

Annual Report 2024-2025



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Introduction from the Chair

Annual reports are, by and large, pretty dull pieces of prose. They are a necessity, of course, but trying to balance what might be interesting to the casual reader with any statutory requirements is never going to be easy. Facts, figures, diagrams and self-congratulatory explanations will never trouble the best sellers list.

I'll tell you what I do find interesting in picking up a report like this one: it looks behind all the data to see what it means for the people who are engaged in all the activity being described.

Are we celebrating an increase in activity at **Centred** or celebrating that our activities are making an enormous difference to more people who need our services? It is both, isn't it? And even if growth is less obvious in some areas that should never overshadow what is already going on because it is every bit as important.

Talking about finance can make your head spin but it's hard to get away from it! Everyone knows that money is tight. Just look at the price of things you want to buy in the weekly shop and the cost of electricity. Behind those realities are people trying to make ends meet on the real living wage which has increased over the year making a real difference to staff who receive it. While **Centred** is funded for those increases, other costs haven't been increased by anything like as much, which means that the people in finance have to work hard to make everything add up and there's no sign that that will change, making it harder for the charity to make ends meet.

Introduction from the Chair

Turning to a less glamorous topic, buildings, there's a bit to say about them too. Hats off to all those who keep our buildings spick and span and make sure that they are fit for purpose. A lot of refurbishment has gone on at the Recovery Centre in Inverness which makes it much more energy efficient and comfortable for all the clients. We parted company with one building, the office in Tomnahurich Street, and now all the head office functions take place in the Eastgate centre, which also houses the Discovery College.

This has been a great success since it opened last November and once again we need to thank all the people who made it happen- all our funders and Habitus Collective- and everyone who continue to ensure that the college helps people on a journey of self discovery and the means to lift themselves out of mental ill health. The peer supporters are crucial to this because it is through their empathic approach and sharing of lived experience, that they make an enormous difference to others. We now see over 100 individuals a week! That's quite amazing!

This doesn't do justice to the enormous amount of work that **Centred** staff undertake day in and day out. It is truly remarkable and saying thank you doesn't seem adequate, but all your work is greatly appreciated.

So, next time you open an annual report, pause for a moment and look behind all the stuff and think about all the people represented there. It's easy if you try!

Vision, Aims and Objectives

Vision

A world where all people live fulfilling lives supported by communities' care.

Mission

To provide a person-centred approach to support people's mental well-being

Values

- *Working Together*

We strive to work in ways that understands that the people using health and social services are equal partners in the planning, developing and monitoring of support to make sure it meets their needs.

- *Dignity*

We believe in the importance and value that each person has and respect their needs and wishes.

- *Compassion*

In all that we do with people we show respect, kindness and empathy.

- *Trust*

We put our trust in the people we support and the people we work with.

- *Recovery*

We believe in the potential every person has to live fulfilling lives and in the possibility of recovery and restoration to wellbeing.

- *Evidence based*

We believe that evidence-based practice and research should be the foundation of all our services.

Key Risks We Face

The factors we think will have the greatest influence over the way we work and how we achieve our vision over the next five years are the issues facing the social care generally which include:

