN FUNDS		**2,718,338**	**(37,942)**	**2,680,396**	**665,391**
Reconciliation of funds					
Funds brought forward		4,530,492	76,100	4,606,592	3,941,201
Funds carried forward		7,248,830	38,158	7,286,988	4,606,592

All amounts relate to continuing activities.

Included within Charitable Activities income is £703,573 relating to non-recurring Surrey County Council Dynamic Purchasing System fee uplifts attributable to periods prior to 1 April 2025. Further details are provided in Note 20.

Balance Sheet

Year ended 31 March 2026

	Note	2026 £	2025 £
FIXED ASSETS			
Housing land and buildings	8	22,397,633	23,492,414
Other fixed assets	9	1,462,662	1,717,914
		23,860,295	**25,210,328**
CURRENT ASSETS			
Debtors	10	3,871,648	1,951,122
Cash at bank and in hand		3,749,041	3,263,832
		7,620,689	**5,214,954**
LESS CURRENT LIABILITIES			
Creditors: amounts falling due within one year	11	(2,343,052)	(2,265,916)
Deferred Income	12	(297,395)	(761,709)
		(2,640,447)	**(3,027,625)**
NET CURRENT ASSETS/LIABILITIES		4,980,242	2,187,329
TOTAL ASSETS LESS CURRENT LIABILITIES		**28,840,537**	**27,397,657**
CREDITORS: amounts falling due after more than one year			
Loans	13	(5,568,056)	(5,626,344)
Pension -defined benefit liability	21	(118,351)	(405,073)
Unamortised grants	14	(15,867,066)	(16,759,573)
		(21,553,473)	**(22,790,990)**
NET ASSETS		**7,287,064**	**4,606,667**
CAPITAL AND RESERVES			
Share capital	15	75	75
Unrestricted funds	16	7,248,831	4,530,492
Restricted funds	17	38,158	76,100
		7,287,064	**4,606,667**

These financial statements were approved and authorised for issue by the Board and signed on its behalf by:

C Poole | Chair

N Briggs | Board Member

M Mills | Secretary

The notes on pages 36 to 56 form part of these financial statements.

Statement of Changes in Reserves

Year ended 31 March 2026

	Share Capital £	Unrestricted Funds £	Restricted Funds £	Total £
Balance at 1 April 2025	75	4,530,492	76,100	4,606,667
Shares issued in year	-	-	-	-
Surplus /(deficit) for the year	-	2,718,339	(37,942)	2,680,397
Balance at 31 March 2026	**75**	**7,248,831**	**38,158**	**7,287,064**

Statement of Cash Flows

Year ended 31 March 2026

	2026 £	2025 £
Net cash provided by operating activities	918,285	370,065
Interest paid	(418,200)	(418,380)
Net cash inflow from operating activities	**500,085**	**(48,315)**
Cash flows from investing activities		
Investment income received	96,056	96,025
Capital grant received	-	3,076,215
Payments to acquire tangible fixed assets	(52,645)	(2,992,659)
Net cash (used in)/provided by investing activities	**43,411**	**179,581**
Cash flows from financing activities		
Share capital paid in	-	13
Repayment in borrowing	(58,288)	(141,446)
Net cash (used in) financing activities	**(58,288)**	**(141,433)**
Change in cash and cash equivalents	485,209	(10,167)
Cash and cash equivalents brought forward	3,263,832	3,273,999
Cash and cash equivalents carried forward	**3,749,041**	**3,263,832**

NOTE TO THE CASH FLOW STATEMENT	2026 £	2025 £
Reconciliation of net income/(expenditure) to net cash used in operating activities Net income for the year	2,680,396	659,539
Profit/Loss on disposal of tangible fixed assets	20,631	-
Interest paid	418,200	418,380
Interest receivable	(96,056)	(96,025)
Actuarial gain/(loss)	157,301	-
Amortisation of grants	(355,631)	(312,381)
Depreciation	715,909	689,135
Property related	(28,039)	-
Decrease/(increase) in debtors	(1,920,526)	(749,664)
(Decrease)/increase in creditors	(387,178)	(104,771)
Increase/(decrease) in defined benefit pension scheme provision	(286,722)	(134,148)
Net cash outflow from operating activities	**918,285**	**370,065**

