ROYAL MENCAP SOCIETY

ANNUAL REPORT

APRIL 2025 to MARCH 2026



mencap

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Introduction



FOREWORD

A message from our Chair of Trustees, Lynne Peacock

There aren't many charities who have a Vogue model on the front cover of their Annual Report, but then there aren't many charities like Mencap. So, I consider it a privilege to have been appointed Chair and be part of its journey to have an even greater impact on the lives of even more people with a learning disability.

Having previously chaired another learning disability charity, LDN, I know how important good support and person-centred care is. Joining Mencap gives me an opportunity to help support these activities at a much bigger scale. The generosity of our supporters and strength of our partnerships allows us to enrich the lives of not only the people we support, but also the wider 1.5 million people with a learning disability in the UK. Our partnership with Omaze has brought unprecedented opportunities to tackle health inequalities and get people out of mental health hospitals.

I am tremendously grateful to the rest of the board and the whole organisation for the warm welcome I have received and have been impressed by everything I have seen so far. I have particularly enjoyed my visits to our services and programmes. I would also like to pay tribute to my predecessor, Dame Carolyn Fairbairn and her counterpart on the Voices Council, John Phillips MBE for their work and support over the past years.

I am keen to build on the work of previous chairs, especially Dame Carolyn and John to deepen inclusive practice in Mencap's decision making. This is not straightforward – it requires very intentional power-sharing and creative ways to engage, but the results are very powerful. Not only does Mencap have trustees with a learning disability, but it also has a very strong Voices Council that advises the board and the executive team and holds us all to account. This, combined with the various inclusion, co-production and advisory groups, Inclusion Consultants – and the hundreds of colleagues with a learning disability employed by Mencap, means that inclusion is exceptionally strong throughout the organisation. I was delighted to see that the new strategy is based on a set of i-statements co-produced by the Voices Council, parents and colleagues from our Belonging networks.

I am also lucky enough to join at an exciting moment in Mencap's history. As we celebrate our 80th birthday, we also start to write the next chapter of our story as we launch our new strategy to take us to 2030. We have already seen our founder Judy Fryd honoured with an English Heritage Blue Plaque and there will be other opportunities for commemoration and celebration through the rest of 2026. But for me, the real excitement is our new strategy with its ambitious aim that all people with a learning disability should live life to the full.

FOREWORD

A message from our Chief Executive, Jon Sparkes OBE

The last 12 months were critical for Mencap in continuing our journey of improvement in an environment that is challenging for many charities, while raising our sights and ambitions again on those things that people with a learning disability need and want.

We have made further progress in demonstrating the quality and person-centredness of our approach, in strengthening the financial resilience of the charity, and in embedding our values still further and ensuring our 7,500 staff colleagues and more than 1,200 volunteer colleagues are a true community of common endeavour – determined every day that people with a learning disability live their lives to the full.

We have had a real focus on the quality of our services this year recognising that when operating in challenging financial environments, this is an area that could come under pressure. We are absolutely committed to relentless improvement to the quality of our services, even where we currently track well above most other providers at 92% Good or Outstanding or the equivalent for the regulators in the three countries we operate in. We also recognise that we do not want to be in a position of relying on regulators to tell us whether or not we are good enough. With that in mind, we have embarked on an accelerated programme of our own inspection of every single one of our 633 services. People with a learning disability and their families should be able to rely on exemplary care from Mencap and where we have found that we aren't up to scratch, the learning is rapid and the improvements moved forward as quickly as possible in the best interests of the people we support.

Looking forward, we are excited about Mencap 2030, our new strategy showing how we will support people with a learning disability to live life to the full individual by individual through our services, community by community through our partnerships, and nation by nation through our determination to influence and shape the policies that enable true equality for people with a learning disability. Underpinning this, we are strengthening and deepening our commitment to our values, increasing the number of people with a learning disability in Mencap, and sticking clearly to the financial guardrails that assure our future and recognise the importance to fundraising to unlock our strategy and unleash our potential as a charity alongside our statutory service provision.

This year, we have welcomed our new Chair, Lynne Peacock. Lynne has vast commercial and charity experience, and the combination of both is already adding considerably to the governance of the organisation and leadership of the Board. Having been recruited by Dame Carolyn Fairbairn in 2024 I am so grateful for her leadership and stewardship of the charity, and for such a seamless handover to Lynne. And I also want to specifically acknowledge the role of our wonderful Vice Chair, Lucy Edge, for leading the recruitment process for a new Chair with such skill and sensitivity for the needs of our various stakeholders, while remaining firmly focused on appointing the very best person for the job.

In this our 80th Anniversary year, I want to thank so many people who have done so much over the years to support Mencap and people with a learning disability. Don't stop now; we need you more than ever. Your trust, your work, your support, your help, your money, your expertise and your time is what makes Mencap work, and what will enable us to achieve our vision of every person with a learning disability living their life to the full.



A message from Karen Gray, Interim Chair of our Voices Council

"If you're reading this and you have a learning disability, I want you to know: your voice matters. It matters here at Mencap and it matters in the world. If I can do it, so can you."

When I first got involved with Mencap, I wanted to make sure that people with a learning disability had a real say. Not just to be listened to in a meeting and then forgotten about. But to change things. That is what the Voices Council is for. And when I look back at this past year, I feel genuinely proud of what we have done together.

One of the things I am most proud of is the work we did on the 2030 Mencap strategy. We helped create what we call 'i statements': words written from our point of view, putting people with a learning disability at the centre of what Mencap does. When I heard that those statements are now being shared with people at Mencap, it showed me that our voices are not just heard in one room. They are being shared far and wide.

The issues that matter to people like me

We have also been busy discussing the issues that matter most to people like me. Benefits. Employment. Transport. Healthcare. These are not just topics to talk about in a meeting and forget. They are the things that affect whether someone can get to work, afford to live, or be treated well in a hospital. Our member Bryony met with a government minister to talk about benefits. Aisha appeared on television. We published our social security charter. These are real achievements, and they happened because Council members were willing to stand up and speak.

I also want to celebrate John Phillips MBE, who received the lived experience award at the Stars of Learning Disability Awards this year. Seeing John recognised like that, for the hard work that he has done, meant a lot to all of us. It is a reminder that the work people with a learning disability do deserves to be celebrated.

Welcoming new members

Something I care deeply about is encouraging others to get involved in the community. I have been a part of my local Gateway Club for a long time. Being a part of my Gateway Club has helped me to get my views across in the Voices Council meetings. It's helped me to encourage others to speak up for what they think and feel.

This year we welcomed new Council members, Cian, Georgia and Megan. I am looking forward to handing over the Chair role to Taylor who I know will be great. They are the future of the Voices Council group and are starting to grow in confidence. They are speaking up for what they, and others like them, believe in. I'm excited to see how they get on in the future and how they develop in their roles.

Looking ahead, I know there is more to do. Technology is becoming a bigger part of all our lives, and we need to make sure people with a learning disability are not left behind. Employment, transport, and access to healthcare are still not good enough. But I have seen what this Council can do when we work together and when the people around us genuinely listen. And they do listen.

If you are reading this and you have a learning disability, I want you to know: your voice matters. It matters here at Mencap, and it matters in the world. If I can do it, so can you.



Welcome to mencap 2030

Built on eight decades of impact, our new strategy, Mencap 2030, is shaped by people with a learning disability, their families, our colleagues and partners.





Welcome to Mencap 2030

A new approach for changing times

Despite decades of progress, people with a learning disability still face an unfair system that doesn't include them or treat them as equals. This means every day they're shut out of jobs, healthcare and a place in the community.

Right now there are around 1.5 million people with a learning disability in the UK. By 2038 an estimated 50,000 more will need social care support (according to market intelligence company LaingBuisson).

We're operating in a world that's evolving fast. One of the biggest risks, and areas of greatest opportunity, is AI and other technology. People with a learning disability experience digital exclusion – and often financial exclusion as a result. There are also wider risks around the ethics of AI. In a world where legislation lags years behind technology, how do we ensure that people with a learning disability are protected and not left behind? Meanwhile a changing political landscape and growing pressure on public services all demand we adapt and take action.

At the same time, we've looked honestly at ourselves. With support from the Forward Institute, McKinsey and BNY, we've identified areas where we need to do better: from strengthening our values and brand to improving the quality and reach of our services.

This strategy is our response: ambitious, honest and grounded in what really matters to the people we exist to serve.

"Right now there are around 1.5 million people with a learning disability in the UK. By 2038, an estimated 50,000 more will need support.



Our vision:
People with a learning disability live their lives to the full.

Our mission:
We support people with a learning disability to succeed in the things that matter to them.

We campaign for a fairer society.

We work with families and partners to build inclusive communities.

We deliver services individuals need to live their lives to the full.

Our strategic goals

Mencap 2030 has five connected goals.
Each goal is designed with people with a learning disability to drive the change they want to see in their lives.



GOAL 1



Provide excellent person-centred services and grow our areas of specialism

We'll deliver more high quality, person-centred services that offer real choice and genuine impact. This means growing our care services, improving the housing available to people we support, expanding early years provision and putting quality at the heart of all we do.

We plan to support at at least 350 more people, including 150 in specialist services. We also want to help 580 more families secure peace of mind through the Mencap Trust Company, which helps set up trusts to cover future support.

GOAL 2



Work with communities and our Network Groups so that people with a learning disability are included and less lonely

People with a learning disability tell us the loneliness and isolation they often face can be devastating. So we'll expand our community presence, growing programmes like Me Time, reinvigorating our network of over 270 local partner organisations and making sure more young people have the opportunity to get paid jobs.

Our ambition is to support 750 young people with a learning disability into work and to reach 40,000 people with a learning disability through our reinvigorated network.

GOAL 3



Break down barriers to equality by increasing awareness and understanding of learning disability and changing policies

When government policy is unfair, we'll push to change it – all the while boosting people's understanding of what it's really like to live with a learning disability.

We'll work to shift public and political understanding of learning disability. This includes expanding our information and advice services and driving meaningful policy change in key areas including education, employment, health and social care. We want a world where the needs of people with a learning disability are understood, valued and acted on – not overlooked.

GOAL 4



Create a culture of belonging where everyone feels welcome and can achieve our goals

Everyone wants to belong. So we'll continue to build a culture where every colleague, volunteer and person we support feels genuinely welcome and empowered to do their best.

This means investing in leaders who're guided by our values, creating clear career paths, employing more people with a learning disability and ensuring our processes are simple, fair and accessible.

GOAL 5



Run Mencap well so that we have the resources, technology, systems and processes to deliver our strategy

We need strong foundations to fuel our ambitious work. So we'll make sure Mencap is financially resilient, digitally capable and operationally effective.

We want to grow our income through fundraising by £6 million a year by 2030, expanding our retail stores to 60 and boosting our tech expertise so colleagues have the tools they need to do their jobs brilliantly.

People are at the heart of everything we do

What makes Mencap 2030 unique is that it was built with – not just for – people with a learning disability. At the heart of the strategy is a set of i-statements, co-produced with our Voices Council, families and colleagues. They capture what a good life looks and feels like:







I-statements from people with a learning disability





- I can live my life to the full.
- I have the support I need at the right time.
- I feel safe in my environment.
- I feel cared for and live in a home that is well cared for.
- I have choice and independence.
- The people who support me value me as a person and for the contribution I make.
- I belong to my community and know what is going on in my local area.
- I have friends and a social life, including a relationship if I want one.
- I have a job if I want one.
- I feel safe to go out and about.
- I am proud to be who I am.
- I get the right support to make my own decisions.
- I have choice about where to live and who to live with.
- I have the security of knowing that I will be supported even when I can no longer rely on my family.
- I am not at risk of ending up in prison or a mental health hospital because of my learning disability.
- I have someone to talk to and someone to understand me.

I-statements from families

- I know there are people who will work hard to get to know and support my family member and be committed to meeting their needs whatever they are.
- I know there are people who will meet my family member's communication needs and support them well to share their experiences, wishes and needs.
- People work together with me to achieve the best for my family member.
- People recognised my role is important and I am too. They empathise with my experiences, know my journey is not always easy and recognise my own need for understanding, patience and support.
- There are opportunities available for me to support and be supported by other family members of people with a learning disability.
- I know my own, and my family member's rights, and can be confident they matter and will not be ignored.
- I do not feel alone. There is expert advice and support for my family throughout, and help is there from the start.

I-statements from Colleagues

- **I am part of something meaningful and I feel a sense of that every day.**
- **I feel proud to work for an organisation that is so welcoming.**
- **I am supported and encouraged to be my best.**
- **I feel valued for who I am and what I can be.**
- **I have the tools I need to do my job.**
- **The processes I follow are simple and clear.**
- **I am recognised and rewarded for my work.**
- **I know Mencap is financially strong so we can achieve our goals and aren't distracted by needing to make ends meet.**

We'll return to these statements regularly. They're our compass, making sure we never lose sight of our way or why we exist.

















The journey ahead

Our strategy is designed to build year on year, with each phase laying the groundwork for the next:

YEAR 1 STRENGTH:
improved quality and strong financial foundations

YEAR 2 GROWTH:
more support for people with care and training

YEAR 3 BREADTH:
a wider range of specialist services

YEAR 4 REACH:
expanding our community programmes

YEAR 5 SOCIETY:
a greater understanding of learning disability across society



Built to last

Mencap 2030 was shaped by over a year of engagement. This involved more than 100 strategy working group meetings, 4,000 comments from colleagues, 61 network partners surveyed, over 100 working meetings and multiple sessions with people with a learning disability and their families. The breadth and depth of our engagement reflects our values: we are passionate, positive, brave, kind and inclusive.

We know the road ahead isn't without challenges. But we also know this: when Mencap is at its best, united, bold and truly centred on the people we serve, we change lives. Through Mencap 2030, that's exactly what we'll do.

How Mencap 2030 was shaped

100
strategy working group meetings

4000
comments from colleagues

61
network partners surveyed

100+
working meetings

"I was really proud to play a big role in helping shape our new Mencap 2030 strategy – from working with people across the organisation to doing co-production work with our colleagues with a learning disability to working on the i-statements with our Voices Council. I was able to have a voice at every stage of the strategy's creation. We want people with a learning disability to live their lives to the full!"

Ciara Lawrence, Engagement Lead, Mencap

View from our Trustees

This year we've been busy developing our bold new strategy and laying the foundations to make it a success. We're grateful to everyone at Mencap for their hard work on it.

Our strategy is razor-focused on what people with a learning disability tell us they need from Mencap right now. It's their opinions and experiences that shape our approach – including the i-statements that are right at the heart of Mencap 2030. Our colleagues have played a major part too. They offered over 4,000 invaluable insights for a colleague survey exploring our purpose – ensuring that everyone feels fully invested in what we do. We're incredibly grateful to McKinsey, the global consulting firm, and financial services company BNY for their support to help us explore and develop our big ideas.

Staying sustainable for the future

In recent years we've worked hard to get into a strong and sustainable financial position. And we've been right to take action when we did. The space where we deliver services is getting tougher and we're seeing charities under extreme pressure – with serious consequences for the people they support. To succeed, we need talented people on our team. So our leaders have helped boost colleague engagement, with a record number completing our colleague survey and sharing their commitment to our work. This has led to a real improvement in our overall engagement score, which rose from 69.9% in November 2024 to 73.4% in November 2025.

A fresh approach to data and digital is driving what we do. It's helping us get a clear snapshot of our services so we can make sure they deliver for people with a learning disability.

We've also challenged ourselves and the Executive Team on how we can take full advantage of developments in AI and technology. This doesn't just have the potential to make our processes more efficient – it could help people with a learning disability feel fully included in society.



Improvement in our overall engagement score

November 2024	69.9%
November 2025	73.4%











Thanks to our people

Finally, we want to say thanks to Dame Carolyn Fairbairn for her expert chairing and leadership over the last few years. We've benefited enormously from her expertise and personal commitment. And thanks to Lynne Peacock, who has taken on the role of Chair with similar determination and skill.

We also want to thank the outgoing members of our Voices Council: Jack Welsh, Sam Jefferies, Karen Gray and in particular John Phillips MBE. John has made an outstanding contribution to our work and vastly improved the lives of people with a learning disability.