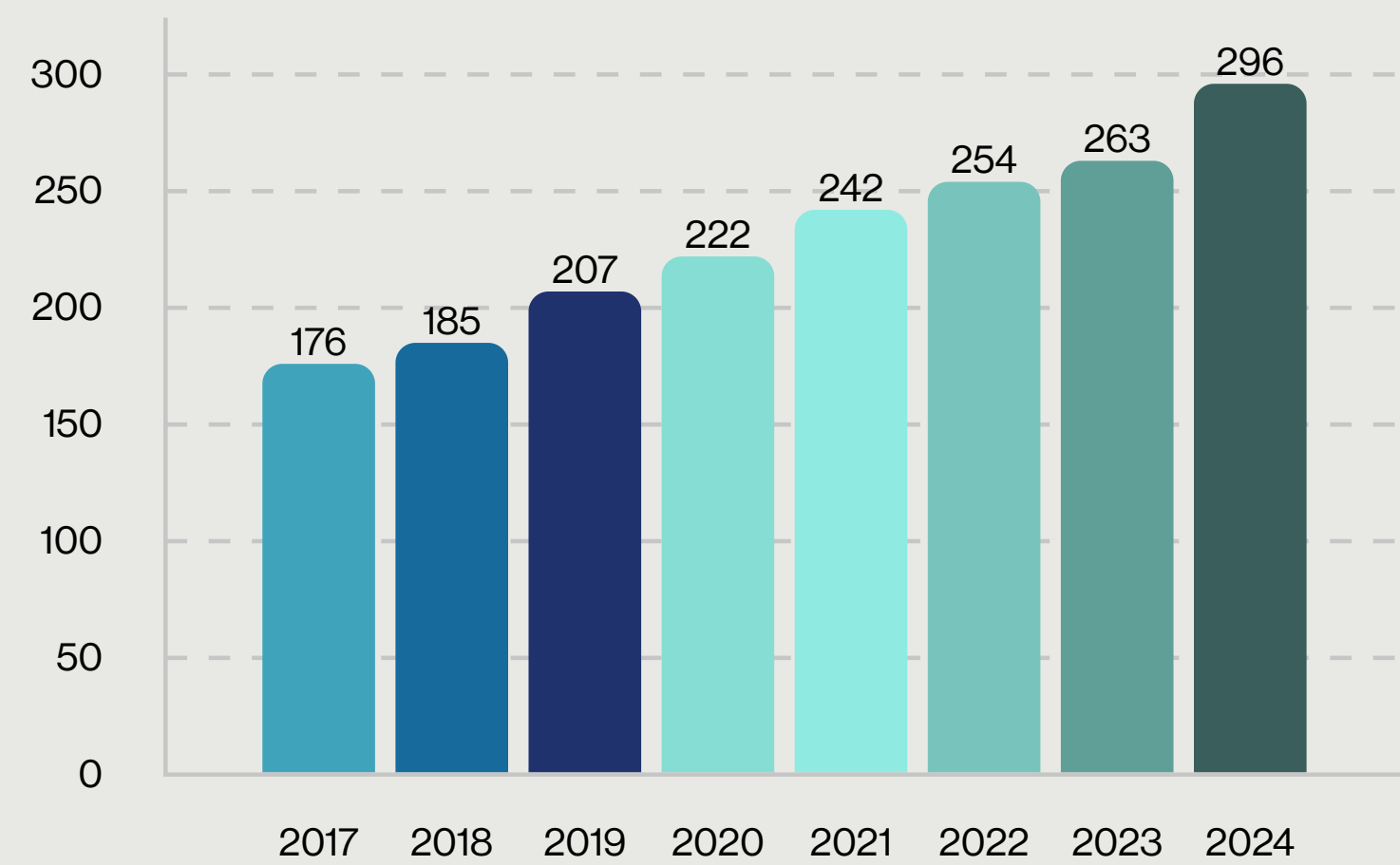
- The fundamental changes to the employment market after the pandemic, Brexit, and other existential events.
- NHS and public sector pay increases not reflected in the social care sector.
- The erosion of funding from Scottish Government and cuts in NHS funding for mental health initiatives.
- The cost of living increases and reducing resource capacity in a market based primarily on public funding.
- The ongoing impact of Covid on the mental health of particularly young people, which is additionally fueling continued growth in demand for social care.
- The social care sector response to climate emergency.