Notes to the Financial Statements

Year ended 31 March 2026

1 ACCOUNTING POLICIES

a. Entity status

Active Prospects is a community benefit society registered under the Co-operative and Community Benefit Societies Act 2014. It has charitable objectives and is recognised as charitable by HMRC. The registered office is 1 Castlefield Court, Church Street, Reigate, Surrey, RH2 0AH.

b. Basis of accounting

The financial statements have been prepared in accordance with applicable law and UK accounting standards (United Kingdom Generally Accepted Accounting Practice) which includes Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and in accordance with the Co-operative and Community Benefit Societies Act 2014.

The accounts are prepared under the historical cost basis.

The Society is a Public Benefit Entity as defined by FRS102.

The financial statements are prepared in sterling, which is the functional currency of the Society. Monetary amounts in these financial statements are rounded to the nearest pound.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes. Fair value movements are dealt with through the income statement.

c. Going concern

The Board have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Society to continue as a going concern. The Board has made this assessment for a period of at least one year from the date of approval of the financial statements. In view of the level of assets held and the projected income, expenditure and cash flows, the Board has concluded that there is a reasonable expectation that the society has adequate resources to continue in operational existence for the foreseeable future. The society therefore continues to adopt the going concern basis in preparing its financial statements.

d. Income and expenditure

Income and expenditure are accounted for on an accruals basis, inclusive of VAT. This means that income and expenditure are shown in the accounts for the year to which they relate, even if they were received or paid in a different year, provided that the income is meets the recognition criteria for entitlement, probability and measurement, or the payment is probable at the balance sheet date. Income is also distinguished between donations, grants and contract/service income.

e. Grants

Grants receivable are accounted for over the period to which they relate. If the grant is received with specific performance conditions, it is recognised as deferred income until the conditions are met and then recognised in turnover. Government grants comprise amounts received during the year adjusted for income which relates to future periods.

f. Fixed assets - land and buildings

Housing properties are stated at cost, or deemed cost at 1 April 2014. Cost comprises the following:

a) the cost of acquiring land and buildings;
b) development expenditure;
c) interest charged on mortgage loans raised to finance the scheme before its operation.

Notes to the Financial Statements (continued)

Year ended 31 March 2026

1 ACCOUNTING POLICIES (continued)

g. Capital grants

Capital grants received in relation to the housing properties are accounted for using the accruals model set out in FRS 102. Grants are credited separately to the balance sheet as deferred income and is released to the Statement of Income in line with the useful life of the assets funded by them.

h. Fixed asset investments

Investments are a form of basic financial instrument and are initially recorded at cost and subsequently measured at market value at the balance sheet date. Any gains or losses arising from revaluation and disposals throughout the year are taken to the Statement of Financial Activities.

i. Current asset investments

Current asset investments are initially recorded at cost and subsequently measured at market value at the balance sheet date. Any gains or losses arising from revaluation and disposals throughout the year are taken to the Statement of Financial Activities.

j. Pension costs

The Society participated in a multi-employer Social Housing Pension Scheme. Additionally there are some employees who participate in the NHS pension scheme due to historical employment agreements. Both schemes are treated as defined benefit schemes.

The society pays agreed deficit contributions to the multi employer scheme. As required by FRS 102 provision is made for the net present value of the contributions. The movement in the provision is dealt with through the Statement of Financial Activities. Full details are provided in note 21.

k. Employee benefits

The cost of short-term benefits are charged as an expense as they fall due. Any unpaid short-term benefits for services rendered during the period are recognised as a liability.

A liability is recognised to the extent of any unused holiday pay entitlement which has accrued at the Balance Sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement.

l. Basis for preparation and application of the Charities SORP

The financial statements have been prepared in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland. In preparing these financial statements, the Society has also voluntarily applied the principles of the Charities SORP (FRS 102), second edition, except in respect of the accounting treatment of government capital grants.