We're so proud of all Mencap has achieved this year. Highlights include:

- **Winning the fight to include stronger safeguards to stop people with a learning disability being inappropriately detained in the new Mental Health Bill**
SEE PAGE 80

- **We're proud of our Myth Buster ambassador Ellie Goldstein, who mesmerised audiences and showed how people with a learning disability can sparkle when given a platform, on Strictly Come Dancing**
SEE PAGE 86

- **Successfully stepping in at short notice to provide consistent person-led care for 46 more people.**
SEE PAGE 36





- **Helping people with a learning disability become DJs in Northern Ireland and showing that their social life doesn't have to end by 6pm**
SEE PAGE 61

- **Mobilising our supporters to lobby MPs and influencing government so that changes to Personal Independence Payment were removed from the Welfare Bill – protecting people's vital financial support**
SEE PAGE 72

Our transformational partnership with Omaze

Our £3.9 million partnership with Omaze is helping us tackle the stark and persistent health inequalities faced by people with a learning disability, including significantly shorter life expectancy.

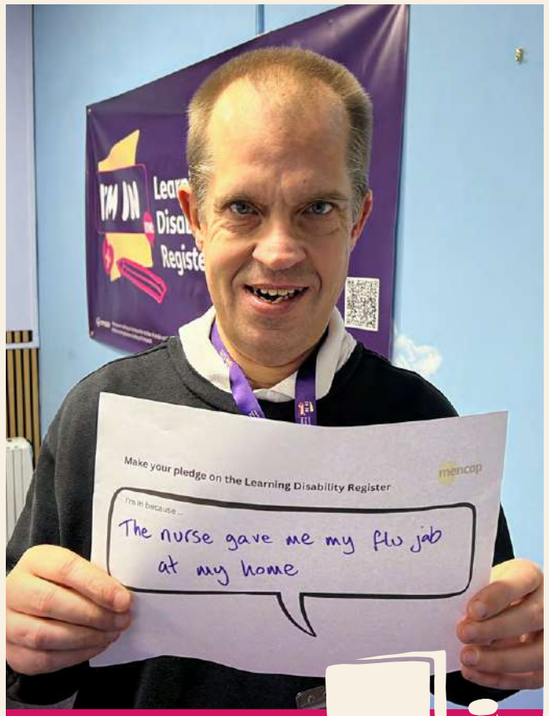
Together, we are rolling out seven programmes across England, Wales and Northern Ireland, all co-produced with people with a learning disability, focused on improving access to equitable healthcare, inclusive information and practical support. Spanning individual, community and systems-level change, this work is designed not only to improve health outcomes and quality of life now, but to drive the long-term change needed so people with a learning disability can live longer, healthier and more equal lives.

The impact has been clear. Omaze funding helped us influence 19 national policy changes. This included the government decision to remove proposed cuts to Personal Independence Payment from the Welfare Bill, pending a review. 9,319 new campaigners signed up to support our movement.

Omaze funding also shaped two new national health programmes. Healthier Me helps people with a learning disability set personal health goals through local hubs. Our Learning Disability Register campaign encourages people to sign up at their GP surgery, so they get the health checks they are entitled to. Both programmes were co-produced with over 270 people with a learning disability.

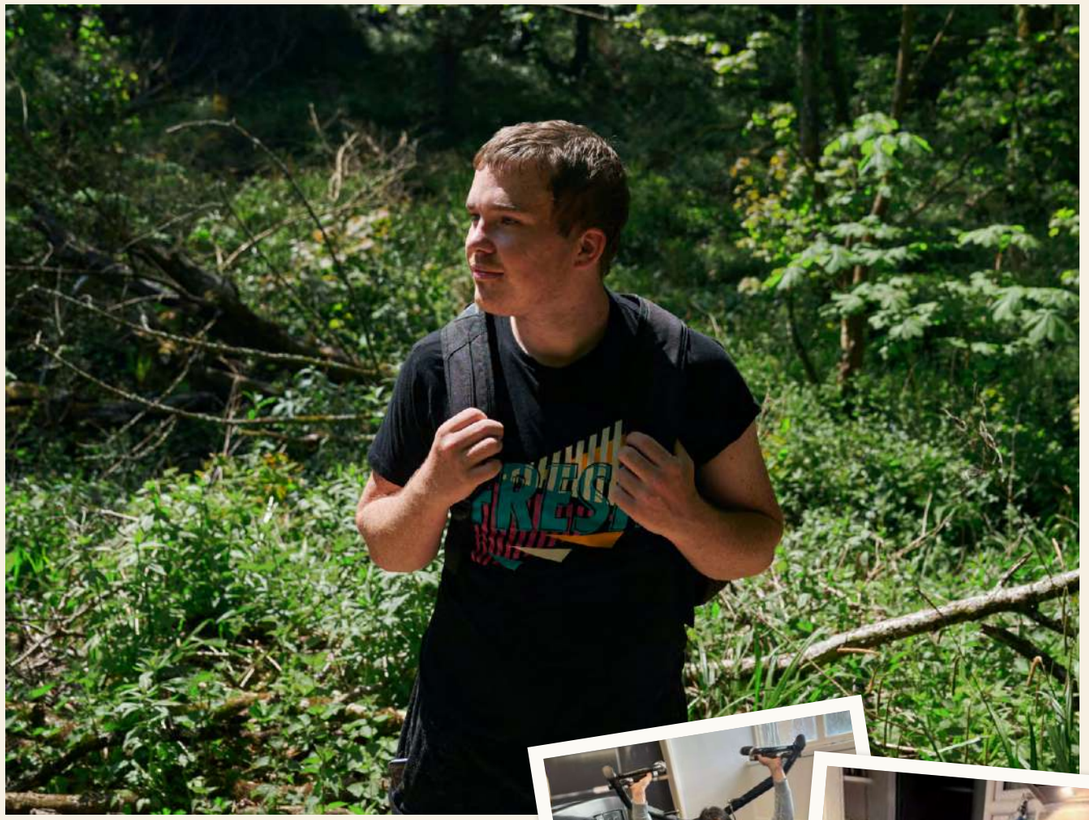
Crucially, Omaze funding supports our Homes Not Hospitals campaign. This work pushes for an end to the inappropriate detention of people with a learning disability in mental health hospitals. It also funds Rachel's Voice, our legal advocacy programme. Rachel's Voice supports families through inquests after the avoidable death of a loved one with a learning disability.

omaze



Omaze funding helped us influence 19 national policy changes.







Health Equity and Assurance Project

Another of the projects funded through our Omaze programme is the Health Equity and Assurance Project, which commenced during the 2025/26 financial year and has secured funding for a two-year period.

The project aims to strengthen how we support people across our Personal Support Services to achieve better health outcomes and reduce health inequalities.

The project focuses on improving organisational approaches to health support, assurance and governance, including strengthening policies, training, audit processes and oversight arrangements. We are working alongside specialist clinical advisers, including people with expertise in pharmacy, speech and language therapy, psychology and clinical governance, to help review and enhance our organisational systems and approaches.

Alongside this, we are working closely with our campaigning and policy teams to highlight and influence wider system issues that impact people with a learning disability, including areas such as delegated healthcare tasks and inequitable access to healthcare support.

We are hugely grateful to Omaze and everyone who has supported them, and to everyone who took part in the house draw. Their backing is helping us change lives, change minds and change the system — turning ambition into meaningful, lasting change.

GOAL 1

Provide excellent person-centred services and grow our areas of specialism

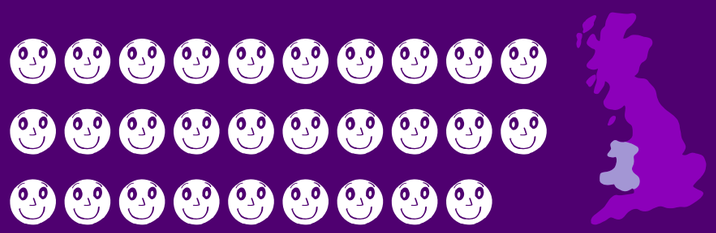


"I have the support I need at the right time."



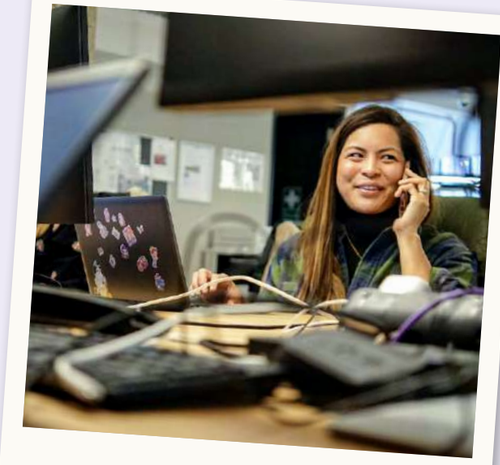
Everyone with a learning disability is different. So, at Mencap, we're determined to provide high quality services centred around each person's individual needs. People with a learning disability guide everything we do – shaping our work and helping deliver it.

Providing person-centred support



2,922 people supported in England

In England our long-established supported living and outreach services support 2,922 people every day to live safely, independently and make choices about their lives. Our trusted, consistent support is rooted in local communities.



Across these services 6,600 of our colleagues help people maintain stable homes, build independence skills, manage complex health needs and stay connected to their families, friends and communities. This includes helping people plan holidays, join in social activities, develop daily living skills and get the healthcare they need to live well.

Feedback from people we support, families and staff continues to show strong satisfaction, particularly around communication, relationships and consistency of care. This helps us improve what we do well and focus on what needs to change.

Our support in numbers

We run 633 personal support services supporting 2,919 people with a learning disability across England, Northern Ireland and Wales:

576
in England

15
in Northern Ireland

42
in Wales





Helping more people thrive

Over the last year we successfully welcomed 12 services from three care providers across Norfolk, Suffolk and Hertfordshire. This means we've been able to support 46 more people with the expert care and help of 105 of our colleagues.

These services were transferred to us at short notice. So we're proud that we very quickly improved people's experiences and the quality of care and support they received – as well as making sure they were financially sustainable. When we get the opportunity to take on more services, we're determined that people with a learning disability and their families are right at the heart of the transfer process. We communicate clearly and openly, prioritising people's relationships and their right to feel safe and secure.

Our new colleagues have shown real commitment during this time of change. Several colleagues who had been considering leaving chose to stay, sharing that our reputation and values were a key reason. One support worker who transferred to us shared that, in just the first three days, they could already see positive changes and felt renewed hope about the quality of support for the future. We're proud to have stepped in quickly and safely. Through taking on new services, we're committed to working with local authorities, families and communities to make sure people with a learning disability live their lives to the full.

The story did not end there. In April we were awarded a further 11 services by Leicestershire County Council, following concerns about the previous provider. Our mobilisation teams acted quickly to ensure continuity of care, stabilise the services and put the foundations for quality in place. Early progress includes stronger governance, clearer care planning and better engagement with families.



"We'd like to say a very big thank you for organising last night's display. It was so nice to be invited along as family. It's already feeling very different to be under the Mencap umbrella!"

Family member of a person with a learning disability

"It feels like a breath of fresh air."

Healthcare professional after a recent visit

"This transition is about people: their homes, their relationships and their right to feel secure. We're grateful to everyone who has helped make this change positive, and we're committed to providing high quality, person-centred support across Hertfordshire."

Jon Sparkes, Mencap Chief Executive



Advocating for the right support

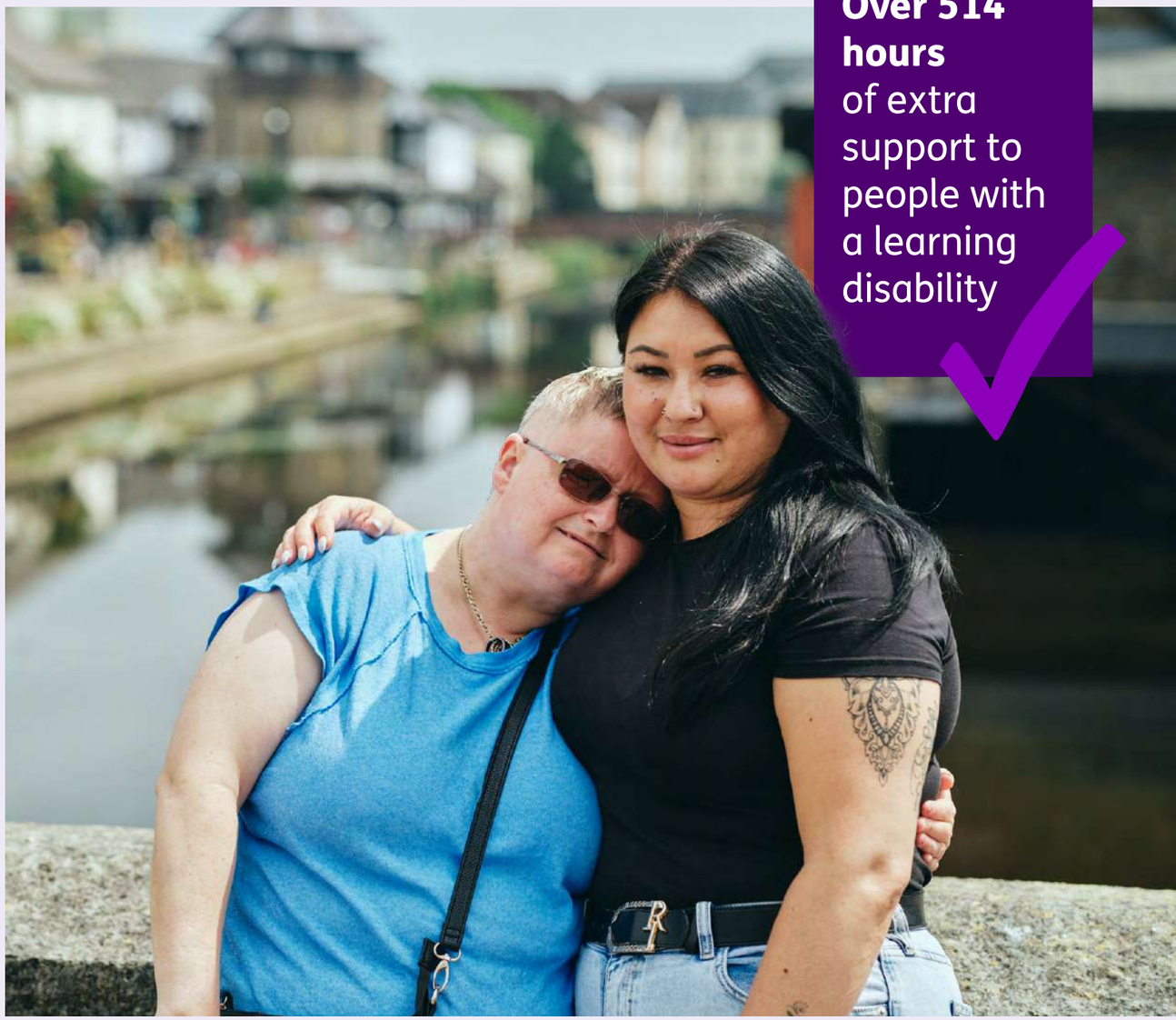
When people's needs change we act quickly to keep them safe and well. This includes persistently but respectfully advocating with professionals to secure fair and person-centred support that protects their dignity, safety and quality of life.

Over the last year several people we support experienced significant changes in mobility, confidence and health after being admitted to hospital. For example, Saskia* needed extra one-to-one support during the day plus support at night to make sure they didn't fall and hurt themselves. When support was removed we stepped in to advocate for their needs.

Getting the right care started with working alongside each person, and their family or representatives, to agree a plan. Together we gathered medical evidence – challenging cuts to make sure people stayed safe and well. At every stage we made sure the needs of the person we support were heard loud and clear through the right channels to find practical solutions.

Our approach gets results, including securing funding for the support people deserve to live fuller lives.

*Not their real name



Over 514 hours of extra support to people with a learning disability

Growing support in Wales

Last year we grew to support more people with a learning disability in Wales. This included opening four new supported living services, one in Pembrokeshire, two in North Wales and one in Carmarthenshire. Through them we provided over 514 hours of extra support to people with a learning disability.

We've also increased the number of people we support through outreach and have successfully filled several housemate vacancies in our supported living services.

To give people with a learning disability and their families a more consistent service we've reduced agency workers by recruiting more staff.

During the year we also celebrated Brynsiriol Respite Service getting an excellent rating from Care Inspectorate Wales, finding an "extremely positive culture that ensures people receive excellent quality care."

A better place to call home

Where someone lives shapes how they live. A good home gives people privacy, independence, comfort and a sense of belonging. So this year we focused on making real improvements to the homes of the people we support — from brand-new buildings to thoughtfully redesigned outdoor spaces.



New flats in Southampton

We were proud to work with Southampton City Council and Westmoreland Housing to open 12 brand-new supported living flats. The development is a real step forward in making sure people with a learning disability have homes that fit how they want to live.

The difference is already clear. People moving from our services have settled in well, telling us they feel more comfortable, more independent and more secure in their new flats. Anne, the first to move in, put it simply: her new home is “much better than my old place.”