Performance

Community Services

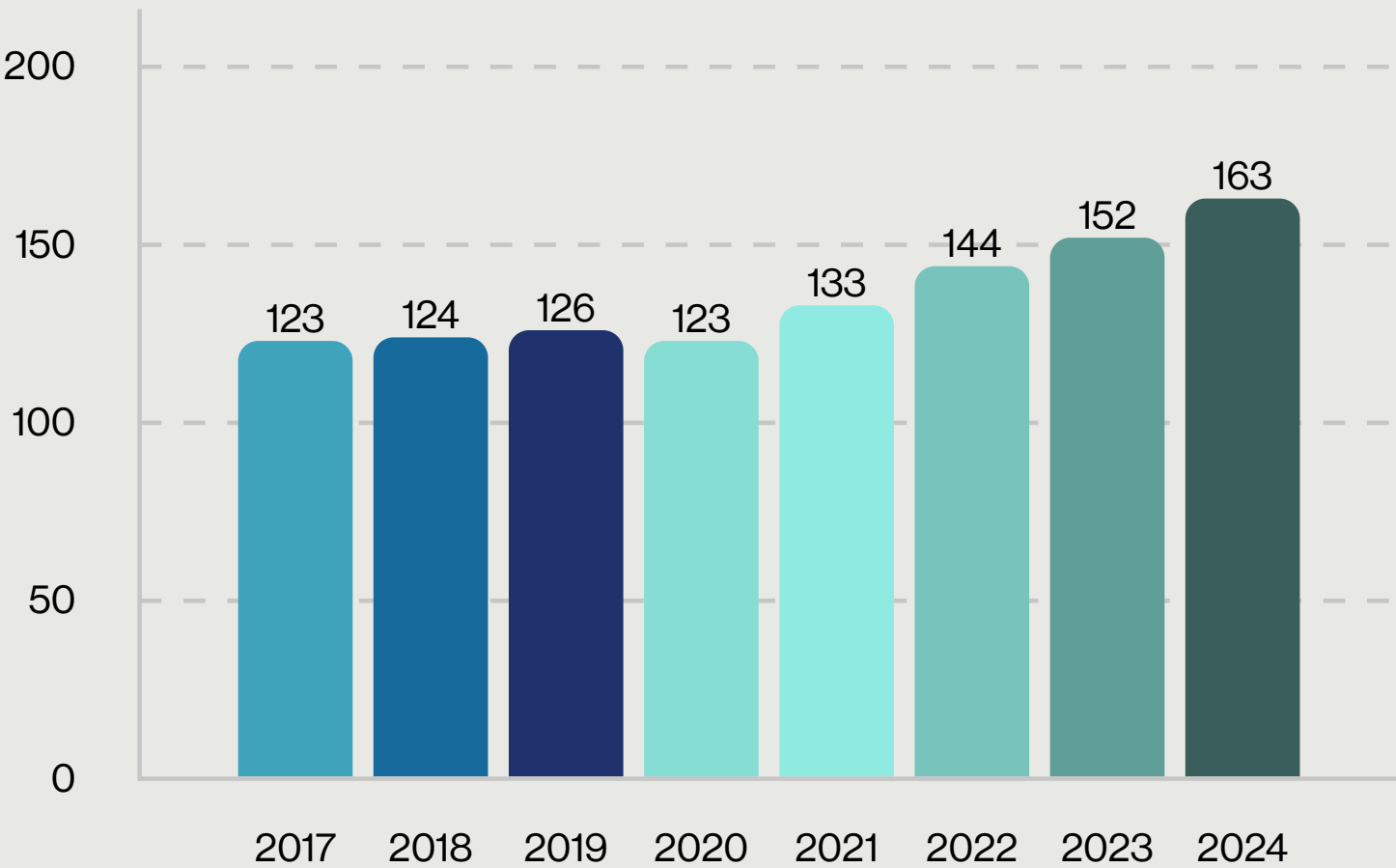
The total number of service users provided with support gradually increased during the year from 263 to 296.

Number of People We Support



Though there was a dip in staffing numbers during the Summer and early Autumn months our staffing numbers grew during the year to 130 within Community Services and 157 staff including other services and administration.

Number of Staff



During the year we had no complaints from our service users or other stakeholders.

By law all care organisations have to report to the Care Inspectorate how many accidents they have as a service and also how many incidents occur. An incident can be anything that might affect the care being providing and can range from relatively minor to serious.

During the year our community services reported 25 accidents..

We also reported 546 incidents across our 4 community services.

During the year we delivered 99,843 of contracted support to service users across Highland and this continues to grow. We support around 300 people each week, thats over 15,000 people each year exclusively in Highland

The Recovery Centre

The Recovery Centre is a residential 23 bed hostel located in Inverness. It provides support for people who are on their journey to recovery following a significant decline in their mental health.

The centre provides nursing care to its 23 residents as well as activity based support through its team of support workers.

Our beds need to be made available as soon as possible following vacancy. We have focused hard on improving the efficiency of returning vacant rooms to a lettable standard and these efforts are showing and our efficiency is improving. The centre worked at full capacity through the year, with bed turnover of less than a week on average.