M. Depreciation

Provision is made for depreciation on all tangible fixed assets at rates calculated to write off the cost, less estimated residual value, of each asset over its expected useful life from the date of acquisition, as follows:

Freehold buildings (excluding land)	2 % per annum
Leasehold buildings	2 % per annum
Building Enhancements	12.5 % per annum
Motor vehicles	25 % per annum
Office equipment	25 % per annum
Furniture and equipment	25 % per annum

Freehold land is not depreciated.

Notes to the Financial Statements (continued)

Year ended 31 March 2026

1 ACCOUNTING POLICIES (continued)

m. Operating leases

Rentals paid under operating leases are charged to expenditure as incurred.

Financial Instruments

i) Cash and cash equivalents

Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of three months or less.

ii) Debtors and creditors

Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction price. Debtors and creditors that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.

n. Restricted reserves

Restricted reserves are monies received for a specified purpose that have not been expended at the balance sheet date.

o. Designated reserves

Designated reserves are those which have been allocated for a specific purpose by the members.

p. Unrestricted reserves

Unrestricted reserves are available to the Society for its general purposes and are to be drawn upon in the event of reductions in income, unexpected costs and property investment.

q. Critical accounting estimates and areas of judgement

In preparing the financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements.

In the view of the Members in applying the accounting policies adopted, only the judgements below had a significant effect on the amounts recognised in the financial statements. No other estimates or assumptions made carry any significant risk of material adjustment in the next financial year.

The properties purchased with funding from Social and Sustainable Capital have been discounted to arrive at the present value of the loan at 31 March 2025. The properties were revalued during the year by an independent surveyor and these valuations have been used. The value of the properties has a direct impact on the amount of loan repayable.

Other judgements and accounting estimates include defined benefit pension valuation, grant allocations/releases and recognition of prior year fee uplifts.

Notes to the Financial Statements (continued)

Year ended 31 March 2026

2. NET INCOME

The net income for the year is stated after charging:

	2026	2025
	£	£
Depreciation:		
- housing properties	408,012	410,356
- other fixed assets	307,896	278,779
	715,908	**689,135**
Auditors' remuneration (including VAT) - in respect of audit services	32,280	24,721
Members expenses	80	686

3. INCOME

	2026 Unrestricted	2026 Restricted	2026 Total	2025 Total
	£	£	£	£
Income from donations	**15,056**	**179,071**	**194,127**	**2,037**
Income from charitable activities				
Care and support	21,188,961	-	21,188,961	15,801,680
Property services	3,146,314	-	3,146,314	2,898,653
Government grants released to income	262,375	-	262,375	312,381
Income from grant funding	270,248	-	270,248	559,240
Other income	-	-	-	82,023
Total income from charitable activities	**24,867,898**	**-**	**24,867,898**	**19,653,977**
Income from other trading activities	337,398	-	337,398	97,395
Investment income	96,056	-	96,056	96,025
	433,454	**-**	**433,454**	**193,420**
Total Income	**25,316,409**	**179,071**	**25,495,480**	**19,849,434**

Notes to the Financial Statements (continued)

Year ended 31 March 2026

4. EXPENDITURE

Expenditure	Raising Funds	Charitable Activities			Total Expenditure
		Care & Housing	Head Office	Total	
	2026	2026	2026	2026	2026
	£	£	£	£	£
Staff Costs	69,799	14,549,955	2,883,477	17,433,432	**17,503,231**
Recruitment & Training	-	749	335,482	336,231	**336,231**
Legal & Professional costs	0	79,420	324,419	403,839	**403,839**
IT & Communication	1,343	72,151	482,711	554,862	**556,205**
Interest & Similar Costs	-	628,921	22,117	651,038	**651,038**
Utilities & Council Tax	-634	385,455	26,601	412,056	**411,422**
Maintenance & Cleaning	238	702,843	36,779	739,622	**739,860**
Equipment Replacement	1,916	163,383	15,781	179,164	**181,080**
Depreciation	-	706,329	10,121	716,450	**716,450**
Rent	-	144,121	138,060	282,181	**282,181**
Foods	-	123,116	7,748	130,864	**130,864**
Activities	4,811	52,388	17,299	69,687	**74,498**
Insurance	-	92	191,544	191,636	**191,636**
Other	2,647	348,432	442,769	791,201	**793,848**
Total	**80,120**	**17,957,355**	**4,934,908**	**22,892,264**	**22,972,384**

