Registered number: SC406021

INSPIRE SCOTLAND LIMITED

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

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COMPANY INFORMATION

Directors	Connor Andrew Martin Daniel Martin
Registered number	SC406021
Registered office	Red Tree Magenta 270 Glasgow Road Rutherglen Glasgow Glasgow Scotland G73 1UZ
Independent auditors	RPG Crouch Chapman LLP Chartered Accountants 40 Gracechurch Street London EC3V 0BT

INSPIRE SCOTLAND LIMITED

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STRATEGIC REPORT
FOR THE YEAR ENDED 31 DECEMBER 2025

Strategic Snapshot & Executive Summary

Since its incorporation, the principal activity of the company is to provide residential childcare for young people (YP).

This report outlines the strategic direction, operational performance, and risk management framework for our residential childcare provisions across England and Scotland.
Over the past year, our focus has been on embedding trauma-informed care models and aligning our Scottish services with the final milestones of The Promise while maintaining high compliance under England's Quality Standards.

Regulatory & Legislative Alignment

Operating across two distinct legal jurisdictions requires a localised approach to compliance and care delivery:

England Operations: Fully aligned with the Care Standards Act 2000 and the Children's Homes (England) Regulations 2015. Services are inspected by Ofsted against the "Social Care Common Inspection Framework" (SCCIF).

Scotland Operations: Fully aligned with the Health and Social Care Standards and the Regulation of Care (Scotland) Act 2001. Services are inspected by the Care Inspectorate and explicitly structured around the principles of The Promise (ensuring children grow up loved, safe, and respected).

Key Performance Indicators (KPIs)

We evaluate our cross-border performance using localised benchmarks:

Inspection Ratings:

England Target: 100% of homes rated "Good" or "Outstanding" by Ofsted.

Scotland Target: All homes scoring 5 (Very Good) or 6 (Excellent) across the Care Inspectorate evaluation themes.

Financial key performance indicators

Over the year of review the number of placements has expanded compared to the level of December 24 as has the level of turnover-ahead by 26%. Comparison of actual performance with forecast position indicates that objectives are being met with continual review and assessment overall and by home.

STRATEGIC REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2025

Principle Risks & Mitigation Strategies

Cross-Border Placement Complexities (Section 25 / Deprivation of Liberty):

Risk: Managing legal complexities when placing children from English local authorities into Scottish homes, particularly under cross-border Deprivation of Liberty (DoLS) orders.

Mitigation: A resolute admissions screening team to ensure all cross-border placements have reciprocal court recognition and strict compliance with the Children's Hearings (Scotland) system.

Inspection Framework Shifts:

Risk: Concurrent updates to Ofsted's SCCIF and the Care Inspectorate's quality frameworks.

Mitigation: Internal "quality review" team ensuring continual high quality of care provision for all homes.

Future Strategic Priorities

The Promise Realisation (Scotland): Complete implementation of Scotland's blueprint for care, focusing heavily on eliminating the monetization of care, supporting sibling co-placement, and strengthening aftercare.

The company will continue to open new homes and to provide specific care that each YP requires, working in conjunction with the social work department of the respective local authority.

This report was approved by the board on 28 September 2026 and signed on its behalf.

Daniel Martin
Director



DIRECTORS' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2025

The directors present their report and the financial statements for the year ended 31 December 2025.

Results and dividends

The profit for the year, after taxation, amounted to £934,251 (2024 - £428,688).

Directors

The directors who served during the year were:

Connor Andrew Martin
Daniel Martin

Disclosure of information to auditors

Each of the persons who are directors at the time when this Directors' report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the Company's auditors are unaware, and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

Auditors

The auditors, RPG Crouch Chapman LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the board on 28 September 2026 and signed on its behalf.

Daniel Martin
Director



DIRECTORS' RESPONSIBILITIES STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2025

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period.

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

- select suitable accounting policies for the Company's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF INSPIRE SCOTLAND LIMITED

Opinion

We have audited the financial statements of Inspire Scotland Limited (the 'Company') for the year ended 31 December 2025, which comprise the Statement of comprehensive income, the Statement of financial position, the Statement of changes in equity and the related notes, 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 Company's affairs as at 31 December 2025 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 directors' 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 Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF INSPIRE SCOTLAND LIMITED (CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' report thereon. The directors are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Strategic report and the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF INSPIRE SCOTLAND LIMITED (CONTINUED)

Responsibilities of directors

As explained more fully in the Directors' responsibilities statement set out on page 4, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' 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 Auditors' 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 below:

We gained an understanding of the legal and regulatory framework applicable to the Company and considered the risk of acts by the Company which were contrary to applicable laws and regulations, including fraud. These include but were not limited to compliance with the Companies Act 2006 and UK GAAP.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals and reviewing accounting estimates for biases.