The poor results of our inspection in August 2023 have been greatly improved over the year.



The re-inspection which took place in December of that year saw an improvement from Poor to Adequate to Adequate-Good. Further inspections have built on these standards and we now have an overall “good” rating with the Care Inspectorate.

The revised contract with NHS Highland and improved working procedures with Social Work are working very well with Social Work commenting on the huge improvements of the joint working relationship. This can only result with better outcomes for service users.

The Discovery College

The Discovery College began its development in 2022 and launched online in June 2023.



The success of this initiative led to the opening of the college in the Eastgate Shopping Centre in November 2024. The location of the College gives easy access for people seeking support, empathy and understanding. It has had a huge impact with over 150 individuals coming into the college each week.

The college provides a supported journey where individuals can learn about themselves and how to deal with the situations they find themselves in, with no pressure or expectations.

The college is peer driven by people who have experienced the very same challenges of poor mental health and substance abuse.

Some of the inspirational stories have been uplifting, for example Magnus. Through the training he received at the Discovery College, he began to see that his personal mental health challenges were skills he could use to build a community and to help others.

"I'm can just be me with all the people here, and I think they like that. Peer to peer support helped me figure that out"

Clarity Walk

We welcomed Clarity Walk into our organisation in 2023. Since then it has grown to be a valuable support for many within the community who enjoy the regular wellness walks each week. There are no barriers for people as there are walks for every level of capability. Each walk is led by trained volunteers and many of those attending often live on their own and experience isolation or loneliness. Each walk ends with a coffee and chat creating an informal way for people to get to know each other.

As Chris says:

"I've been joining Clarity Walk for 2 years. Back then I found it hard to leave the house and was very shy and nervous. The supporters help you relax. In that time you can forget about the stress of being a single parent and work pressures. Thanks to the support and close friendships I have made with fellow walkers, who I class as family, I can now reflect on these issues and let the problems blow away"



Human Resources

While the sector in general has faced staffing shortages, particularly since Covid, we have managed to buck the trend and have not experienced the same staff shortages as many.

This maybe because we offer some of the best terms and conditions within the sector. Once staff join us they tend to stay so staff retention is not a major problem.

"Working for Centred has been so fulfilling. I get to meet so many different people from all walks of life and feel supported across every sector."



Financial Results

Finances remain challenging with the fee rates for delivering care falling well behind inflation. The increase in the care rate in 2024 was only 8.77% while the uplift in wages was 10%. Clearly this is going to affect our bottom line. However due to savings and efficiencies we were able to deliver a surplus in our unrestricted funds this year showing an improvement of £66924.

Restricted funds, about which we have little control, were still in deficit which did result in an overall loss of £40729, however this result is encouraging and demonstrates the adaptability and the efficiency of our company.

Income and endowments	Un-restricted	Restricted	2025 Total funds	Un-restricted	Restricted	2024 Total funds
Donations and grants	8,794	126,845	135,639	17,063	199,301	216,364
Charitable activities	4,409,348	-	4,409,348	3,877,922	-	3,877,922
Other trading activities	70,093	-	70,093	88,699	-	88,699
Investment income	5,636	-	5,636	4,400	-	4,400
Total Income	4,517,430	126,845	4,644,275	3,957,482	199,301	4,156,783
Expenditure						
Costs of other trading activities	985	-	985	6,031	-	6,031
Expenditure on charitable activities	4,458,436	225,583	4,684,019	4,112,873	83,485	4,196,358
Total Expenditure	4,459,421	225,583	4,685,004	4,118,904	83,485	4,202,389
Net Income (Expenditure)	58,009	(98,738)	(40,729)	(161,422)	115,816	(45,606)
Transfers between funds	8,915	(8,915)	-	55,982	(55,982)	-
Net movement in funds	66,924	(107,653)	(40,729)	(105,440)	59,834	(45,606)
Reconciliation of funds						
Total funds brought forward	924,580	386,649	1,311,229	1,030,020	326,815	1,356,835
Total funds carried forward	991,504	278,996	1,270,500	924,580	386,649	1,311,229

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