	2026 Unrestricted	2026 Restricted	2026 Total
	£	£	£
Cost of Raising Funds	80,120	-	80,120
Cost of Charitable Activities	22,038,296	217,013	22,255,309
	22,755,371	**217,013**	**22,972,384**

Notes to the Financial Statements (continued)

Year ended 31 March 2026

The comparatives for 2025 are shown below:

Expenditure	Raising Funds	Charitable Activities			Total Expenditure
		Care & Housing	Head Office	Total	
	2025	2025	2025	2025	2025
	£	£	£	£	£
Staff Costs	76,887	13,336,287	965,620	14,301,907	**14,378,794**
Recruitment & Training	-	264,370	4,791	269,161	**269,161**
Legal & Professional	290	110,167	213,797	323,964	**324,254**
IT & Communication	5,798	138,758	368,605	507,363	**513,161**
Interest & Similar Costs	180	404,134	14,066	418,200	**418,380**
Utilities & Council Tax	3,305	453,179	14,359	467,538	**470,843**
Maintenance & Cleaning	4,029	552,526	29,829	582,355	**586,384**
Equipment Replacement	5,463	475,512	17,158	492,670	**498,133**
Depreciation	-	688,681	454	689,135	**689,135**
Rent	20,361	156,700	136,350	293,050	**313,411**
Foods	-	114,803	-	114,803	**114,803**
Activities	185	66,325	-	66,325	**66,510**
Insurance	-	150,371	2,719	153,090	**153,090**
Other	16,488	292,030	85,318	377,348	**393,836**
Total	**132,986**	**17,203,843**	**1,853,066**	**19,056,909**	**19,189,895**

	2025 Unrestricted	2025 Restricted	2025 Total
	£	£	£
Cost of Raising Funds	132,986		132,986
Cost of Charitable Activities	18,834,619	222,290	19,056,909
	18,967,605	**222,290**	**19,189,895**

Notes to the Financial Statements (continued)

Year ended 31 March 2026

5. SALARY COSTS

The cost of employing staff during the year was:	2026	2025
	£	£
Salary and agency costs	15,375,765	12,856,077
Social security costs	1,744,378	1,136,319
Pension costs	383,088	386,397
Total	**17,503,231**	**14,378,793**

The total amount of employee benefit paid to key management personnel for their services, excluding pension contributions, was £672,057 (2025: £582,953). Key management personnel were comprised of the Chief Executive, Director of Care, Director of Finance and Resources, Director of People, Director of Business Development and Director of Properties in 2025. In 2026, the key management personnel was increased by an additional post for Director of Quality, Governance and Lived Experience.

The average full time equivalent number of employees during the year was:	2026	2025
Head office staff	41	25
Care staff	374	345
Total staff	**415**	**370**

The number of employees who received remuneration over £60,000, excluding pension contributions, during the year was:	Number of Employees	
Remuneration	**2026**	**2025**
£60-£70k	3	4
£70-£80k	1	-
£80-£90k	3	4
£90-£100k	1	2
£100-£110k	2	-
£110-120K	-	-
£120 - 130k	-	1
£130-£140k	1	-

The Board Members did not receive any remuneration or other benefits during the year (2025: £nil).

6. INTEREST PAYABLE AND SIMILAR CHARGES

	2026	2025
	£	£
Mortgage interest and similar	232,088	278,843
Bank charges	20,639	14,288
Total Interest	**252,727**	**293,131**

Notes to the Financial Statements (continued)

Year ended 31 March 2026

7. CORPORATION TAX

Confirmation has been received from HM Revenue & Customs that Active Prospects is an exempt charity, and therefore not subject to corporation tax.

8. TANGIBLE FIXED ASSETS

	Long Leasehold housing, land and buildings	Freehold housing, land and buildings	Assets in the course of construction	Total
	£	£	£	£
Cost				
At 1 April 2025	347,584	26,608,036	-	26,955,620
Additions	-	-	-	-
Disposals	-	(864,163)	-	(864,163)
At 31 March 2026	347,584	25,743,873	-	26,091,457
Depreciation				
At 1 April 2025	143,566	3,319,640	-	3,463,206
Charge for the year	-	408,012	-	408,012
Disposals	-	(177,394)	-	(177,394)
At 31 March 2026	143,566	3,550,258	-	3,693,824
Net book value				
At 31 March 2026	**204,018**	**22,193,615**	**-**	**22,397,633**
At 31 March 2025	204,018	23,288,396	-	23,492,414

Fixed Charges are held on the following properties as security over loans made to Active Prospects (see note 13).