Four of the flats have also become homes for people new to Mencap, with more planned moves to come from our service as we continue to improve where people live.

A garden made for everyone in Northamptonshire

At our Supported Living Service in Northamptonshire, the people who live there told us they wanted more from their outdoor space. With a grant from the National Garden Scheme, we set about making that happen.

The people at the heart of the project led the design. Working alongside specialists Diamond Hill and landscapers Habitat, they shaped a garden that reflects their tastes and supports wellbeing, accessibility and time spent together.

Since opening in the spring the garden has quickly become part of everyday life — a calm, colourful place to relax, socialise or simply sit outside. A summer house means it can be enjoyed all year round. Residents even hosted its first birthday party shortly after opening, and a summer barbecue is being planned to bring families, friends and neighbours together.

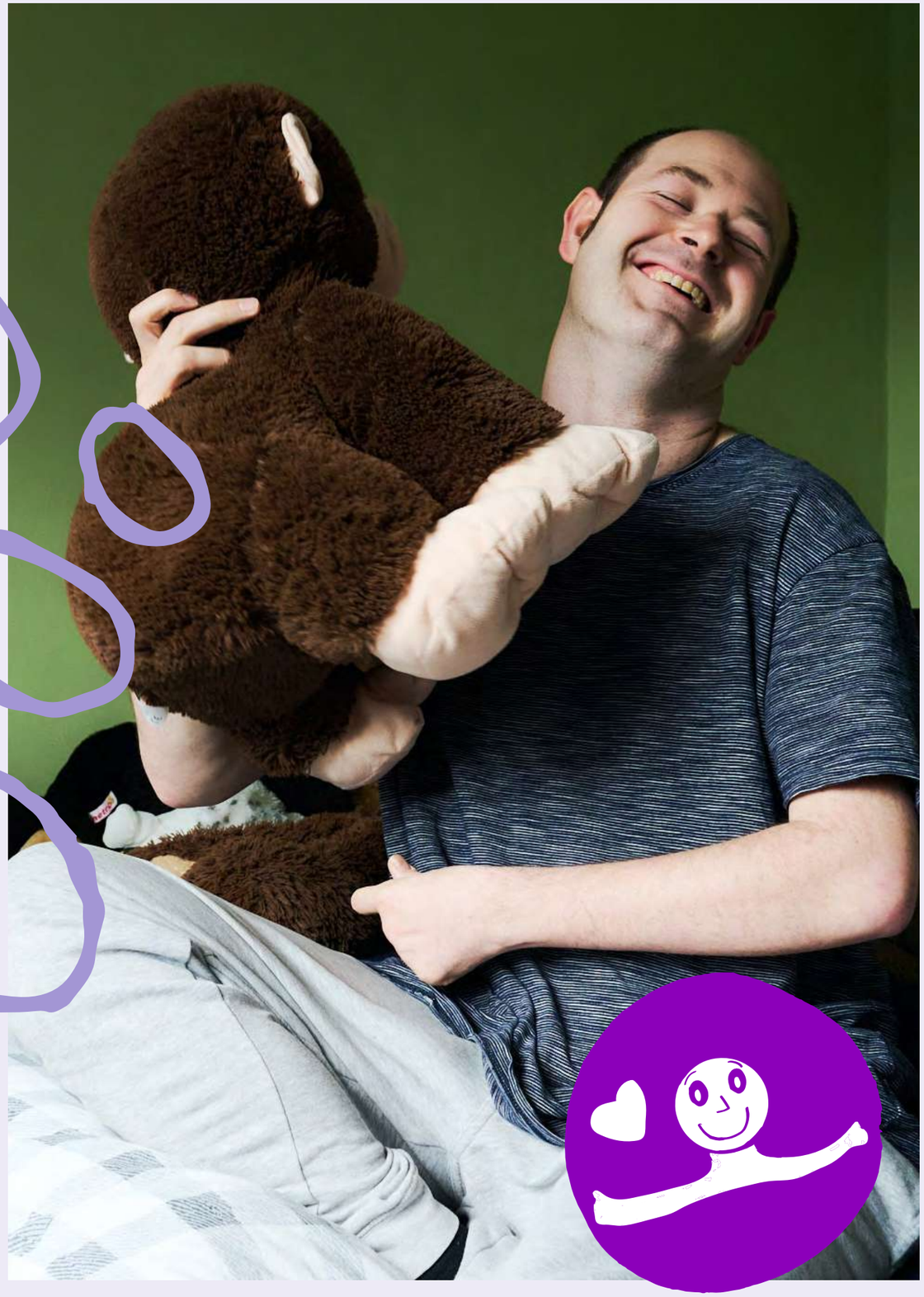
Northamptonshire shows what’s possible when investment, good design and the voices of people with a learning disability come together. It’s not just a nicer garden — it’s a space where people feel they belong.



Helping Richard feel at home

Richard needed a change. For too long he’d been living in a shared home that didn’t suit him. He spent all his time hiding in his bedroom and now he wasn’t getting on with his housemate. So our support team in Cardigan, Wales, helped him make the leap and move homes. A vacancy came up at a local Mencap service, which looked absolutely perfect.

Once he’d moved and settled in it was obvious Richard loved his new place. Now he’s enjoying trips out to musicals, and has planned a holiday, something that he’d never have done at his old house. Along the way he feels he has a new lease of life and enjoys chatting with the team and spending time with his housemates in his new home.



Keeping everyone safe and secure

People with a learning disability and their families deserve support that's safe, consistent and high quality. So we hold ourselves to the highest standards, and we're honest with ourselves when we fall short.

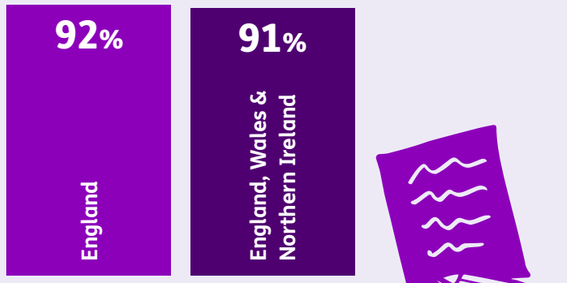
This year, across our regulated personal support services, our compliance with the Care Quality Commission remained above the adult social care sector average reported in its State of Care report. Our compliance rate in England was 92%, and 91% across England, Wales and Northern Ireland. This is something we are proud to have achieved.

We're encouraged by that. But regulatory standards are the minimum any provider should meet, not the bar we set for ourselves. We want every service to go further – to feel genuinely person-centred to the people who live there. We see regulatory standards as the minimum expected of us as a provider. Our ambition is to go further to continually improve our services so they are the best they can be and deliver truly person-centred support for the people who live in them.

So we were disappointed this year to receive our first CQC Inadequate rating on a service in many years. It mattered to us, and we acted immediately. A coordinated response strengthened leadership, culture, governance and the quality of support at the service. The formal reinspection is currently ongoing and we're awaiting the results, but the feedback we've had from the people we support, families and other stakeholders gives us real confidence that the changes we've made are working.

Just as importantly, the experience has shaped how we think about quality across the whole organisation. It's behind a more ambitious programme of self-driven improvement that's now underway right across our services.

Our compliance rate





A relentless focus on quality

We're determined that every service we run offers excellent care. We don't want to wait for the regulator to tell us where to improve — we want to lead that work ourselves, with a cycle of continuous improvement that keeps raising the bar. That's why we've started an ambitious, proactive programme to baseline the quality of care and support in every one of our services in England, Wales and Northern Ireland. By the end of March 2026 we'd carried out in-depth audits at 326 of our 633 services.

We aim to have audited them all by summer 2026. Where audits show services need to improve, robust improvement plans are in place. And we're using what we learn to share best practice and lift quality everywhere. Alongside this, rolling quality checks help keep standards high day to day. They keep senior leaders close to the people doing the work on the ground, drive improvement, speed up shared learning, and give us assurance that we're offering the best support we can.

A new Quality Management System

Our new Quality Management System gives us a single, secure place to record incidents, audits and the routine tasks that help us comply with the law and manage risk well. It modernises how we handle quality, compliance and assurance across our whole organisation.

After buying the system in 2024, we rolled it out module by module over the past year, finishing on time and on budget in March 2026. We now have a digital, auditable, organisation-wide way to manage quality. Embedding the system is one of our top ten priorities for the year ahead. We're focused on improving how information is recorded, how managers use it for oversight, and how easily support worker colleagues can get the best out of it day to day.

What people with a learning disability in Northern Ireland said about Mencap:

“I really enjoyed my holiday – staff came with me and it was great.”

“I love the discos and the Gala Balls... staff help me plan holidays and shopping.”

“Staff helped me save for my overnight trip.”

What families in Northern Ireland told us:

“Staff identify problems quickly and keep us informed.”

“Communication is excellent... my relative seems very happy.”

“The staff are brilliant... I always feel welcome.”



Tim’s own front door

When Tim joined Mencap in 2021, he was living in a shared home and finding it hard. He is deaf, has limited verbal communication and was sometimes frustrated by sharing space with others. Two-to-one staff support was in place to keep everyone safe. The team knew this was not the life Tim needed.

Working with safeguarding, social work and Tim’s brother, they made the case that what Tim really needed was a home of his own. In November 2023 he moved into his own bungalow in Cornwall, with the same trusted team around him.

Two years on, the difference is remarkable. Tim no longer needs two-to-one support at home. He now goes to two pottery clubs, the local church and the cinema, and his clay club is taking him out for a Chinese meal for his birthday. The team has also built new communication tools with him, including picture sequence strips and a QR code key ring — work so impactful that the assistant manager who developed it won a Proud to Care Award for Innovative Care.



“Thank you for coming Tim. You have made my day.”

Local vicar, after Tim borrowed her angel wings during a Christmas service.

Growing our services in Hertfordshire



In 2025, Mencap took on four supported living and residential care services in Hertfordshire. It was a significant transfer and one that has already made a real difference to the people we support and the colleagues who work with them.

What we did

We took on three registered care homes and one supported living service. All three care homes were rated 'Good' by the Care Quality Commission (CQC), and our team completed thorough due diligence to make sure we could support people well from day one.

The impact on people and colleagues

Since the transfer, support workers have told us that having visible, present managers has made them feel genuinely supported and enjoy coming to work. Five colleagues who were working part-time have moved into full-time roles.

For the people we support, the changes have been just as meaningful. Families have welcomed Mencap warmly, and we've built strong working relationships with them. People have enjoyed days out, summer BBQs and activities. Small moments that make a big difference to quality of life.

What we learned

This transfer taught us important lessons about how to grow Mencap's services well. Early involvement of property, finance and HR teams was critical. We also recognised that our existing tools were designed for handing services back, not taking them on, so we're developing better resources for future acquisitions.

The Hertfordshire transfer is a strong example of Mencap growing thoughtfully and bringing more people with a learning disability into high-quality, caring services, while building a sustainable future for our organisation.

> "Through working closely with Health and Safety, Property, Quality and all the hard-working support staff, we're making big changes that change the lives of people we support and the homes they're living in."
>
> **Selina Kelly, Regional Operations Manager**



Safeguarding

Each year, we deliver an ambitious safeguarding improvement programme which sets out our organisational safeguarding priorities and strategic focus for the year ahead. During 2025/26, this included strengthening safeguarding recording and reporting arrangements, as well as transitioning to our Quality Management System to support improved safeguarding oversight, learning and assurance across Mencap.

We also introduced domestic abuse training for colleagues and launched a new domestic abuse policy to strengthen awareness, prevention and support for both the people we support and our colleagues.

We continue to review and develop our safeguarding training offer to ensure it reflects emerging risks, changes in legislation and the evolving safeguarding landscape.

During the year, we also participated in the Ann Craft Trust Safeguarding Adults Week, encouraging locally-led events and conversations across our teams and with the people we support. This helped promote person-centred safeguarding approaches and reinforced the importance of listening to, involving and being guided by the wishes, experiences and outcomes identified by the person involved.

Leo meets ponies, Amy and Buttercup



Three-year-old Leo Moley from County Down has KAT6A syndrome, a rare genetic disorder affecting fewer than 400 people worldwide. He needs support with movement, eating and communication. But nobody expected that two Shetland ponies would become one of the highlights of his week.

A new kind of therapy

Leo attends the Mencap NI nursery in Belfast three times a week, where he receives physiotherapy, occupational therapy and speech therapy all under one roof. This year, something new was added: Equine Assisted Learning sessions run by One Equine Trust, made possible by a £20,000 grant from The National Lottery Community Fund.

Each week, trained practitioners bring two Shetland ponies called Amy and Buttercup to the centre. Children learn to walk, groom and sing to them. Without realising it, they build confidence, develop motor skills and strengthen their mobility.

What it means for Leo

Leo is non-verbal, so his mum Laura watches his body language closely. What she sees tells her everything. "We know by his engagement with the ponies that he's really enjoying himself. He loves being outside with his friends, experiencing new textures, sights, sounds and smells."

In the six months since the sessions began, Leo has started crawling, improved his fine motor skills and can now push up into a kneeling position.

> "We've seen children who are usually scared of animals bonding well with the ponies. It's making a real difference."
>
> **Claire Shepherd, Early Years Lead at Mencap NI**

GOAL 2



Work in partnership with our networks and other groups so that people with a learning disability are included in their communities and are less lonely





By 2030 we want to support **750 young people into work** and **reach 40,000 people with a learning disability** through our reinvigorated network of partners.

“I belong to my community and know what is going on in my local area.”

Community matters. Whether it’s coffee with friends, getting a part-time job or DJing at a club night, living an active life reduces loneliness for people with a learning disability and helps everyone feel included. That’s where our communities and programmes work comes in. It’s a key part of making sure people with a learning disability live happy, healthy and independent lives.

Through Mencap 2030 we’re committed to growing our reach in communities. By 2030 we want to support 750 young people into work and reach 40,000 people with a learning disability through our reinvigorated network of partners. This year we laid the foundations for that ambition through families work, community programmes, employment pathways and our Network Partners.

Helping families thrive

Supporting families means we're there for people with a learning disability at every stage of life. This starts from birth, making sure that every family can get high quality information, guidance and emotional support during the vital early years.

At the heart of this work is our family connector model. Family Connectors are parents and carers with lived experience who walk alongside families every step of the way. They listen with empathy, they understand each family's journey, and they offer thoughtful, compassionate advice when it matters most. They also help families navigate key transitions. This may include a health visitor's first development check, starting nursery, the move into primary school, explaining the system, demystifying jargon or making sure families don't feel alone.

This year our Family Connectors supported families in Tameside, Newham, Belfast, Derry/Londonderry and Ynys Môn — one shared model adapted to each community's needs.

In Tameside, Greater Manchester

Over the past year, we've gone above and beyond to support and empower local families of children aged 0–5 with a learning disability and additional needs in Tameside, Greater Manchester. We've been working with the community since 2021, connecting families and reducing isolation. We've helped provide networks where parents and carers feel supported and understood. They're surrounded by peers who truly understand other people's experiences and can help one another along their journey.

This year, 203 parents and carers of children with a learning disability were actively engaged with our programme in Tameside. And looking ahead, we want to reach 150 more families of children with a learning disability up to age 12. To achieve this, we've grown our team of dedicated Family Connectors, parents and carers with lived experience who're there for families every step of the way.

In Newham, London

This year, through our Newham Family Engagement Project, we reached more people, worked more closely with local groups and helped more families live life to the full.

During the year we ran dads' groups, offered supportive Early Positive Starts to Support sessions and offered expert guidance on living with a learning disability. We focus on families with children aged 0–5 through workshops, peer support and building digital communities.



In Belfast

For children with a learning disability, the years before school can shape everything that follows. The right support at the right time helps children grow in confidence, develop new skills and feel ready for what comes next. It also helps families feel less alone.

That is why our Early Years service in Belfast is so important. Working in partnership with the Belfast Health and Social Care Trust and the Education Authority, we provide specialist early intervention for children aged 2 to 3 who have a learning disability or a global developmental delay.

Our Children's Centre and Preschool offer a safe, welcoming space where children can learn through play, build relationships and make real progress in communication and independence.

Helping more children thrive

This year 94 children received high quality early intervention places at our Children's Centre, with attendance reaching 897 sessions in a single quarter.

The impact on families speaks for itself:
100% of parents and carers said attending Mencap is beneficial for their child.

"The Children's Centre is lifesaving. It has exceeded our expectations."

PARENT

Reaching more families on the waiting list

Demand for early years support in Northern Ireland is far higher than the number of funded places we can offer. So this year we worked hard to make sure families on our waiting list could still benefit from Mencap.