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 Auditors' report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF INSPIRE SCOTLAND LIMITED (CONTINUED)

Comparative information

The comparative information presented in these financial statements is unaudited. Our audit opinion is not modified in respect of this matter.

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Paul Randall FCA (Senior statutory auditor)

for and on behalf of
RPG Crouch Chapman LLP

Chartered Accountants

40 Gracechurch Street
London
EC3V 0BT

30 September 2026

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	2025 £	2024 £
Turnover		13,401,554	10,599,813
Cost of sales		(7,273,647)	(5,928,815)
Gross profit		6,127,907	4,670,998
Administrative expenses		(4,854,850)	(4,157,586)
Other operating income		-	84,564
Operating profit		1,273,057	597,976
Interest payable and similar expenses		(27,443)	(14,234)
Profit before tax		1,245,614	583,742
Tax on profit	11	(311,363)	(155,054)
Profit for the financial year		934,251	428,688

There was no other comprehensive income for 2025 (2024:£NIL).

The notes on pages 12 to 25 form part of these financial statements.

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025

	Note		2025 £		2024 £
Fixed assets					
Tangible assets	13		389,997		200,455
			389,997		200,455
Current assets					
Debtors: amounts falling due after more than one year	14	375,000		375,000	
Debtors: amounts falling due within one year	14	1,039,067		518,971	
Cash at bank and in hand	15	1,426,536		1,206,215	
		2,840,603		2,100,186	
Creditors: amounts falling due within one year	16	(769,746)		(396,038)	
Net current assets			2,070,857		1,704,148
Total assets less current liabilities			2,460,854		1,904,603
Creditors: amounts falling due after more than one year			(1,227,820)		(1,605,820)
Net assets			1,233,034		298,783
Capital and reserves					
Called up share capital	20		205		205
Profit and loss account			1,232,829		298,578
			1,233,034		298,783

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 28 September 2026.

Daniel Martin
Director

Connor Andrew Martin
Director

The notes on pages 12 to 25 form part of these financial statements.

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2025

	Called up share capital	Profit and loss account	Total equity
	£	£	£
At 1 January 2024	205	1,439,124	1,439,329
Comprehensive income for the year			
Profit for the year	-	428,688	428,688
Total comprehensive income for the year	-	428,688	428,688
Contributions by and distributions to owners			
Dividends: Equity capital	-	(1,569,234)	(1,569,234)
Total transactions with owners	-	(1,569,234)	(1,569,234)
At 1 January 2025	205	298,578	298,783
Comprehensive income for the year			
Profit for the year	-	934,251	934,251
Total comprehensive income for the year	-	934,251	934,251
At 31 December 2025	205	1,232,829	1,233,034

The notes on pages 12 to 25 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

1. General information

Inspire Scotland Limited, company registration number, SC406021, is a company limited by shares incorporated in Scotland.

The registered office is Red Tree Magenta 270 Glasgow Road, Rutherglen, Glasgow, Scotland, G73 1UZ.

The principal activity is the operation of a care home to provide care services to residents.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Company's accounting policies (see note 3).

The following principal accounting policies have been applied:

2.2 Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

Rendering of services

Revenue from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the Company will receive the consideration due under the contract;
- the stage of completion of the contract at the end of the reporting period can be measured reliably; and
- the costs incurred and the costs to complete the contract can be measured reliably.

2.3 Operating leases: the Company as lessee

Rentals paid under operating leases are charged to profit or loss on a straight-line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

2. Accounting policies (continued)

2.4 Finance costs

Finance costs are charged to profit or loss over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

2.5 Borrowing costs

All borrowing costs are recognised in profit or loss in the year in which they are incurred.

2.6 Pensions

Defined contribution pension plan

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in profit or loss when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of financial position. The assets of the plan are held separately from the Company in independently administered funds.

2.7 Current and deferred taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in profit or loss except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Company operates and generates income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the reporting date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

2. Accounting policies (continued)

2.8 Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Long-term leasehold property	-	1%
Plant and machinery	-	20%
Motor vehicles	-	25%
Fixtures and fittings	-	25%
Office equipment	-	25%

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

2.9 Debtors

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

2.10 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

2.11 Creditors

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

2. Accounting policies (continued)

2.12Provisions for liabilities

Provisions are recognised when an event has taken place that gives rise to a legal or constructive obligation, a transfer of economic benefits is probable and a reliable estimate can be made.

Provisions are measured as the best estimate of the amount required to settle the obligation, taking into account the related risks and uncertainties.

Increases in provisions are generally charged as an expense to profit or loss.