Financial Institution	Property
Barclays Bank	23 Montfort Rise, Salfords 33 Welcomes Road, Kenley 22-38 Chestnut Court, Princes Road, Redhill 33 Blanford Road, Reigate 50 Cheyne Walk, Horley Beech Lodge, Waller Lane, Caterham
Social and Sustainable Capital	59 Three Bridges Road, Crawley Oakfield Lodge, Axes Lane, Salfords 44 Copthorne Road, Leatherhead Colesmead House, Colesmead Lane, Redhill

The Secretary of State for Health also holds legal charges over those properties where the purchase was funded by NHS grants.
As at 31 March 2026 Active Prospects had capital commitments of £45,504 (2025: Nil).

Notes to the Financial Statements (continued)

Year ended 31 March 2026

9. OTHER ASSETS

	Vehicles	Furniture and Equipment	Building Enhancements	Intangible Assets	Total
	£	£	£	£	£
Cost					
At 1 April 2025	231,828	168,151	2,070,785	24,360	2,495,124
Additions	-	-	52,645		52,645
Disposals	-	-	-	(24,360)	(24,360)
At 31 March 2026	231,828	168,151	2,123,430	-	2,523,409
Depreciation					
At 1 April 2025	187,691	119,776	445,383	24,360	777,210
Charge for the year	17,252	29,800	260,844	-	307,896
Disposals	-	-	-	(24,360)	(24,360)
At 31 March 2026	204,943	149,576	706,227	-	1,060,746
Net Book Value					
At 31 March 2026	**26,885**	**18,575**	**1,417,202**	**-**	**1,462,662**
At 31 March 2025	44,137	48,375	1,625,402	-	1,717,914

10. DEBTORS

	2026	2025
	£	£
Amounts receivable within one year:		
Rent receivable	106,431	267,249
Care and support receivable	2,918,956	1,371,329
Prepayments and accrued income	788,585	271,390
Other debtors	57,676	41,154
Total	**3,871,648**	**1,951,122**

All debtors are financial instruments and are measured at present value.

Care and support receivable increased significantly from £1.4m in 2025 to £2.9m in 2026. The majority of the £1.5m increase was due to the back-pay owed by Surrey County Council uplifts that were notified prior to year end, but not received until after year end.

Notes to the Financial Statements (continued)

Year ended 31 March 2026

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2026	2025
	£	£
Mortgage loans	207,372	178,872
Other taxation and social security	388,273	285,809
Trade creditors	247,950	440,771
Pension deficit contributions	118,789	118,927
Accruals	1,114,742	885,878
Other creditors	265,926	355,659
Total	**2,343,052**	**2,265,916**

All creditors are financial instruments and are measured at present value.

12. DEFERRED INCOME

	2026	2025
	£	£
Balance at 1 April 25	761,709	698,778
Amount released to incoming resources	(607,125)	(483,145)
Amount deferred in the year	142,810	546,076
Balance at 31 March 26	**297,394**	**761,709**

Income is deferred if it relates to a future period.

Notes to the Financial Statements (continued)

Year ended 31 March 2026

13. LOAN: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2026	2025
	£	£
Mortgages	3,072,804	3,263,884
Social and Sustainable Finance Loan	2,495,252	2,362,460
Total	**5,568,056**	**5,626,344**

In November 2019 Active Prospects entered into an agreement with Social and Sustainable Capital LLP to have access to a loan facility of £3,400,000. Active Prospects drew down £2,162,000 and no further funds will be drawn under this agreement. The loan will be repayable in November 2029.