Twenty-three families completed our six-week Early Learners programme, with every parent and carer in the first round reporting positive progress for their child. Our Parents and Tots sessions ran 37 times across the year, offering families a relaxed space to share experiences and build connections. We also offer a six week Early Learner Programme, regular Parent and Tots session and specialist holiday provision.



Building sustainable, flexible support

We also launched paid childcare placements this year. Five children started, growing to six, with three more ready to begin in January 2026. Our goal is 13 placements, helping more families access trusted, specialist childcare in a setting their child knows and loves.

Family Connectors in Derry/ Londonderry

This year we grew our Family Support work across the North-West of Northern Ireland, including in Derry/ Londonderry. We marked the launch of our services in the area, opening up new opportunities for families of children with a learning disability to connect, learn and feel supported closer to home.

By working in partnership across Belfast and the North-West, we have strengthened delivery right across Northern Ireland. We also secured funding to sustain the Family Connector role, giving families long-term stability and continuity of support. Plans are now in place to expand this work further, so that even more families across the North-West can access the help they need.

In Ynys Môn, north-west Wales

Over summer we ran a vibrant programme in Ynys Môn, north-west Wales, where families enjoyed inclusive activities including borrowing from toy libraries, playing outdoors, samba drumming, learning Makaton and more. Parents and carers told us this kind of out-of-term support was especially valuable.

Families shared how the project reduced isolation, sparked friendships and offered safe, judgement-free spaces for both parents and children.

- **78% of families strongly agreed that they feel less isolated and more connected thanks to the service**
- **56% strongly agreed that they're better able to advocate for their child and family**

Supporting young heroes in Northern Ireland

In Northern Ireland we support young people to grow in confidence, make friends and play an active role in their communities through our PEACEPLUS funded projects: HEROES+ and Empower to Transform (E2T).

Young people are not just gaining skills. They're leading social action projects, volunteering in their communities and raising money for local food banks. They're shaping services and policies through youth forums and speaking at events in Stormont to make sure their voices are heard where it matters most.

What young people told us:

"

It gave me confidence in talking to people and doing things for my community."

"During employability talks I learned about important skills and qualities. I would love a part time job in a shop and I now have a CV and voluntary experience."

Our impact:
Every young person who completed HEROES+ said they felt positive about their experience and that the programme would help them in the future. Every parent, carer and teacher who completed evaluations felt positive about their young person's experience and agreed the learning would help them in the future.











Space to be yourself

For many young people with a learning disability, finding a safe and welcoming space to simply be themselves can be a challenge. That's why Mencap developed a range of targeted wellbeing and social programmes in Northern Ireland. Through our Young Men's groups, Girls' group, club nights and the Bright Horizons project, we delivered many sessions in 2025. Around 160 young people, parents and family members came together at our Streamvale Farm family event.

What people say about our family engagement work:

"

I love Mencap so much. I have lots of fun doing the games and challenges. The people are always so kind and do not judge me and let me be me."

"Until I started attending the sessions I never went anywhere due to constantly feeling judged. After the first session I felt so welcome, I always look forwards to the next."

"Thank you for the swimming sessions. I genuinely feel emotional just thinking about the progress Elliot made in one session — from refusing to even go into the dressing room to getting in the pool and loving it. Everyone was really supportive and encouraging towards him (and us!)"

Building community and belonging

Me Time

For many people with a learning disability everyday life can feel isolating. Not because they don't want to connect, but because the opportunities simply aren't designed with them in mind. Me Time exists to change that. Our community-led social inclusion and leisure programme gives people the skills, confidence and connections they need to take part in local life on their own terms.

What makes Me Time distinctive is how it's built. Activities are not decided for participants, they're shaped by them. This co-produced approach puts people at the centre, making sure the programme reflects what genuinely matters to those taking part. Whether it's discovering a new hobby, building friendships or simply feeling part of a community, Me Time creates the conditions for real inclusion to take root. Delivered across Islington, Suffolk, Nottingham, Sutton and Tameside, the programme meets people where they are, locally, practically and personally.

The impact of Me Time reaches further than leisure. By developing confidence and independence the programme supports people towards greater community participation and, for some, into employment. Inclusion is not a single destination. It grows, step by step, when people are given the right support at the right time. This year, the Me Time Art Club in Islington brought its creativity to a wider audience. As part of Mencap's Rock Your Socks campaign for World Down Syndrome Day, members were invited to design a pair of socks inspired by Mencap's values. Two of the three winning designs came from people connected to Me Time. William, a Lived Experience Advisor connected to the programme, used his design to carry a message he feels deeply.

> "I want disabled people to show what they can do, not what they cannot do. I use my personal experiences to guide Mencap on their work, making sure that their projects and communications reflect the needs and voices of people with a learning disability."

His socks, produced by Sock Snob and sold to the public, carried that message to thousands of people far beyond the group. The Rock Your Socks moment is just one example of how Me Time helps people grow and shine — alongside the everyday joy, connection and creativity that happens in these groups week in, week out.















Getting to gigs with Gig Buddies

People with a learning disability deserve a lively social life shared with friends. Through Gig Buddies we help make this happen in Bradford, funded by the City of Bradford Metropolitan District Council.

Mencap's Gig Buddies matches people with a learning disability with a volunteer who has similar interests to go to activities together. The aim of the project is to support people with a learning disability to make new friends and help them go out and do the things they enjoy.

As well as matching pairs of buddies and volunteers we also organise regular socials in Bradford like gig nights, coffee mornings, meals out and bowling. Through these group socials people can make new friends and share interests together.







"I had the best night with everyone. The music was amazing and I danced all night. The venue was perfect, the organisation was top class, and it was a true picture of what an inclusive night out should look like."

CLUB-GOER

Making positive sounds in Northern Ireland

In Northern Ireland we helped people with a learning disability become DJs at the Positive Sounds club night as part of a BEAMA-funded Arts Programme. They got specialised support planning their sets and performed at events in Bangor and at Learning Disability Pride. They also got involved in two BEAMA workshops to design logos and merchandise for Positive Sounds and each DJ.

These events matter because they allow people with a learning disability to get involved in vibrant, mainstream community life — increasing visibility, confidence and social connection. They help adults across Northern Ireland who want safe, fun opportunities to socialise, perform and enjoy community events.

Helping people stay active and well

Moving with My Active Community

Everybody should have the chance to get active, including people with a learning disability.

My Active Community supports people with a learning disability to shape and access inclusive physical activity, sport and community opportunities, funded by Sport England. Over the last year more people with a learning disability took on roles as Community Connectors, co-trainers, speakers and decision-makers. Funding supported 41 organisations to run everything from dance sessions to silent discos, kayaking to hockey.

A major highlight of the year was running nine community conferences. These events brought together more than 320 people from across the country to learn, share ideas and build new connections.

Through workshops, talks and interactive activities, people explored practical ways to create more inclusive opportunities in their communities. As one attendee shared:

> “[It was] an inspiring event bringing together a range of partners all united by one mission — to create a more inclusive society for everyone.”

Our Community Connectors with lived experience played a central role in making these conferences a success. For many, it was the first time speaking to a large audience, and people’s confidence, commitment and passion shone through.











Making a Healthier Me

Healthier Me, funded by Omaze, creates welcoming ways for people to exercise, learn new skills, build healthy routines and get positive support from others. Through it, we help adults across all three nations who want to improve their physical and mental wellbeing in a way that feels safe, fun and accessible.

Last year we expanded the programme, adding subjects like nutrition, mental health and wellbeing, as well as access to healthcare. This helped us reach more people — not just those interested in gym programmes, but anyone who wants to improve their overall wellbeing.

We also cheered on 30 people with a learning disability who took part in the 2025 Belfast City Marathon events.



Helping more people into work

“I have a job if I want one.”

For many people with a learning disability, a paid job isn’t just income, it’s independence, purpose and belonging. Yet too many employers still overlook the real talent on offer.

Mencap is changing that. Through programmes like Mencap Training Academy and Employ Me, we build people’s skills, confidence and workplace-readiness – while helping employers understand what people with a learning disability genuinely bring to the table. Our Volunteer to Work programmes in our retail stores go a step further – pairing people with dedicated coaches who guide them all the way into paid employment. This direct, day-to-day experience of supporting people into work is what makes our voice on employment policy so credible. Programmes like Mencap Training Academy, Employ Me and Volunteer to Work give us a clear view of what works, what does not, and what employers and government need to do differently. It is why ministers, employers and the media listen when we speak.



Mencap Training Academy

Our Mencap Training Academy helps young people with an Education, Health and Care Plan (EHCP) who want to find a paid job. As well as helping learners secure jobs, our supported internship and pre-internship programmes support learners to live independently and develop English and maths skills. We also help young people with everything from communication to confidence.

Over the last year we worked with employers including Asda, Hilton, Holland & Barrett, Islington Council, Marston’s and Enviromontel for the first time. We also celebrated Chopstix choosing Mencap as their charity of the year after working with us on the programme.

We continued to grow Mencap Training Academy to support more young people. Ahead of the 2026/27 academic year, we’ve begun working with Asda and Black Country local authorities to set up five new supported internship programmes at Asda stores in the area. We hope to support over 300 learners across our programmes.





Five fast facts

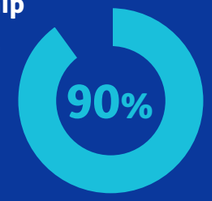
1 **Some programmes had especially high rates of learners securing paid jobs – like Staffordshire (86% of learners) and Birmingham Heartlands Hospital (83%).**

Staffordshire	86%
Birmingham Heartlands	83%

2 **In October 2025 46% of learners who completed a Mencap Training Academy supported internship programme found a paid job.**

3 **22% of supported internship learners entered further education or started volunteering.**

4 **90% of pre-internship learners progressed onto one of our supported internship programmes with 5% securing a paid job during their pre-internship year.**



5 **At the start of the 2025/26 academic year we had 292 learners enrolled across our programmes – up from 234 at the beginning of the year before.**



126 people supported with **31** securing paid roles

Employ Me

Finding and keeping a job can feel out of reach for many people with a learning disability, not because of a lack of talent or ambition, but because the right support simply isn't there. Employ Me is Mencap's answer to that gap.

Our bespoke supported employment programme meets people where they are, offering individually tailored pathways into work for those who can't access education-funded routes.

For those who have fallen out of education and employment altogether, Employ Me NEET provides dedicated caseworker support to re-engage and motivate young people on a one-to-one basis. And for adults over 25 who still need a helping hand, Employ Me Skills and Training ensures that age is never a barrier to finding meaningful work.

Employ Me also works hand-in-hand with employers offering learning disability awareness training to help workplaces become genuinely inclusive, not just in policy but in practice. Together, these different parts reflect a simple belief: with the right support, everyone deserves the chance to work, contribute and belong.

In England, we deliver Employ Me through our retail stores and in Sutton. This year we supported 126 people, with 31 going on to secure paid roles. We also began delivering new Connect to Work contracts in South London and Staffordshire, supporting 15 participants in the first three months alone.

In Northern Ireland, our Employment and Personal Development services supported more than 460 people during a year of significant funding uncertainty. Sixteen people moved into paid employment, mostly through our SkillSET programme, and many more made strong progress through education, training, qualifications and basic skills development. We also reached over 160 employers and stakeholders through our Learning Disability Awareness Training, helping to build more inclusive workplaces across Northern Ireland.

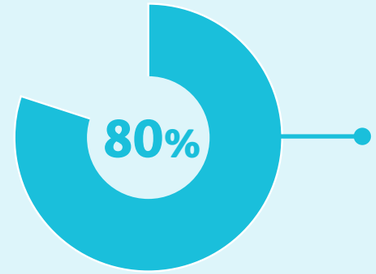
Shopping for a new job

Last year we launched our Volunteer to Work programme through our Employ Me service in some of our retail stores. This involved recruiting Employment Connection Agents (ECAs) to support volunteers interested in finding paid work.

The ECAs spent time with volunteers talking to them about career paths, interests and skills they might need to find a job. They provided guidance and support so volunteers developed their skills, independence and confidence. Some went on to apply for paid roles or got a paid job outside of the stores. Next year we hope to expand this work to at least 10 stores.

"With NA's help, I completed job and Universal Credit applications, revised my CV and gained confidence with employers. Her encouragement motivates me toward finding paid work."

VOLUNTEER



of survey respondents strongly agreed that Mencap stores are a great place to volunteer



Our Network Partners

As well as providing direct services, we work with more than 270 Network Partners across the UK, supporting local organisations that together reach tens of thousands of people with a learning disability.

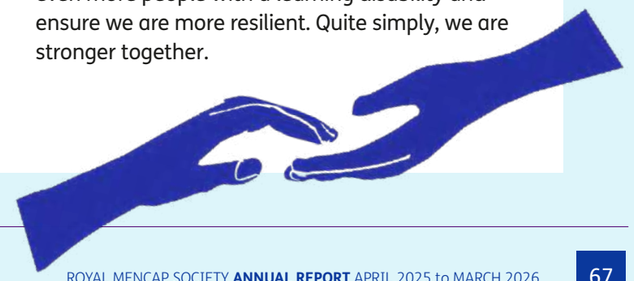
By strengthening these partnerships, we're able to extend Mencap's reach and support communities to develop locally led solutions. This combined approach helps make sure people with a learning disability have greater choice, stronger support networks, and more opportunities to live independently and contribute to their communities.

Over the year, our network increasingly supported partners to move from connection to action, including participating in national campaigns, getting involved in running programmes and contributing to learning and development.

Partners benefited from access to information, tailored support and opportunities to collaborate with others facing similar challenges.

This year we started a consultation with our network to develop a shared strategy. Through surveys, events and one to one conversations we've engaged 62% of Network Partners to better understand priorities, key themes and issues that matter to them.

This will help us support each other to support even more people with a learning disability and ensure we are more resilient. Quite simply, we are stronger together.



GOAL 3

Break down barriers to equality by increasing awareness and understanding of learning disability and changing policies



“I can live my life to the full.”



People with a learning disability deserve the same rights, opportunities and life chances as everyone else. Yet too often, the policies and systems that should support them fall short.

Mencap has a long and proud history of changing that – from ending institutional care and highlighting death by indifference, to leading the response to the Winterbourne View scandal and campaigning for the Oliver McGowan Mandatory Training. That history of influence shapes everything we do today.

We focus our energy on the areas where change is most urgently needed and where we’re best placed to make a difference: health, money, employment, housing, social care and digital inclusion.

Working across England, Wales and Northern Ireland, we recognise that while the challenges are shared, the systems, politics and people differ, and our approach reflects that.

We use a range of tools to drive change. This includes direct engagement with government and officials, media campaigns, digital and community activism, information and advice and coalition-building with other organisations and our network of over 270 partners. Whatever the tool, our approach is always rooted in the same place – the lived experience of people with a learning disability. Their voices are not an add-on to our influencing work. They are its foundation.

Underpinning all of this is our commitment to shifting how society sees and understands learning disability. Greater visibility and public understanding aren’t just isolated goals, they’re what makes all our other campaigning possible. When more people understand what it means to live with a learning disability, it becomes harder for government, employers and public services to look the other way.

Fighting for better health

People with a learning disability die, on average, around 20 years earlier than the general population and are twice as likely to die from avoidable causes. This is not inevitable. It’s the result of systemic inequality and changing it is one of our most urgent priorities.