2.13Financial instruments

The Company has elected to apply the provisions of Section 11 "Basic Financial Instruments" of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Company's Statement of financial position when the Company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other debtors, cash and bank balances, are initially measured at their transaction price (adjusted for transaction costs except in the initial measurement of financial assets that are subsequently measured at fair value through profit and loss) and are subsequently carried at their amortised cost using the effective interest method, less any provision for impairment, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Discounting is omitted where the effect of discounting is immaterial. The Company's cash and cash equivalents, trade and most other debtors due with the operating cycle fall into this category of financial instruments.

Impairment of financial assets

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

Financial assets are impaired when events, subsequent to their initial recognition, indicate the estimated future cash flows derived from the financial asset(s) have been adversely impacted. The impairment loss will be the difference between the current carrying amount and the present value of the future cash flows at the asset(s) original effective interest rate.

If there is a favourable change in relation to the events surrounding the impairment loss then the impairment can be reviewed for possible reversal. The reversal will not cause the

2. Accounting policies (continued)

2.13Financial instruments (continued)

current carrying amount to exceed the original carrying amount had the impairment not been recognised. The impairment reversal is recognised in the profit or loss.

Basic financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Company after the deduction of all its liabilities.

Basic financial liabilities, which include trade and other creditors, bank loans and other loans are initially measured at their transaction price (adjusting for transaction costs except in the initial measurement of financial liabilities that are subsequently measured at fair value through profit and loss). When this constitutes a financing transaction, whereby the debt instrument is measured at the present value of the future payments discounted at a market rate of interest, discounting is omitted where the effect of discounting is immaterial.

Debt instruments are subsequently carried at their amortised cost using the effective interest rate method.

Trade creditors are obligations to pay for goods and services that have been acquired in the ordinary course of business from suppliers. Trade creditors are classified as current liabilities if the payment is due within one year. If not, they represent non-current liabilities. Trade creditors are initially recognised at their transaction price and subsequently are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial.

Derecognition of financial instruments

Derecognition of financial assets

Financial assets are derecognised when their contractual right to future cash flow expire, or are settled, or when the Company transfers the asset and substantially all the risks and rewards of ownership to another party. If significant risks and rewards of ownership are retained after the transfer to another party, then the Company will continue to recognise the value of the portion of the risks and rewards retained.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Company's contractual obligations expire or are discharged or cancelled.

2.14Dividends

Equity dividends are recognised when they become legally payable. Interim equity dividends are recognised when paid. Final equity dividends are recognised when approved by the shareholders at an annual general meeting.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

3. Judgments in applying accounting policies and key sources of estimation uncertainty

In the application of the entity's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Management have determined that there are no significant judgements or estimates within the Company.

4. Turnover

An analysis of turnover by class of business is as follows:

	2025 £	2024 £
Care Services	13,401,554	10,599,813
	13,401,554	10,599,813

Analysis of turnover by country of destination:

	2025 £	2024 £
United Kingdom	13,401,554	10,599,813
	13,401,554	10,599,813

5. Other operating income

	2025 £	2024 £
Recharges	-	84,564
	-	84,564

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

6. Operating profit

The operating profit is stated after charging:

	2025 £	2024 £
Other operating lease rentals	1,642,925	1,010,668

7. Auditors' remuneration

During the year, the Company obtained the following services from the Company's auditors:

	2025 £	2024 £
Fees payable to the Company's auditors for the audit of the Company's financial statements	9,500	-

8. Employees

Staff costs, including directors' remuneration, were as follows:

	Group 2025 £	Group 2024 £
Cost of defined contribution scheme	170,331	151,722
	170,331	151,722

The average monthly number of employees, including the directors, during the year was as follows:

	2025 No.	2024 No.
Employees	318	286

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

9. Directors' remuneration

	2025 £	2024 £
Directors' emoluments	134,556	83,803
Company contributions to defined contribution pension schemes	11,680	7,500
	146,236	91,303

During the year retirement benefits were accruing to no directors (2024 - NIL) in respect of defined contribution pension schemes.