Active Prospects has a mortgage of £2,100,000 with Barclays Bank. A fixed charge is held over the following properties as security over the loan:

23 Montfort Rise, Salfords
33 Welcomes Road, Kenley
Beech Lodge, Waller Lane, Caterham
33 Blanford Road, Reigate
50 Cheyne Walk, Horley
22-38 Chestnut Court, Princes Road, Redhill

Loans payable by instalments	2026	2025
	£	£
Within 1 year	207,372	178,872
In 2-5 years	1,002,930	818,336
In 5 years or more	4,565,126	4,808,008
Total Loans	**5,775,428**	**5,805,216**

Notes to the Financial Statements (continued)

Year ended 31 March 2026

14. GRANTS RECEIVED

	Long Leasehold housing, land and building	Freehold housing, land and buildings	Total
	£	£	£
Grants received			
At 1 April 2025	151,420	16,608,153	16,759,573
Additions	-	-	-
Disposals	-	630,133	630,133
Amortisation	3,714	258,661	262,375
At 31 March 2026	**147,706**	**15,719,359**	**15,867,065**

	2026	2025
	£	£
Amounts due to be released in:		
Less than one year	320,290	362,564
More than one year	15,546,775	16,397,009
Total	**15,867,065**	**16,759,573**

15. SHARE CAPITAL

	2026	2025
	£	£
Allotted, issued and fully paid ordinary shares of £1 each	75	75

Notes to the Financial Statements (continued)

Year ended 31 March 2026

16. UNRESTRICTED FUNDS

	At 1 April 2025	Incoming Resources	Outgoing Resources	Transfers	At 31 March 2026
	£	£	£	£	£
Designated Funds					
Pension deficit reserve	(524,000)	-	(542)	-	(524,542)
Repairs reserve	719,330	-	-	20,186	739,516
SASC Property reserve	474,907	-	-	127,461	602,368
Total Designated Funds	**670,237**	**-**	**(542)**	**147,647**	**817,342**
Free Reserve	3,860,255	25,473,709	(22,754,829)	(147,647)	6,431,488
Total Unrestricted Funds	4,530,492	25,473,709	(22,755,371)	-	7,248,830

The unrestricted funds have the following designations:

Pension deficit contribution	An amount equal to the amounts provided for future contributions which will be paid from future income.
Repairs reserve	The management of Active Prospects have resolved to reclassify a portion of the unrestricted reserves to create a designated repairs reserve for the ongoing repairs to the properties owned or leased by the organisation and occupied by tenants. The fund will fund the cost of repairs to specific categories of repair including boilers, kitchens, bathrooms and fire safety.
SASC property reserve	The management of Active Prospects have resolved to classify a portion of the unrestricted reserves to create a designated reserve for the purchase of 3 properties funded by Social and Sustainable Capital and to be repaid in November 2029.
Free reserve	These reserves are undesignated representing free reserves to be drawn upon in the event of reductions in income, unexpected costs and property investment.

Notes to the Financial Statements (continued)

Year ended 31 March 2026

17. RESTRICTED FUNDS

	At 1 April 2025	Incoming Resources	Outgoing Resources	Transfers	At 31 March 2026
	£	£	£	£	£
Equality, Diversity and Inclusion Grant	57,730	-	(22,537)	-	35,193
Nationwide Dual Diagnosis Social Prescription Grant	18,370	-	(15,405)	-	2,965
Mental Health Investment Fund	-	-	-	-	-
Workforce Innovation Grant	-	49,431	(80,126)	30,695	-
Accelerating Reform Fund	-	6,000	(6,000)	-	-
Oliver McGowan Mandatory Training	-	-	(92,945)	92,945	-
Suicide Prevention Grant	-	-	-	-	-
Total Restricted Funds	**76,100**	**55,431**	**(217,013)**	**123,640**	**38,158**