I'm In for the Learning Disability Register

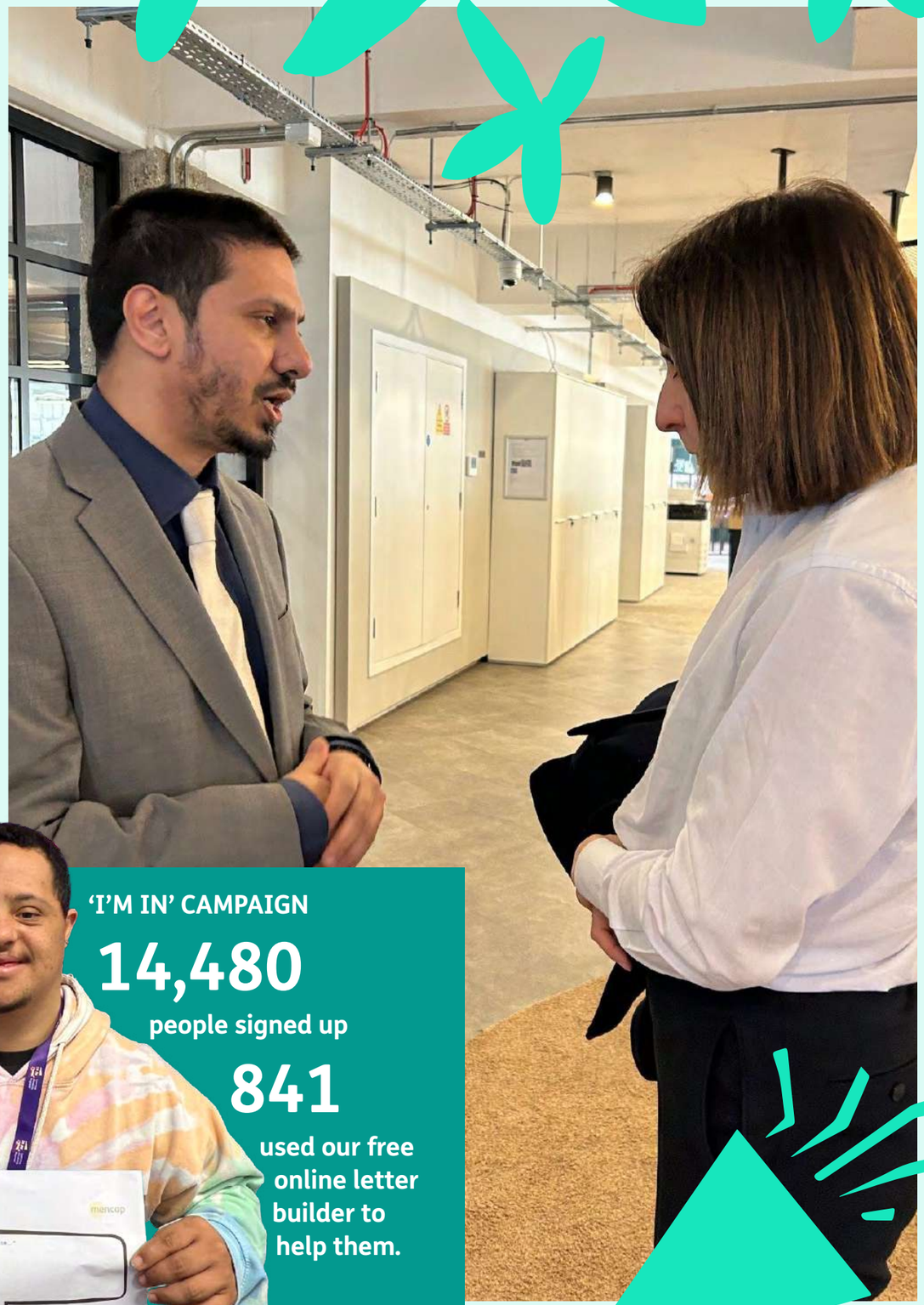
A crucial first step is making sure people with a learning disability are on their GP surgery's Learning Disability Register. This means they receive the annual health checks, health action plans and priority vaccinations they're entitled to.

Through our 'I'm In' campaign we worked with medical professionals and people with lived experience to encourage people with a learning disability to sign up to the learning disability register at their GP's office. Overall, 14,480 people signed up and 841 used our free online letter builder to help them.

This year, we also took that fight to the very top. We worked with Health and Social Care Secretary Wes Streeting to co-write an Easy Read letter sent to every GP practice in England. The letter urged them to make sure people with a learning disability are properly registered and getting the checks they need.

This work was led by Ismail Kaji, our parliamentary and government engagement officer. Ismail has lived experience with a learning disability and health conditions. He has long campaigned to end the health inequalities people with a learning disability face. Ismail co-wrote the letter with the Secretary of State for Health and Social Care, and sent a copy to his own GP surgery. In response, his surgery invited him to speak at their Waltham Forest Health Community Event. This is a regular meeting where patients and doctors come together to improve local healthcare.

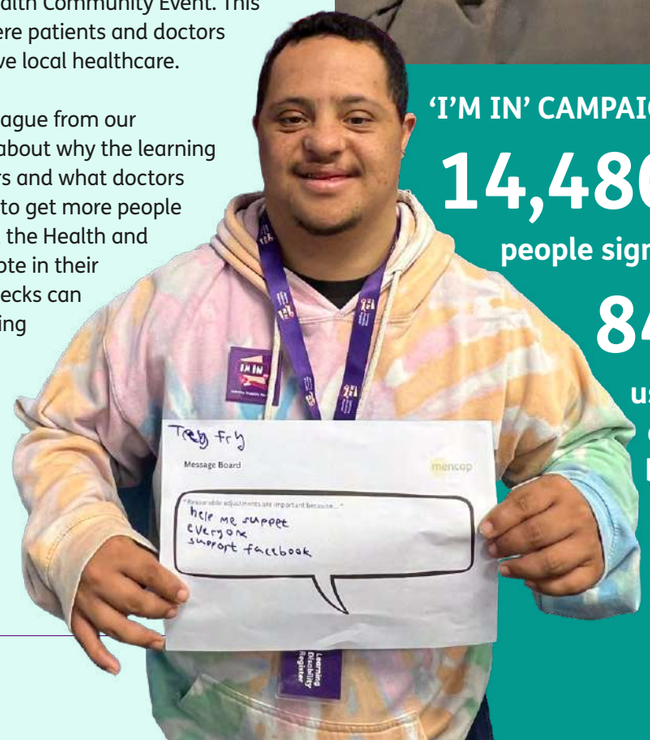
There, Ismail and a colleague from our campaigns team spoke about why the learning disability register matters and what doctors and local groups can do to get more people signed up. As Ismail and the Health and Social Care Secretary wrote in their letter, "annual health checks can help people with a learning disability have access to additional support such as vaccination and immunisation or cancer screening".











'I'M IN' CAMPAIGN

14,480
people signed up

841
used our free online letter builder to help them.



Ending healthcare discrimination

People with a learning disability face significantly lower rates of cancer screening and are at greater risk of harm when cancer goes undetected. We worked with the University of Manchester to bring their new research on this injustice into the national spotlight. We also supported Annabell Downey to share her powerful story of facing terminal cancer without being taken seriously by NHS staff.

That campaigning contributed to a significant win: the new National Cancer Plan for England now includes a commitment to embedding cancer checkpoints into annual health checks for people with a learning disability. And it includes a wider focus on tackling health inequalities and improving access to screening.

We also secured a commitment from the Health and Social Care Secretary to tackle the misuse of Do Not Resuscitate orders for people with a learning disability, a critical safeguarding issue that has for too long been allowed to persist. Wes Streeting pledged to stop people with a learning disability being discriminated against in healthcare. The government also committed, through the NHS 10 Year Plan, to reducing health inequalities – setting the stage for meaningful monitoring and change in policy and practice.

All of this work is underpinned by our partnership with Omaze, which funded a programme specifically designed to tackle health inequalities. These range from expanding the Learning Disability Register to developing Rachel's Voice, our legal advocacy service supporting families after avoidable deaths.

Rachel's Voice

People with a learning disability face serious and well documented healthcare inequalities. Too often, those inequalities have fatal consequences. Rachel's Voice is our response to that injustice.

Named after the daughter of one of our earliest clients, we developed it with international law firm Fieldfisher LLP to provide legal support to bereaved families. This year we supported six families seeking answers about the death of a loved one with a learning disability.

One of those families was the family of Eddie Cassin. Eddie, described by his sisters Teresa and Mary as "our sunshine", died in Milton Keynes University Hospital in June 2023, aged 67. Despite having known swallowing difficulties, he was repeatedly fed jelly, which turns to liquid in the mouth and causes choking. The assistant coroner found that his death was contributed to by neglect. The hospital's chief executive later wrote to the family to say the trust was "profoundly sorry for the failings in the care provided to Eddie which contributed to his death." Rachel's Voice supported Teresa and Mary through the inquest, and they have since become powerful campaigners for change.

When NHS England published its annual Learning from Lives and Deaths – people with a learning disability and autistic people report in September 2025, Teresa and Mary helped us make sure the findings landed with the public. ITV News at 10 led with a special report featuring the sisters and revealing that adults with a learning disability are dying 20 years earlier than the general population. Further coverage followed on BBC News, The Independent and The Standard, with the story syndicated across 100 outlets.

Rachel's Voice also commissions research and advocates for policy changes at NHS Trust, Integrated Care Board and national level. Through training, campaigning and sharing clients' experiences with key people, we are working to make sure the deaths of people with a learning disability are never overlooked, and that the system changes for good.

"Eddie was lucky, because he had us to speak for him and us to fight for him. There are so many people that do not, and that is what saddens me."

TERESA FRENCH, EDDIE'S SISTER



Charlie's story: an avoidable death

Charlie was just 48 when he died alone in a hospital ward in Surrey. He had a severe learning disability and Pica syndrome – a condition that made him crave non-food items. It should have been understood and managed. Instead it was overlooked, and it cost him his life. His death was entirely avoidable. His mum Rosalie never got the chance to say goodbye.

Through Rachel's Voice, funded by Omaze, we're supporting families like Charlie's through inquests after avoidable deaths. And pushing for the systemic changes that will prevent more families from facing the same loss.

Making sure people are better off

For many people with a learning disability, financial hardship is not just a worry, it's a daily reality. The benefits system is often difficult to understand, meaning too many people miss out on money they're entitled to. Thanks to British Gas Energy Trust, Aviva and BNY we are able to advise people with a learning disability and their families on how best to access this support and other entitlements. Energy bills, banking and the rising cost of living create extra pressures and the risk of financial exploitation is ever-present. Tackling these inequalities, through policy change, practical advice and accessible information, is a core part of how we break down barriers.

Better support with everyday bills

We've also made progress on the everyday financial barriers that too many people face. After two years of campaigning alongside our partners, Ofgem announced a £500 million energy debt relief scheme to support households struggling with energy costs. This is welcome relief for people with a learning disability who often use more household energy than average to power their support needs. We also secured major reforms to water bill support with changes that will reduce bills by an average of £325 a year and make the system fairer and easier to use.

Nationally, the Treasury's new Financial Inclusion Strategy now reflects several of Mencap's policy calls. This includes the need for accessible banking, Easy Read information and tailored support for people with a learning disability. This was the result of our sustained engagement with the government on financial exclusion.

From April 2026, people who receive social care will be able to keep £400 more of their own income after paying for care, with some keeping up to £510. This helps people with a learning disability hold on to more money for everyday essentials. The government publicly recognised the need for stronger financial protection in its announcement and quoted Mencap directly.



Helping Jack build an independent life

Jack first came to us when his father moved into residential care. Facing a change in circumstances and struggling to sustain his new tenancy, our caseworkers helped stabilise his income through benefits support. We helped him access social tariffs, join the Priority Services Register and reduce his prescription costs. Through our Extra Assistance Fund we provided a multicooker, helping him prepare meals efficiently and build confidence in the kitchen. We supported him to plan weekly meals, manage a store cupboard and cut food waste. We also referred him for one-to-one budgeting sessions to strengthen his money management for the long term. Today Jack has the skills, income and confidence to manage his home independently.

The fight for PIP payments

Benefits are a lifeline for many people with a learning disability. Protecting them has been one of our most urgent priorities. When the government proposed cuts to Personal Independence Payment through the Welfare Bill, we mobilised our campaigners to contact 582 MPs (89.5% of Parliament) to make the case for protecting this essential support. Our campaigning, alongside the wider disability sector, contributed to the removal of PIP changes from the Welfare Bill pending a review. For thousands of people with a learning disability that means vital financial support is protected – for now.

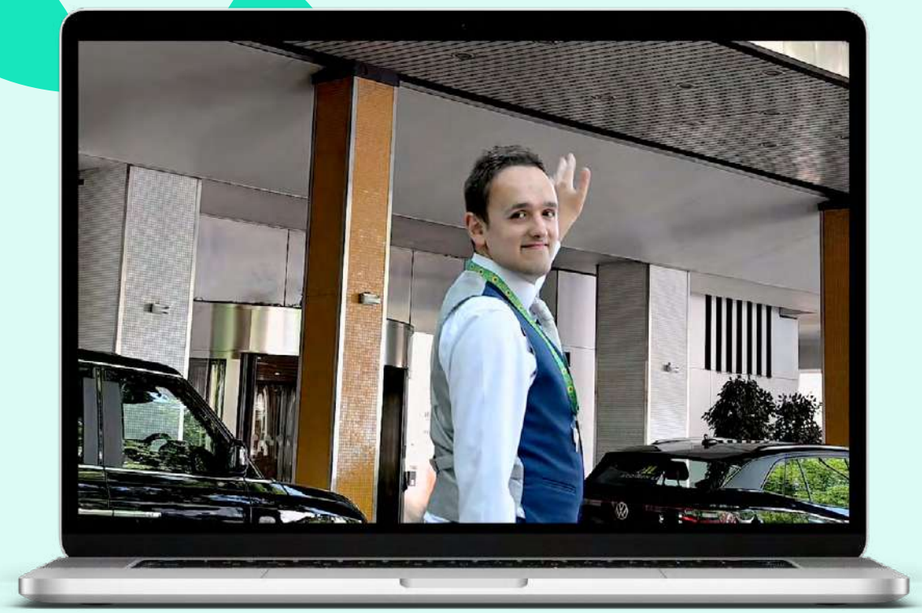
More money for essentials

On benefits accessibility, we secured a commitment from the Department for Work and Pensions to provide benefits information in Easy Read format. This big win makes the system more manageable for people with a learning disability and sets a precedent for other government departments to follow.

Beyond policy, our Advice and Casework team has been turning these wins into real change. This year our advisers and caseworkers secured over £926,000 for people with a learning disability across the UK, including £449,323 of entitlement such as benefits, backdated entitlements and money people had been missing out on. They also secured a further £477,143 in goods and services ranging from energy support to essential household items.

We also reached 1,597 people through community advice sessions and Easy Read resources on energy, benefits, social care and the Learning Disability Register. And we passed our independent Advice Quality Standard audit, receiving accreditation across four areas: Welfare Benefits, Housing, Health and Community Care and Disability.





Opening doors to work

Employment is one of the most powerful routes to independence, confidence and a fuller life. Yet for people with a learning disability, the barriers to finding and keeping paid work remain stubbornly high. Too few people have access to the right support at the right time and too many employers have yet to discover what people with a learning disability can bring to their teams. Changing that through direct employment support, employer engagement and policy reform, is central to our work.

This year, we made progress on all three fronts.

On policy, we secured a commitment from the Department for Work and Pensions to create supported internships for people with a learning disability in the department itself. This improves disability awareness where it matters and creates tangible job opportunities. We've also been working to ensure that the forthcoming Special Educational Needs and Disabilities (SEND) reforms create a more coherent path from education into employment for young people with a learning disability.

Our response to the Schools White Paper was reported far and wide in the media, including BBC News, The Guardian, Sky News, The Mirror, The Independent, LBC Radio and Politico. The coverage helped make sure the needs of children and young people with a learning disability were central to the national debate.

That influence was felt beyond the headlines too: we were invited to a Department for Education breakfast roundtable with the Prime Minister to discuss the SEND reforms directly. It's a clear signal that Mencap's voice carries real weight where it matters most.

Drew's story: confidence through experience

Drew's autism and ADHD mean that confidence and communication can be a challenge. Through our supported internship at Heartlands Hospital in Birmingham, he completed three work placements, finishing with the IT Service Desk. There he responded to support tickets and worked as part of a technical team.

He then successfully applied for a role with the Mencap Training Academy team in Birmingham, wowing the panel at interview to secure a position as administrator. Drew's journey shows what becomes possible when people are given the right support at the right time.










"Chloe helped me learn my job, helped me get to Hilton by myself and now I don't need anyone to help."

XAVIE

"Since Xavie's been with us he's found a lot of confidence greeting and directing guests. He's extraordinary."

KHUMAIR, XAVIE'S COLLEAGUE

Xavie's story: getting a fulfilling job

Xavie secured work experience at the Hilton London Kensington through our Training Academy. With the support of his skills coach, Chloe, who helped him navigate public transport and designed cue cards to learn different tasks, he quickly became a favourite among guests and a valued member of the team. He has since secured a permanent role as a lobby ambassador.

Watch Xavie in action

https://youtu.be/xU-SWxid-1E



Bringing people home: Homes Not Hospitals

Over 2,000 people with a learning disability and autistic people are currently detained in mental health hospitals. Many are hundreds of miles from their families, in spaces completely inappropriate for their needs. Some have been there for years. Some for decades. This is not care, it's containment. And ending it is the goal of one of our most urgent and long-standing campaigns. This year, we fought harder than ever to bring people home and started to see the system shift.

Our most powerful tool has always been the stories of the people affected. In May 2025, supported by our partnership with Omaze, we launched a national media campaign led by the story of Josh Standish, a 21-year-old with a severe learning disability and autism. He'd been shunted between hospitals for four years sometimes hundreds of miles from his family. At one point he spent nearly two months in a bare room communicating only through a hatch in the door.