10. Interest payable and similar expenses

	2025 £	2024 £
Bank interest payable	27,443	14,234
	27,443	14,234

11. Taxation

	2025 £	2024 £
Corporation tax		
Current tax on profits for the year	311,363	149,447
	311,363	149,447
Total current tax	311,363	149,447
Deferred tax		
Origination and reversal of timing differences	-	5,607
Total deferred tax	-	5,607
Tax on profit	311,363	155,054

11. Taxation (continued)

Factors affecting tax charge for the year

The tax assessed for the year is the same as (2024 - the same as) the standard rate of corporation tax in the UK of 25% (2024 - 25%) as set out below:

	2025 £	2024 £
Profit on ordinary activities before tax	1,245,614	583,742
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 25% (2024 - 25%)	311,363	155,054
Effects of:		
Total tax charge for the year	311,363	155,054

Factors that may affect future tax charges

12. Dividends

	2025 £	2024 £
Dividends analysis	-	1,569,234
	-	1,569,234

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

13. Tangible fixed assets

	Long-term leasehold property £	Plant and machinery £	Motor vehicles £	Fixtures and fittings £	Office equipment £	Total £
Cost or valuation						
At 1 January 2025	24,406	-	260,896	6,728	10,463	302,493
Additions	150,322	1,302	120,102	-	34,040	305,766
Disposals	-	-	(89,913)	-	-	(89,913)
At 31 December 2025	174,728	1,302	291,085	6,728	44,503	518,346
Depreciation						
At 1 January 2025	534	-	92,704	4,262	4,538	102,038
Charge for the year on owned assets	9,986	260	50,894	846	6,814	68,800
Disposals	-	-	(42,489)	-	-	(42,489)
At 31 December 2025	10,520	260	101,109	5,108	11,352	128,349
Net book value						
At 31 December 2025	164,208	1,042	189,976	1,620	33,151	389,997
At 31 December 2024	23,872	-	168,192	2,466	5,925	200,455

13. Tangible fixed assets (continued)

The net book value of land and buildings may be further analysed as follows:

	2025 £	2024 £
Long leasehold	164,208	23,872
	164,208	23,872

14. Debtors

	2025 £	2024 £
Due after more than one year		
Trade debtors	375,000	375,000
	375,000	375,000

	2025 £	2024 £
Due within one year		
Trade debtors	706,166	451,730
Other debtors	9,132	8,556
Prepayments and accrued income	319,269	56,347
Deferred taxation	4,500	2,338
	1,039,067	518,971

15. Cash and cash equivalents

	2025 £	2024 £
Cash at bank and in hand	1,426,536	1,206,215
	1,426,536	1,206,215

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

16. Creditors: Amounts falling due within one year

	2025 £	2024 £
Trade creditors	24,326	28,038
Amounts owed to group undertakings	85,858	-
Corporation tax	313,525	149,447
Other taxation and social security	178,185	157,681
Other creditors	6,663	2,625
Accruals and deferred income	161,189	58,247
	769,746	396,038

17. Creditors: Amounts falling due after more than one year

	2025 £	2024 £
Shareholder deferred consideration	1,227,820	1,605,820
	1,227,820	1,605,820

18. Financial instruments

	2025 £	2024 £
Financial assets		
Financial assets measured at fair value through profit or loss	1,426,536	1,206,215

Financial assets measured at fair value through profit or loss comprise...

19. Deferred taxation

	2025 £
At beginning of year	2,338
Charged to profit or loss	2,162
At end of year	4,500

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

19. Deferred taxation (continued)

The deferred tax asset is made up as follows:

	2025 £	2024 £
Accelerated capital allowances	4,500	2,338
	4,500	2,338

20. Share capital

	2025 £	2024 £
Allotted, called up and fully paid		
1 (2024 - 1) Class A share of £205.00	205	205

21. Reserves

Profit and loss account

Profit and loss reserve represents the cumulative net gains and losses recognised in the statement of comprehensive income. The Profit and loss reserve is a distributable reserve.

22. Contingent liabilities

The Company has provided a guarantee in favour of ThinCats in respect of banking facilities entered into by Inspire Longtown Limited, a sister company of Inspire Scotland Limited.. The guarantee relates to debt held by Inspire Longtown Limited. The maximum liability of the Company under the guarantee at 31 December 2025 was £85,857 (2024: £nil).

23. Pension commitments

The Company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Company in an independently administered fund. The pension cost charge represents contributions payable by the Company to the fund and amounted to £170,000 (2024 - £151,000) .

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

24. Commitments under operating leases

At 31 December 2025 the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	2025 £	2024 £
Not later than 1 year	1,625,424	1,514,196
Later than 1 year and not later than 5 years	6,471,798	6,039,060
Later than 5 years	44,711,577	43,125,000
	52,808,799	50,678,256

25. Related party transactions

The Company has taken advantage of the exemptions in FRS 102 from the requirement to disclose transactions with wholly owned group companies.

At year end, the company had an outstanding loan due to a company with a common director. The loan amounted to £85,857 (2024: £nil), at year end and is non interest bearing with no fixed date for repayment.

Amounts due from current and former shareholders during the year totalled £490,947 (2024: £nil).

26. Controlling party

The Company's immediate parent undertaking is Inspire TopCo Ltd. The
Company's ultimate parent undertaking is TenM Investco Limited, a private limited company registered under the laws of England and Wales.