Equality, Diversity and Inclusion grant	A grant from Surrey County Council of £144,316 in 2023 to provide equality,diversity and inclusion projects to the social care sector in Surrey. Of this £85,586 has been recognised in previous years.
Nationwide Dual Diagnosis Social Prescription grant	A grant from Nationwide Building Society of £40,000 in 2024 to set and action wellbeing goals by providing access to vocational and lifeskills training to improve the mental health of participants
Workforce Innovation Grant	A grant from Surrey County Council for £395,455 over 2 years to support health and social care providers to undertake innovative workforce projects that deliver a partnership strategy for the health and care sector workforce in Surrey. A further £49,431 was received during the year.
Suicide Prevention Grant	A grant from the Department of Health and Social Care to provide wellbeing coaches to support the prevention of suicide and the improvement of mental health and wellbeing across Surrey.
Accelerating Reform Fund	A £6k grant that was received and spent during the year to help develop a web application for people with autism or pre-existing mental health issues.
Oliver McGowan Mandatory Training	A £200k grant agreed in 2024 to support Active Prospects to train employees who deal with autistic people, or people with learning difficulties, to ensure communication is clear, people are not misunderstood or not misdiagnosed when receiving health care.

Notes to the Financial Statements (continued)

Year ended 31 March 2026

18. COMMITMENTS UNDER OPERATING LEASES

As at 31 March 2026, Active Prospects had total commitments under non-cancellable operating leases as set out below:

Operating leases payable:	**2026**	**2025**
	£	**£**
Less than one year	173,176	173,175
In two to five years	136,201	272,402
After five years	-	-
	309,377	**445,577**

A charge of £210k (2025: £227k) is included in the Statement of Financial Activities in respects of operating leases in the year.

19. RELATED PARTY TRANSACTIONS

There were no related party transactions in the year that require disclosure.

20. PRIOR YEAR SURREY COUNTY COUNCIL DPS FEE UPLIFTS

During the year, Active Prospects recognised £703,573 of income relating to Surrey County Council Dynamic Purchasing System fee uplifts attributable to periods prior to 1 April 2025. At 31 March 2025 there was insufficient certainty regarding entitlement and measurement for the income to be recognised. The income was therefore recognised in 2025/26 when agreement was reached. The trustees consider this income to be non-recurring and not representative of underlying annual operating performance.

	2026	**2025**
	£	**£**
Prior Year Surrey County Council Dynamic Purchasing System (DPS) uplifts	**703,573**	**-**

Notes to the Financial Statements (continued)

Year ended 31 March 2026

21. PENSIONS COSTS

(a) TPT Retirement Solutions – Social Housing Pension Scheme

The company participates in the Social Housing Pension Scheme (the Scheme), a multi-employer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK.

The Scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The last completed triennial valuation of the scheme for funding purposes was carried out as at 30 September 2023. This valuation revealed a deficit of £693m. A Recovery Plan has been put in place with the aim of removing this deficit by 31 March 2028.

The Scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme. Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

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

The latest accounting valuation was carried out with an effective date of 30 September 2025. The liability figures from this valuation were rolled forward for accounting year-ends from the following 31 March 2026 to 28 February 2027 inclusive.

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

PRESENT VALUES OF DEFINED BENEFIT OBLIGATION, FAIR VALUE OF ASSETS AND DEFINED BENEFIT ASSET (LIABILITY)

	31 March 2026	**31 March 2025**
	(£'000s)	**(£'000s)**
Fair value of plan assets	2,163	2,053
Present value of defined benefit obligation	2,400	2,577
Surplus (deficit) in plan	(237)	(524)
Unrecognised surplus	-	-
Defined benefit asset (liability) to be recognised	(237)	(524)

The defined benefit pension liability of £237,000 is presented between current creditors of £118,789 and non-current creditors of £118,351 in the balance sheet, totalling £237,140 and agreeing to the liability disclosed above, subject to rounding.

Notes to the Financial Statements (continued)

Year ended 31 March 2026

21. PENSIONS COSTS (continued)

RECONCILIATION OF OPENING AND CLOSING BALANCES OF THE DEFINED BENEFIT OBLIGATION

	Period from 31 March 2025 to 31 March 2026 (£'000s)
Defined benefit obligation at start of period	2,577
Current service cost	-
Expenses	8
Interest expense	139
Member contributions	-
Actuarial losses (gains) due to scheme experience	(25)
Actuarial losses (gains) due to changes in demographic assumptions	22
Actuarial losses (gains) due to changes in financial assumptions	(180)
Benefits paid and expenses	(141)
Liabilities acquired in a business combination	-
Liabilities extinguished on settlements	-
Losses (gains) on curtailments	-
Losses (gains) due to benefit changes	-
Exchange rate changes	-
Defined benefit obligation at end of period	2,400