That momentum fed directly into legislative change. The Mental Health Bill passed into law this year, a historic milestone that introduced stronger safeguards to prevent the inappropriate detention of people with a learning disability. Crucially, people with a learning disability and autistic people can no longer be detained for treatment under section 3 of the Mental Health Act if they don't have a mental health condition.

Ahead of the parliamentary vote, we worked with the Press Association on a story reported in the Daily Mail and The Independent and syndicated to over 137 news outlets. This helped build the public and political pressure that led to the Bill's passage.

But the campaign is not over. The government has said this part of the law will only come into force once strong community support is in place, leaving families in limbo. Thanks to our campaigning, the government has committed to co-producing a roadmap on the funding and development of that community support, with families and organisations involved in shaping the plan. We held a family day to feed directly into that process, making sure lived experience is at the heart of what comes next. We will keep pressing until unnecessary detention is a thing of the past.













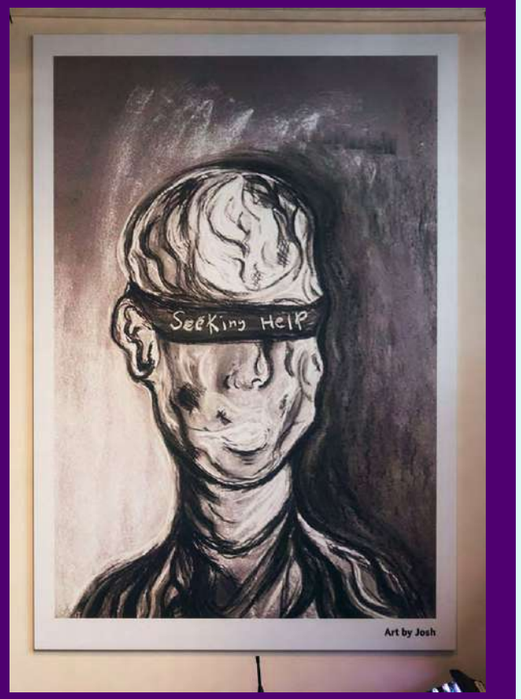
Showcasing stories

In March 2026 we staged our Homes Not Hospitals: The Fight for Freedom exhibition in London. It was a powerful, co-produced showcase of the stories of people detained in mental health hospitals made possible by Omaze.

Shaped by families who have fought to bring their loved ones home, and some who are still fighting, the exhibition went beyond statistics and policy to bring the human reality of detention to life through audio and visual storytelling. Visitors described it as harrowing and deeply moving.

Posters were seen 66,000 times and content generated over 16,000 views on social media. Most importantly, the families involved said their experiences were accurately represented and that it reinforced the urgent need for action.

We also worked with BBC Radio 4's File on 4 to bring the scandal to millions of listeners, sharing the story of Kasibba – an autistic woman with a learning disability who was detained in a mental health hospital for 45 years from the age of seven. As our Head of Policy, Dan Scorer, told the programme, hundreds of people are still in detention who should have been freed and supported in the community.



Josh's story: trapped by the system

For just one hour a day Josh Standish feels free. Riding his bike alongside his dad, the wind on his face, the open air around him. It is the only time he escapes the walls that have held him for four long years.

Josh is 21. He has a severe learning disability and autism. When his support needs became more complex at 17, his parents Garry and Sara turned to social services for help. They were told Josh would be placed in a specialist unit for a three-month assessment. He never came home. With Mencap's support, Josh's story reached over 15 million people and began to change what happens next, for him and for the thousands still waiting to come home.

Pushing for a social care system that works

For many people with a learning disability, social care is the foundation for an independent life. The right support, at the right time, can mean the difference between thriving in the community and being denied the chance to do so. To release people from hospital and prevent them from going in, there needs to be better social care policies in place. This is what Mencap is pressing for.

Yet social care funding is squeezed, eligibility thresholds are rising and too many people, particularly younger people and those with moderate needs, are being turned away from the support they need. Changing this is one of our most important and most complex policy challenges. This year we worked on multiple fronts to make the case for a social care system that truly works for people with a learning disability.

Our most sustained effort has been through the Care and Support Alliance, the Time to Act board and our wider coalition work with organisations including ADASS, the Local Government Association, the National Care Forum and other provider organisations. Together, we've been making the moral and economic case for increased social care funding – not as a future aspiration but as an urgent present need. People with a learning disability and their families cannot wait for a long-term reform process to finish before they get the support they need.

The Casey Commission, which is examining the future of adult social care, has been a key focus of our influencing work this year. We've been feeding in evidence, lived experience and policy analysis to ensure that the needs of people with a learning disability are not marginalised. Too often the process can default to older people's care as its main frame of reference.

The Commission's final recommendations will shape the social care landscape for years to come. We're determined that people with a learning disability are central to that picture.

23,735
hours of care secured through our advice and casework



Tackling the workforce crisis and unmet need

On workforce, we've continued to push for action on the social care staffing crisis that directly affects the quality of support people with a learning disability receive. Fair pay for care workers is not only a quality-of-care issue, but more importantly, our moral duty. We've been making that case consistently alongside our partners.

We've also been pressing for better data on unmet need. Too often the scale of the problem is invisible because it's not counted. People turned away from support, or who never make it through the door of the assessment system, don't appear in official figures. Pushing for more transparent and comprehensive data is a precondition for the kind of evidence-based reform that will make a lasting difference.

At the same time we've continued to make the case for expanding day opportunities for people with a learning disability. It's part of social care that has been quietly eroded in recent years. But it makes an enormous difference to people's quality of life, social connection and mental wellbeing.

Underpinning all this policy work is our safeguarding activity. This year our caseworkers and safeguarding leads helped safeguard over 200 people, stepping in on high-risk cases where people needed urgent support to stay safe. Through our advice and casework we secured around 23,735 hours of care for people with a learning disability. These hours represent real support for people to live the lives they choose, rather than going without.

The road to a social care system that works for people with a learning disability is a long one. But the case has never been clearer, the coalition has never been stronger and Mencap will keep pushing until the system reflects what people actually need.

Changing how the world sees learning disability

Policy wins and legal reforms matter enormously. But lasting change requires something deeper, a shift in how society understands, values and includes people with a learning disability.

Prejudice, low expectation and invisibility are not just personal slights. They shape the decisions of employers, clinicians, politicians and the public in ways that directly affect people's lives. Challenging them, through media, culture, storytelling and public campaigning, is the foundation for everything else we do.

This year, people with a learning disability were more visible in public life than ever before. And Mencap was at the heart of making that happen.





Ellie Goldstein and the Strictly effect

The biggest visibility moment of the year, and arguably of Mencap's recent history, was Ellie Goldstein's appearance on Strictly Come Dancing. Ellie, a model, actor and Mencap Myth Buster, made television history as the first contestant with Down syndrome to compete in the main series of the BBC's iconic Saturday night dance show.

But Ellie's journey was more than a ratings story. It showed what becomes possible when people with a learning disability are given the spotlight to shine and a challenge to every institution, employer and individual still underestimating what people can achieve.

Ellie was not on her journey alone. Fellow Myth Buster George Webster joined a live show to cheer her on – and some of the Myth Buster team recorded messages of support that turned her appearance into a collective celebration. After the series ended, Ellie and her mum Yvonne appeared on Paul C Brunson's We Need to Talk podcast, reaching 152,000 views on YouTube and generating more than 70,000 engagements on Instagram.



"I want to show the world that people with a learning disability are all equals and can live their best lives."

Ellie Goldstein

"Strictly was the best night of my entire life. I really enjoyed seeing how big the O2 was. Watching Ellie made me cry happy tears. I wanted to go down and hug her and tell her what an inspiration she is to me.

Heidi Crowter, disability rights activist and Mencap Mythbuster

ELLIE'S IMPACT

Ellie's Week One dance clip was viewed over

1.8 million times

on Instagram and Facebook combined.

Strictly content generated more than

10 million views and 160,000

engagements across our social channels.

Mencap gained almost

5,000 new followers

during the series.

Posters cheered Ellie on from more than

70 bus stops

across Blackpool, London and Essex.

During the final (watched by over eight million people) HRH The Duchess of Edinburgh, Mencap's Royal Patron, shared a message praising Ellie for challenging perceptions about learning disability.

Ellie and Vito attended afternoon tea at St James's Palace with HRH The Duchess of Edinburgh.





Tea at the Palace

Ellie's Strictly journey earned a very special recognition. In March 2026, HRH The Duchess of Edinburgh, Mencap's Royal Patron since 2002 hosted Ellie at a special afternoon tea at St James's Palace, celebrating her trailblazing run as the first contestant with a learning disability to take part in the full series. Ellie was joined by her mum Yvonne, her dance partner Vito Coppola and Mencap Chief Executive Jon Sparkes. After the tea, Ellie and Vito treated Her Royal Highness to some of the dance moves that had captivated the nation.

"Visiting St James's Palace was so exciting. I felt really proud and very happy to be there.

Meeting The Duchess of Edinburgh was amazing. It means so much to be recognised by a Member of the Royal Family. I'm proud to show that people with a learning disability can achieve their dreams."





Mencap Myth Busters

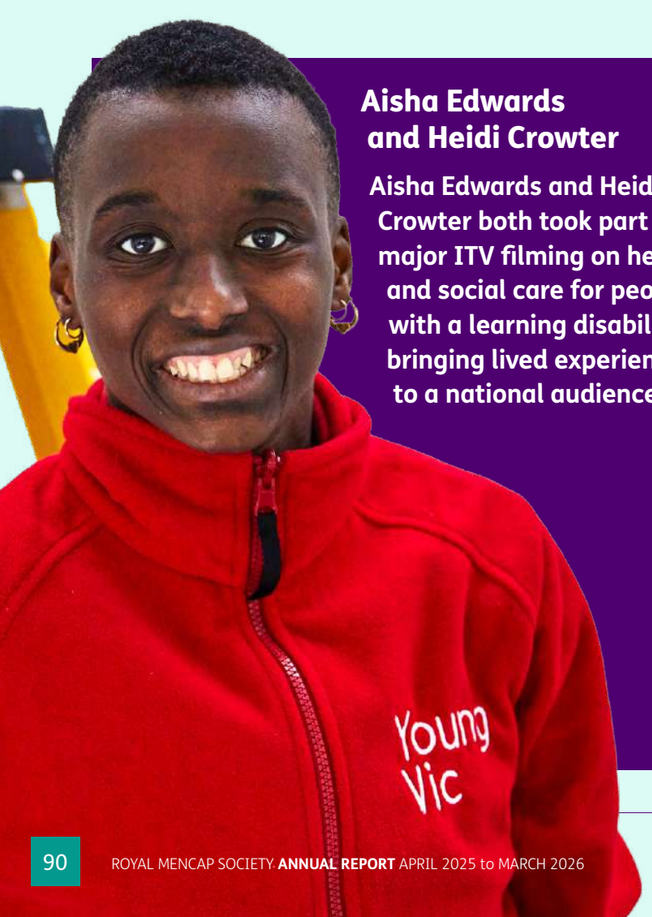
Beyond the dancefloor, our Myth Busters had a remarkable year that showed – in the most visible, public ways possible – what people with a learning disability can achieve.

Together, our Myth Busters brought their personal stories to our World Down Syndrome Day content and shared end-of-year reflections on independence, confidence and growth. They showed the world, consistently and joyfully, what living with a learning disability really looks like.



George Webster

George Webster celebrated the launch of his new children's book with a social media partnership that drove engagement for both the book and our charity.



Aisha Edwards and Heidi Crowter

Aisha Edwards and Heidi Crowter both took part in major ITV filming on health and social care for people with a learning disability, bringing lived experience to a national audience.





Jessica-Jane Applegate

Jessica-Jane Applegate MBE joined our Active Communities conference tour, bringing energy and visibility to events across the country.



Michael Beynon

Michael Beynon set the Guinness World Record for the tallest stack of Welsh cakes made in one minute – with Mencap proudly mentioned in the official record.

Alexander Dragonetti: the power of one honest story

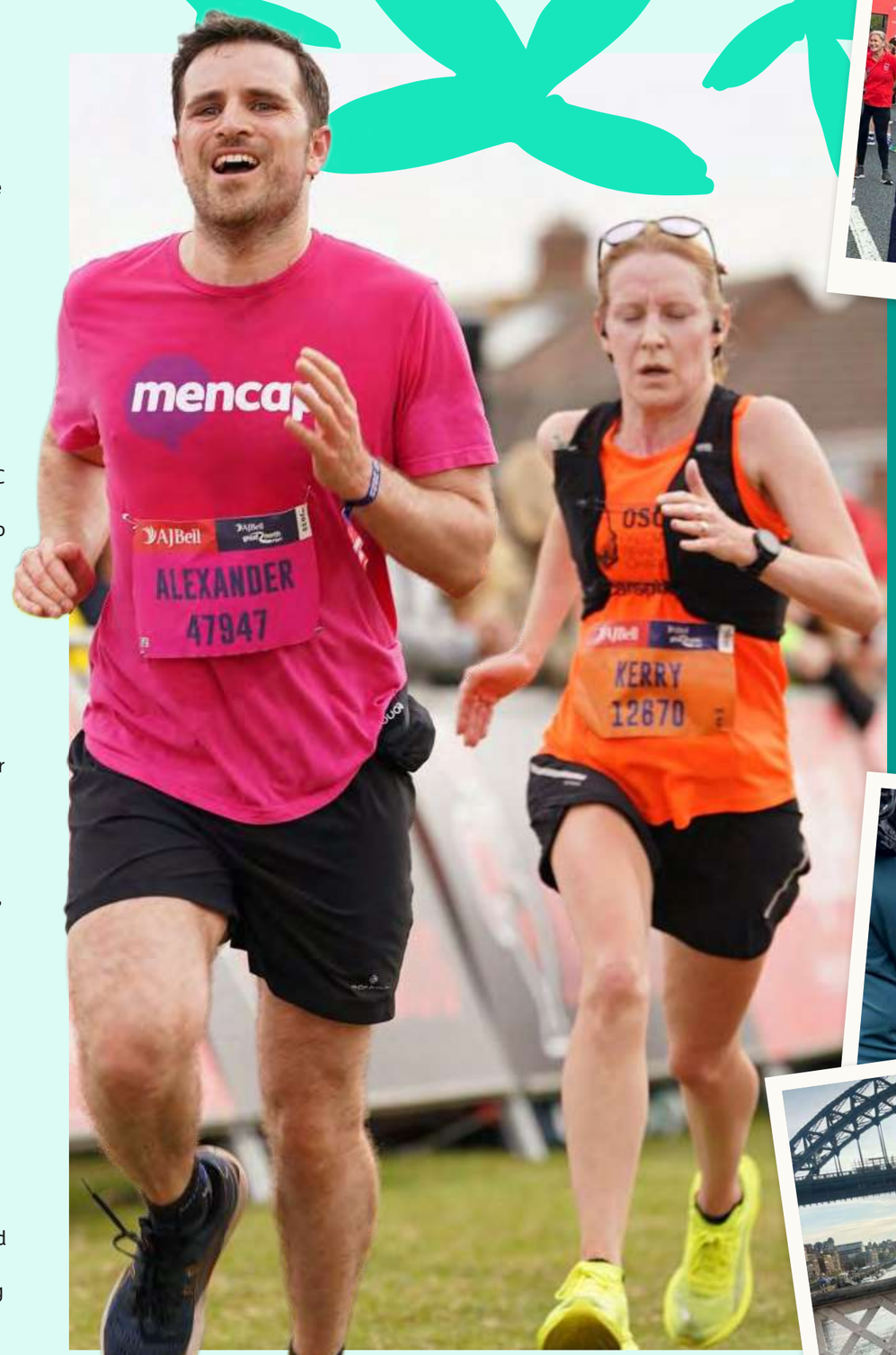
When Alexander Dragonetti walked into the castle on the BBC's hit show The Traitors, he brought his brother James onto prime-time television. He spoke openly about James, who has a learning disability, and what their bond means to him. It struck a chord. Fans donated more than £95,000 to Mencap off the back of his appearance.

In April 2025, we announced Alexander as an official Mencap Ambassador. His arrival drew major coverage across The Sun, Channel 5 News, the Evening Standard, BBC News Online and Yahoo News. Throughout the year he kept up the momentum appearing across The Mirror, Hello!, BBC Radio 4, ITV's This Morning and the Daily Express. He also took on Celebrity Mastermind on BBC Two to raise more money for Mencap.