Notes to the Financial Statements (continued)

Year ended 31 March 2026

21. PENSIONS COSTS (continued)

RECONCILIATION OF OPENING AND CLOSING BALANCES OF THE FAIR VALUE OF PLAN ASSETS

	Period from 31 March 2025 to 31 March 2026 (£'000s)
Fair value of plan assets at start of period	2,053
Interest income	113
Experience of plan assets (excluding amounts included in interest income) - gain (loss)	18
Employer contributions	120
Member contributions	-
Benefits paid and expenses	(141)
Assets acquired in a business combination	-
Assets distributed on settlements	-
Exchange rate changes	-
Fair value of plan assets at end of period	2,163

The actual return on plan assets (including any changes in share of assets) over the period from 31 March 2025 to 31 March 2026 was £131,000.

DEFINED BENEFIT COSTS RECOGNISED IN STATEMENT OF COMPREHENSIVE INCOME (SOCI)

	Period from 31 March 2025 to 31 March 2026 (£'000s)
Expenses	8
Net interest expense	26
Losses (gains) on business combinations	-
Losses (gains) on settlements	-
Losses (gains) on curtailments	-
Losses (gains) due to benefit changes	-
Defined benefit costs recognised in statement of comprehensive income (SoCI)	34

Notes to the Financial Statements (continued)

Year ended 31 March 2026

21. PENSIONS COSTS (continued)

DEFINED BENEFIT COSTS RECOGNISED IN STATEMENT OF FINANCIAL ACTIVIES

	Period from 31 March 2025 to 31 March 2026 (£'000s)
Experience on plan assets (excluding amounts included in net interest cost) - gain (loss)	18
Experience gains and losses arising on the plan liabilities - gain (loss)	25
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligation - gain (loss)	(22)
Effects of changes in the financial assumptions underlying the present value of the defined benefit obligation - gain (loss)	180
Total actuarial gains and losses (before restriction due to some of the surplus not being recognisable) - gain (loss)	157
Effects of changes in the amount of surplus that is not recoverable (excluding amounts included in net interest cost) - gain (loss)	-
Total amount recognised in other comprehensive income - gain (loss)	157

Notes to the Financial Statements (continued)

Year ended 31 March 2026

21. PENSIONS COSTS (continued)

ASSETS

	31 March 2026 (£'000s)	31 March 2025 (£'000s)
Global Equity	240	230
Liquid Alternatives	385	381
Insurance-Linked Securities	3	6
Property	106	103
Infrastructure	-	-
Private Equity	5	2
Real Assets	204	246
Private Credit	261	251
Credit	86	79
Investment Grade Credit	127	63
Cash	-	28
Long Lease Property	-	1
Secured Income	66	34
Liability Driven Investment	659	622
Currency Hedging	-	3
Net Current Assets	21	4
Total Assets	**2,163**	**2,053**

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

Notes to the Financial Statements (continued)

Year ended 31 March 2026

21. PENSIONS COSTS (continued)

KEY ASSUMPTIONS

	31 March 2026 % per annum	31 March 2025 % per annum
Discount Rate	6.08	5.52
Inflation (RPI)	3.31	3.40
Inflation (CPI)	3.03	3.09
Salary Growth	4.03	3.79
Allowance for cummulation of pension for cash at retirement	75 % of maximum allowance	75 % of maximum allowance

The mortality assumptions adopted at 31 March 2025 imply the following life expectancies.

	Life expectancy at age 65years
Male retiring in 2026	20.9
Female retiring in 2026	23.2
Male retiring in 2046	22.2
Female retiring in 2046	24.6

(b) NHS pension scheme

Some past and present employees are covered by the provisions of the two NHS pension schemes. At 31 March 2026 there were less than 10 employees at Active Prospects who participate in the NHS pension scheme. Details of the benefits payable and rules of the schemes can be found on the NHS pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit scheme that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable the NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

Active Prospects enables people with learning disabilities, autistic people and those with physical or mental health needs to lead full and aspiring lives.

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We are a Community Benefit Society (26618R) with charitable status.

activeprospects.org.uk

Active Prospects

People leading aspiring lives