Every time Alexander talks about James, or about Mencap, he helps shift how the public thinks about learning disability. That's exactly the kind of sustained, high-profile visibility that our strategy depends on.

Alexander didn't stop at the airwaves. In September 2025 he pulled on a pink Mencap t-shirt and ran the Great North Run, raising £3,265 for our work, well above his original £1,000 target. His race weekend brought Mencap to a national audience: he gave two live interviews on BBC One on race day, recorded a Runner's World podcast interview live on stage, and was mentioned in coverage from the Newcastle Chronicle to Radio Times.

Our social media activity around the run generated more than 334,000 impressions and 6,800 engagements, with Alexander's own self-shot training and race-day videos proving the most popular of all. In the lead-up, Alexander also visited our Me Time Islington group, meeting people with a learning disability and seeing first-hand how donations make a difference. Reflecting on the weekend, he said the Great North Run "really helped to get the message out there". It was another example of Alexander turning his profile into lasting visibility for Mencap and the people we support.



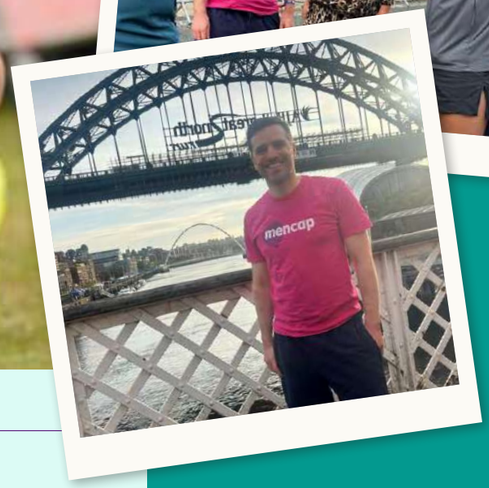


Mencap social media activity for the Great North Run generated

+334,000 impressions

+6,800 engagements





Learning Disability Week: taking our message to the nation

Learning Disability Week gives us a powerful annual platform to put learning disability at the centre of the national conversation. This year our communications team made sure we reached as wide an audience as possible.

BBC Morning Live visited Islington Me Time to hear directly from people with a learning disability about the barriers they face. They shared challenges from employment to accessing healthcare and how their local group helps them thrive.

Beyond that, our media team secured coverage on some of the UK's most watched programmes, including Channel 4 News and BBC's The One Show. We made sure the realities of life with a learning disability were part of the national conversation throughout the week.

Putting lived experience on the national stage

Changing public understanding requires more than a single week of activity. That's why, over the past year, our media team worked with ITV investigative reporter Dan Hewitt on a landmark piece of coverage that changed hearts and minds.

Dan interviewed seven people with a learning disability, including Mencap's own Aisha, Heidi and Adrian, about their everyday lives: the barriers they face and the government action they want to see.

The resulting segment ran for seven minutes on ITV News and was published across ITV's online platforms, reaching a potential audience of over 10.6 million people. It was a powerful example of what happens when people with a learning disability are given the space to speak for themselves.

Our Chief Executive Jon Sparkes reinforced the message, telling ITV News: "Listening to people with a learning disability is essential to creating a fairer society."





mencap 80 YEARS

Celebrating Judy's legacy



Visibility is not only about the present. It's about making sure the story of learning disability, and of those who fought to change it, is properly told and remembered.



On 6 March 2026 Historic England unveiled a National Blue Plaque for Judy Fryd, the founder of Mencap, at her former home in Harpenden. It's the place where in November 1946 she gathered parents around her dining room table and began the organisation that would become Mencap.

The plaque was unveiled by Judy's family, with our Chief Executive Jon Sparkes and colleague Ciara Lawrence both speaking at the event. As we mark our 80th anniversary it was a fitting reminder of how far the movement for the rights of people with a learning disability has come – and how much further we're determined to go.



"Mencap helped me when I was very young, they gave me a place to compete when I first started out and supported hundreds of athletes with learning disability events and gave us a place to belong. Gave us the opportunity to practice and grow in a safe environment with information and support always available. Judy's work and campaigning has helped thousands of people like me in school. When I needed an educational support plan it was her work all those years ago that first brought about this and much more inclusion.

JESSICA-JANE APPLEGATE, PARALYMPIC SWIMMER AND MENCAP MYTH BUSTER

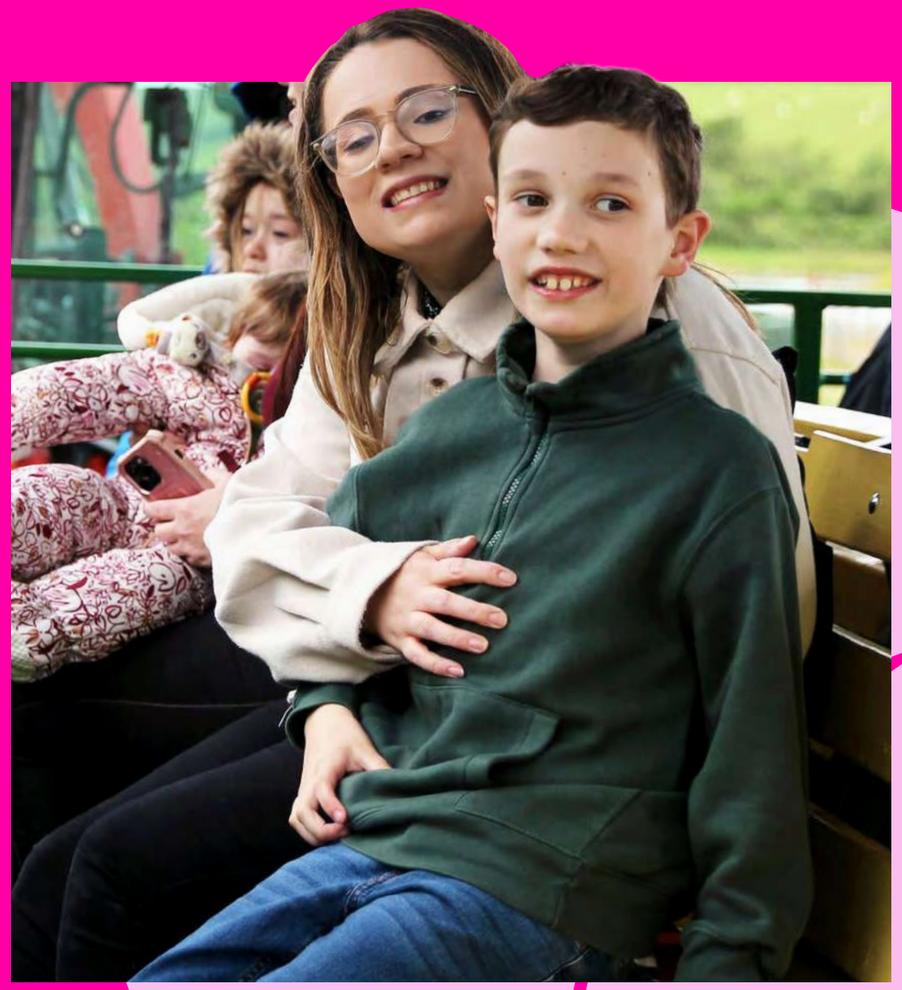
"Growing up, people said I would never get a job. But I knew I could do it. Mencap helped me learn new skills and now I've worked at the Young Vic theatre for seven years. Judy Fryd opened doors for people like me – and I want the world to keep giving people with a learning disability more chances.

AISHA EDWARDS, MENCAP MYTH BUSTER AND MEMBER OF OUR VOICES COUNCIL



GOAL 4

Create a culture of belonging where everyone feels welcome and can do their best work to achieve our goals





“I can live my life to the full.”

We want Mencap to be a place where everyone feels they belong. For us that means Belonging, Equity, Diversity and Inclusion. That includes people with a learning disability, their families and our volunteers and staff. Our people are our strength – and every single one helps us do more.

At Mencap

We have 7,352 colleagues
(at March 2026)

46.7% are full-time

40.4% part-time

12.9% relief workers

26.7% are male

73.3% are female

28% have been with us for more than five years

A big thanks to our volunteers

We benefited from the time and talents of 2,373 incredible volunteers this year. We're incredibly grateful for all the amazing work you do. Thank you.

By the end of March 2026 – 1,338 people were actively volunteering with us each month, 22% with a learning disability. Opening new stores, finding fresh corporate volunteering partnerships and developing more micro and flexible opportunities has fuelled a rise in volunteering. Throughout, we've made it easier for people to support us in a way that works for them – helping everyone feel they belong.

During 2025 we launched Learn Act Change. This new initiative helped colleagues deepen their understanding of lived experience. It encouraged everyone to feel they can promote inclusion more confidently and meaningfully change our culture across behaviour, systems and leadership. It also increased visibility of our five Belonging Networks and helped colleagues and leaders to take practical action to strengthen inclusion across their teams.

Finding the right words

Words matter – especially in the way people are described by others. Over the year we developed a shared Belonging Glossary with our Belonging Networks: Disability Warriors, LGBTQIA+, Parents and carers, Race Inclusion Network Group and Women's Group to provide consistent language across Mencap. This helps colleagues and leaders confidently talk about diversity, equity and inclusion. Plus, it makes sure our policies, guidance and everyday communication reflect inclusive language and shared understanding.

"

Since I started, Mencap have given me opportunities to learn and develop skills. I am dyslexic and partially deaf, so I understand some of the challenges the people I support face with learning and understanding. I have received good training which I have not had before. It has really improved my confidence."

MENCAP COLLEAGUE



1,338
active volunteers each month

22%
with a learning disability.

BY THE END OF MARCH 2026



Celebrating changemakers

We were proud to see three of our colleagues named in The Big Issue's Top 100 Changemakers of 2026. Ismail Kaji, Ciara Lawrence and John Phillips MBE were all recognised for championing inclusion and speaking up for people with a learning disability.

Their leadership, inside Mencap and across public life, is exactly the kind of lived-experience expertise that makes our organisation what it is. It's a reminder that when people with a learning disability are given the platform to lead they change how the country thinks about disability.

"I'm incredibly grateful to have received the Big Issue Top 100 Changemakers Award. It was truly special and something I will always treasure."

JOHN PHILLIPS MBE

More inclusive recruitment

During the year we rolled out our Inclusive Recruiting Well Toolkit to help make our recruitment as inclusive as possible. The toolkit helps hiring managers use fairer shortlisting approaches and improve candidates' experiences. Through it, we're determined to overcome recruitment barriers and attract and select diverse talent across our organisation.

Working towards equitable pay

Our 2025-26 Pay Gap Report confirms median pay parity across gender, ethnicity, disability and learning disability at Mencap. It found mean pay gaps remain at the most senior levels due to underrepresentation in these roles. This has sharpened our focus on inclusive progression, leadership representation and equitable access to development opportunities.



Inspiring our people

The most recent colleague survey revealed our people have a very strong connection to our mission. They feel empowered and trusted in their roles, are supported by their manager, and can be themselves at work.

Colleague engagement scores increased from 69.9% in November 2024 to 73.4% in November 2025. We are pleased that as our colleague engagement score has risen over recent years our colleague turnover has reduced and is now lower than the UK average (Skills for Care's 2025 data).

However, there are areas we could improve. These include wellbeing, trust in senior leaders to consider people when making their decisions and having the right tools and systems to do the work. In response we've launched dedicated plans to improve these areas and are seeing positive results.

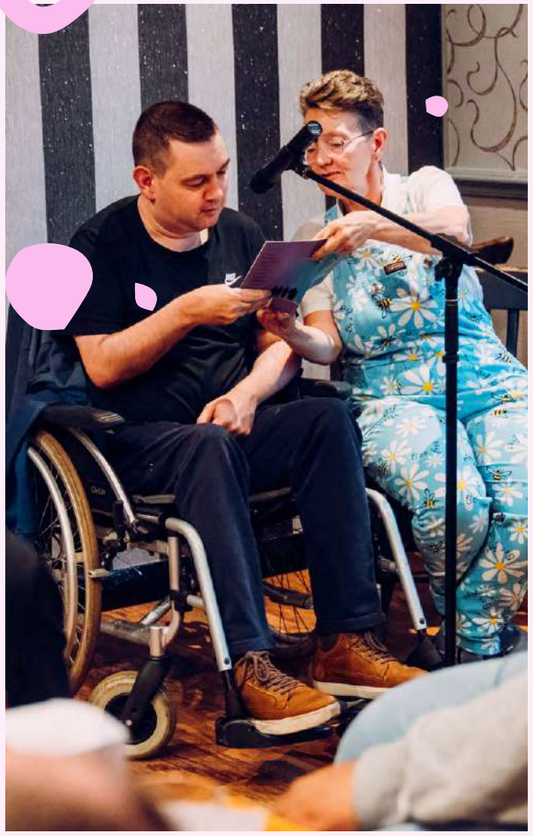
Colleague engagement scores increased

November 2024	69.9%
November 2025	73.4%

"I really enjoy working at Mencap because it's an environment where I feel I can truly be myself. The support from both colleagues and managers, particularly around mental health and wellbeing during challenging times, is exceptional."

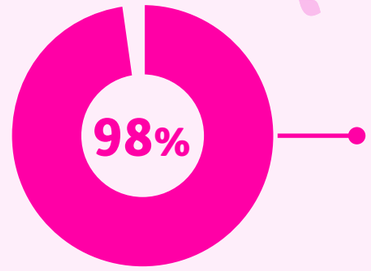
MENCAP COLLEAGUE





Connecting people

Our service manager and support worker roadshow, now in its second year, shows our commitment to close engagement with our teams in action. The roadshow was an opportunity for colleagues to come together locally to meet with our executive directors and senior leaders to shape our Mencap 2030 strategy and discuss what matters most to them.



Last year we reached our target of 98% of staff being up to date on training

Investing in staff

We continue to invest in high quality staff to build high quality services. Last year we reached our target of 98% of staff being up to date on training. Plus, we've a clear accountability framework supporting colleagues to sustain high standards with the right balance of support and challenge.

Together, this helps shape a confident, skilled workforce equipped to deliver high quality, person-centred support in increasingly complex spaces. Investing in our managers to be their best is essential to providing people with a learning disability with the right support. So, last year we launched our Managers Essentials programme for new, aspiring and existing leaders.

The programme focuses on practical skills, continuous development and sharing what works. It's co-designed by managers and built around our leadership framework to reflect our values and culture.

"The real-life manager videos were brilliant — practical, authentic and far more helpful than theory alone."

AREA OPERATIONS MANAGER

"It's not just useful for managers – it helps with everyday work and even life outside of work."

SUPPORT WORKER



GOAL 5

Run Mencap well so that we have the resources, technology, systems and processes to deliver our strategy







Making waves for Mencap

The Mencap Marvels are a dedicated community of Channel swimmers who take on gruelling open water challenges to raise money for people with a learning disability. Coming from all walks of life and backgrounds, they have a remarkable 100% success rate in their charity relay swims. Over the years, the Mencap Marvels have raised more than £100,000 for our work.

This year, 16-year-old Rory Kaye made a real splash. In August he swam the English Channel as part of a relay with his Beech Hall Mencap Marvels team, finishing in tough conditions in 12 hours and 32 minutes. Then, on 1 October, Rory took on the Channel again, this time swimming the 21 miles solo in 12 hours and 26 minutes. Together with his other 2025 challenges, he raised over £10,000 for swimming sessions that give children with special educational needs and disabilities (SEND) the chance to learn to swim safely.

“Swimming is life-changing and I want Special Educational Needs and Disabilities kids to have the chance to learn to swim too.”

RORY



Financial resilience and operational sustainability

Everything we achieve for people with a learning disability depends on Mencap being well run. That means the support we deliver, the communities we strengthen and the policies we change all rely on strong foundations. So we work hard to stay financially resilient, operate efficiently and meet the targets we set ourselves. This year we did all three, putting us in a stronger position to invest in our Mencap 2030 strategy and reach more people with a learning disability than ever before.

Reducing spend on agency staff

This year we reduced our use of agency staff by 45% saving £12 million compared with three years ago. We did this by planning staff rotas more effectively, using agency staff more consistently and ending relationships with high-cost agencies. This has strengthened our financial position and improved quality of support with more care now delivered by Mencap-employed staff.





Growing our retail network

Our charity shops are a vital and growing source of income and a clear sign of Mencap's ambition. They also offer more than fantastic bargains, creating inclusive volunteering and work opportunities for people with a learning disability.

This year we significantly expanded our retail network – taking on four shops previously run by the Queen Elizabeth's Foundation for Disabled People (QEF) after it closed in December 2025. The new shops in Chessington, Stoneleigh and Claygate are now open under the Mencap brand. We also welcomed former QEF retail staff into our team.

These new stores are part of a much bigger picture. Our goal is to double our retail network from 30 to 60 shops by 2030. We plan to open several more in the coming months. Even during a challenging time for charity retail we've worked hard to maximise sales and income.

We're growing with purpose and confidence because our model works. Our stores are well located, financially sustainable and deliver quality to customers. They raise money that goes directly towards supporting people with a learning disability to live their lives to the full. Every shop also creates opportunities for people with a learning disability to volunteer, build skills and play an active role in their local community. That means our retail growth is good for our finances and for the people we serve.







Our impact, powered by supporters

Every day, people with a learning disability show us what becomes possible when barriers are removed and the right support is in place. We see children taking their first steps towards independence, young people growing in confidence as they move towards work, families finding strength and connection in difficult moments, and adults building lives shaped by choice, dignity and opportunity. All this is possible thanks to the generosity, belief and commitment of the people who support us.

This year, our work has been powered by a wide and growing community. From major funders and longstanding partners, to trusts, community groups, Omaze, National Lottery players, individuals giving monthly, people leaving gifts in their wills, and supporters taking on extraordinary personal challenges like running marathons or sharing their stories to drive change.

Together, they don't just fund our work but help shape it – developing specialist services, reaching families earlier, improving access to education and employment, and challenging the systems that still hold people back.

Building confidence, rights and independence

Everyone should be able to live with confidence and control over their own life. But too often, people with a learning disability are still shut out of systems and opportunities. Whether that's managing money safely, accessing advice, or making everyday choices independently. This year shows what changes when that starts to shift.

With support from financial company BNY, we delivered a financial literacy programme focused on practical skills and confidence. People learned how to manage money safely, recognise scams and make more informed decisions in daily life. Feedback from learners and staff was really positive. People told us they felt more confident and more independent in an area that has a real impact on everyday life.

Building on that, a £395,744 grant from the British Gas Energy Trust enabled us to expand our advice and advocacy services for people with a learning disability. That support has helped people access guidance across housing, employment and community life, giving them more choice and control, and helping us continue to challenge the barriers that still get in the way of full inclusion.

With the support of the Aviva Foundation, our partnership is shaping a programme of financial resilience work through co-production with people with a learning disability. More than 200 people with a learning disability have directly shaped this work, setting the priorities, challenging assumptions and defining what good support looks like in practice.

Their lived experience has informed workshops and training focused on managing money, budgeting and navigating financial systems that are too often not designed with accessibility in mind. Alongside this, we are working with Mencap Network Partners to embed this learning locally, helping ensure financial support is more consistent, relevant and grounded in what people actually need.

Turning personal action into lasting change

Alongside our partners, we're also supported by individuals whose commitment brings something different. Whether that's enormous energy, creativity or deeply personal motivation, their fundraising often starts with lived experience or professional insight.

Emily – running for Dan

When Emily, 33, took on her first London Marathon this year, she was running for someone very specific. Her brother Dan has a learning disability, autism and a genetic condition called NF1, which affects his mobility. Watching him face the challenges those conditions bring, with quiet determination, is what put Mencap on her radar.

Emily grew up immersed in the world of learning disability. Her mum worked as a teaching assistant at a school for children with a learning disability, and Emily spent her spare time helping out. Later, she volunteered at Camp America with groups supporting people with physical and learning disabilities. Inclusion has been a thread running through her whole life. What sealed her connection with Mencap was discovering how the charity works. The campaigning. The commitment to education. The fact that Dan now works in our Research Team, a role he loves.

"Dan is my biggest connection. He is just the best and is a constant source of inspiration. I have watched some of the struggles Dan has faced in his life because of his learning disability and how he has overcome them."

EMILY

Lizzie – using community to amplify voices

Lizzie, a specialist nurse from Kent, has seen throughout her career how people with a learning disability are often treated unfairly. That's what led her to run the 2026 London Marathon for Mencap after years of trying to get a place. She didn't stop there. Through her running club, she organised quiz nights, kit sales and community events to raise funds.

In total she's raised over £5,000, which is enough to support 20 families to share their stories in the national press, helping bring lived experience into the spotlight and strengthening calls for change for people detained in mental health hospitals.

Jonathan – improving care from experience and leadership

Jonathan has been a Registered Nurse for people with a learning disability for more than 20 years and has spent much of his career trying to improve the quality of care people receive. After seeing where services weren't working, he founded social enterprise PBS4 in 2014, which now supports over 100 people and employs around 500 staff. He also works nationally as the Royal College of Nursing's UK Professional Lead for Learning Disabilities, helping address workforce shortages and improve practice.

He ran the 2026 London Marathon for Mencap and raised nearly £3,000, enough to provide 20 families with legal advice to help secure their loved one's financial future. These stories sit alongside our wider partnerships and together they show how change happens in different ways.

Supporting families and building futures

Our work in Tameside has been supported since 2021 by the Zochonis Charitable Trust. Over the year we worked with 75 new parents and carers of children with a learning disability and emerging needs.

Between April 2025 and March 2026, we delivered 78 in person family-led play sessions and 10 information sessions supporting families to gain knowledge around Education, Health and Care Plan and Disability Living Allowance.



Expanding opportunity across Northern Ireland

In Northern Ireland, a range of generous supporters have helped us grow services and strengthen local impact for people with a learning disability and their families.

Some incredible donations have made a huge impact this year, one £250,000 donation for housing adaptations is helping more people live independently in homes that work for them. Additionally, a very personal gift, made in the name of a beloved donor's daughter, Katie Fraser, is funding the redevelopment of a sensory room at our Belfast centre to create a safe, calming and joyful space for the children we support.

Being named co-beneficiary of the Waterloo Ball 2025 raised £100,000 and marked the start of a new partnership. Meanwhile the generous support of the McClay Foundation is funding a dedicated family support coordinator, strengthening access to advice and connection for families.

The Reconciliation Fund and the Baily Thomas Charitable Fund is supporting programmes including Positive Identities, Inclusive Futures and Bright Horizons, helping children and young people build confidence, skills and belonging. Together, this support is helping grow opportunity and inclusion across Northern Ireland.

We are deeply grateful to everyone who plays the National Lottery. Their support continues to make a real difference. Through the Reaching Communities Fund, we've recruited two learning disability caseworkers who have supported over 1,000 people to access advice and advocacy. The work continues to adapt in response to need, so it stays relevant and effective.

The People and Places Fund has enabled us to support over 200 families with children from birth to 11 years old with additional learning needs in Ynys Môn. It has also brought in a peer mentor connector, a parent with lived experience who plays a key role in building trust and relationships with families.

We're also working with the National Lottery Heritage Fund to capture and preserve 80 years of lived experience of parenting a child with a learning disability. It's about making sure these voices are heard and shape how we understand and support families in the future.

Supporting early years development

We're very grateful to Pears Foundation for a £100,000 grant supporting our early years SEN programme in Newham. It's helping us strengthen support for families, build stronger local partnerships, and develop an approach that can be shared more widely.

Creating inclusive communities through sport

Since 2023, with £2.7 million of investment from Sport England, we've been expanding access to sport and physical activity for people with a learning disability. Our Active Community project now runs across nine areas including Cornwall, Nottingham, Derby, Bradford, St Helens, Worthing, Thanet, Greenwich and Ealing – supporting inclusive, community-led activity.

People with a learning disability are right at the centre of this work, helping shape it so that activities are genuinely welcoming and accessible.

We're enormously grateful to all our supporters and funders. Every contribution helps make this work possible. Because of their commitment more people with a learning disability are building confidence, finding their voice, accessing opportunity and living with greater independence. Thank you for standing with us, and for being part of the change.

Creating opportunities through coaching

We are very grateful to the Stanhope Foundation for renewing its long-standing partnership with us this year, with a generous grant of £50,000 to support our work over the next 12 months.

The funding is supporting our newly launched Job Coaching Agency, which helps young people aged 16 to 24 with a learning disability thrive in the workplace. Specifically, the grant is funding the training and onboarding of 10 relief job coaches who will provide tailored support to young people taking part in supported internships.

Almost two thirds of the coaches are based in London, with the remainder across the country. Together they will deliver up to 300 hours of work over the year, building the confidence and skills of young people with a learning disability and engaging with employers to make sure their time in work lasts.

This continued investment from the Stanhope Foundation is helping more young people with a learning disability access meaningful, paid work and to build brighter futures.

How we work

We comply with the latest fundraising guidelines from the Fundraising Regulator, Gambling Commission and the Charity Commission. This includes the Code of Fundraising Practice for the UK.

Where people or organisations raise funds on our behalf, we require that they also comply with these standards. For individuals, this is through our fundraising guidelines, and for professional fundraisers it is included as a contract term. We're not aware of any instances where those acting on our behalf have failed to comply.

We occasionally use professional fundraisers as part of direct appeals, but not for unsolicited approaches or 'cold calling'. Other commercial participators are only involved as partner organisations fundraising from among their own staff or encouraging their staff to fundraise on our behalf on a personal level. Where we do use professional fundraisers, calls are monitored directly to ensure our instructions and requirements are being followed, and regular feedback is provided.

We have a supporter care team which can be contacted by telephone or email with any concerns or suggestions around our fundraising activities. Our events and community fundraising team provide people fundraising on our behalf with clear guidance about what we expect from them. They also maintain regular contact to give support and monitor their activities and progress.

Fundraising income and spend

We are incredibly grateful to every supporter, partner, funder and donor who stood with us this year. Their generosity is helping more people with a learning disability access support, build confidence, find their voice and live with greater independence and opportunity.

Our gross fundraising income in 2025/26 was £11.95m. This represents a 36% reduction on the previous year, when one-off donations contributed to an exceptional level of income raised. The fundraising income amount includes £1.7m grant income secured by the Fundraising team within charitable activities income.

At a time when demand for our services continues to grow and people with a learning disability still face significant inequality, every donation and partnership plays a vital role in helping us deliver life-changing support and drive long-term change.



Our approach to fundraising includes:

- **Encouraging people to remember us in their will.**
- **Securing donations from corporate partners, philanthropists and charitable trusts.**
- **Direct marketing appeals, raffles and weekly lottery campaigns for people who want to support us.**
- **Encouraging people to get involved in fundraising events and activities.**

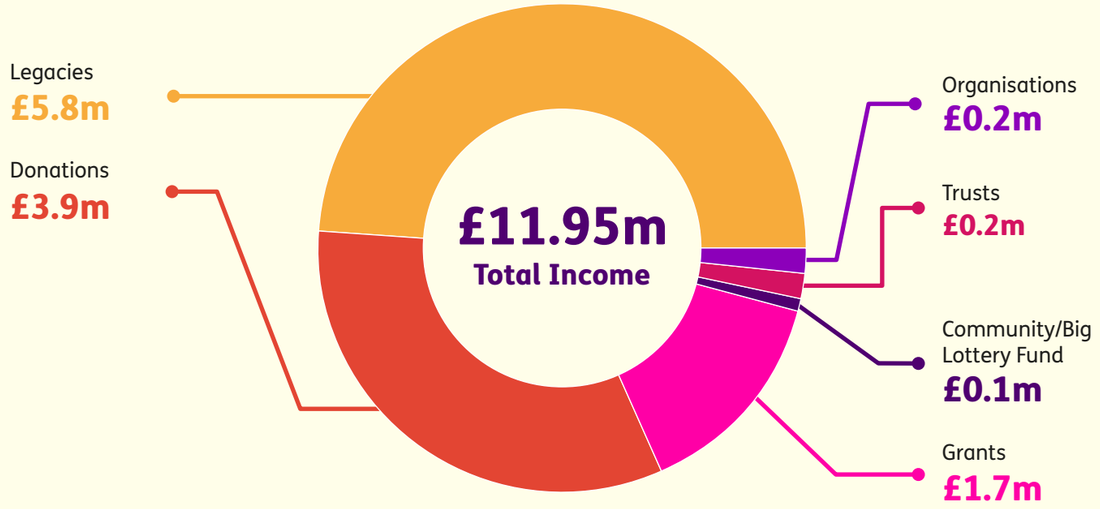
In the year ending 31 March 2026, we had six complaints received by our supporter care team and other channels related to fundraising activity. Of the six complaints, four were related to unwanted communication from Mencap and two were related to unwanted telemarketing agency calls. All complaints were recorded and addressed appropriately.

To protect vulnerable people and other members of the public, Mencap has a vulnerable customer policy in place, and our fundraising promise is displayed on our website.

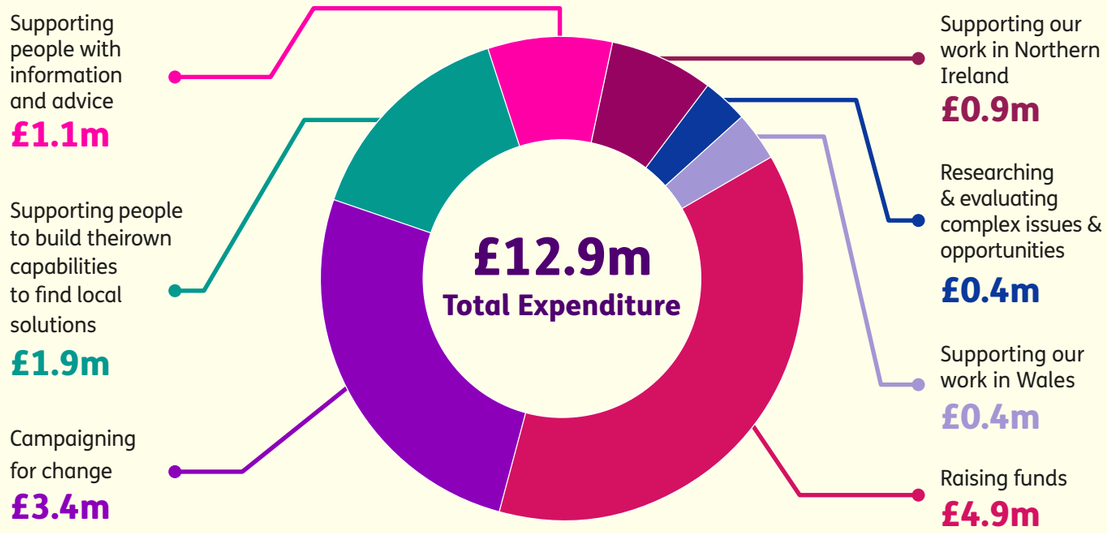
Our fundraising team is required to complete enhanced General Data Protection Regulation training, and all fundraising teams have policy and procedure handbooks which they're required to abide by. We are careful to protect the private data of our supporters and give them clear options if they wish to stop being contacted by us.

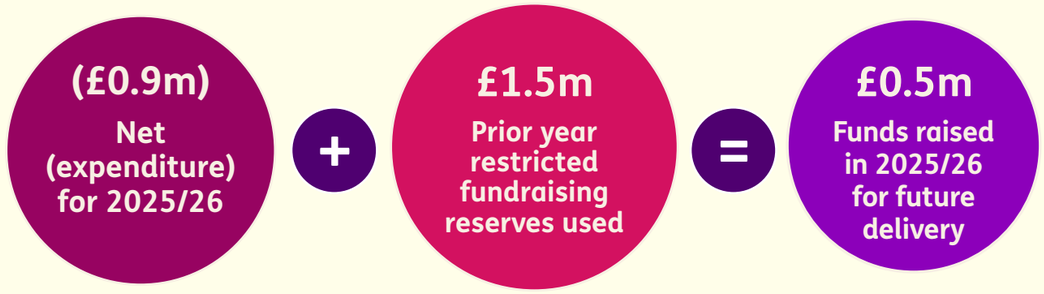
As part of our compliance with the Code of Fundraising Practice, we ensure our approach to fundraising is not unreasonably intrusive or persistent, and we do not aim to solicit donations by pressuring potential supporters. By doing this, we ensure that people have a choice about whether to donate to Mencap.

Fundraising Income made up from:



Total Expenditure made up from:





Looking ahead

We're excited that next year we'll be able to share what we've achieved in the first stage of Mencap 2030.

Our bold new strategy drives everything we do to help people with a learning disability live their lives to the full. We're honest about the scale of what needs to change and ambitious about what we can do together.

You can find out more on page 14.

Every year we'll look to the future, listen to people with a learning disability and their families, and adapt our approach in response.

"Your voice matters. It matters here at Mencap and it matters in the world."

KAREN GRAY
INTERIM CHAIR OF OUR VOICES COUNCIL.

How we'll know we're getting it right

In 2030 we'll return to the Voices Council, families and Belonging Networks who created our i-statements and ask them to mark our work against our goals. We'll also track progress against our strategic key results and a set of operational measures.

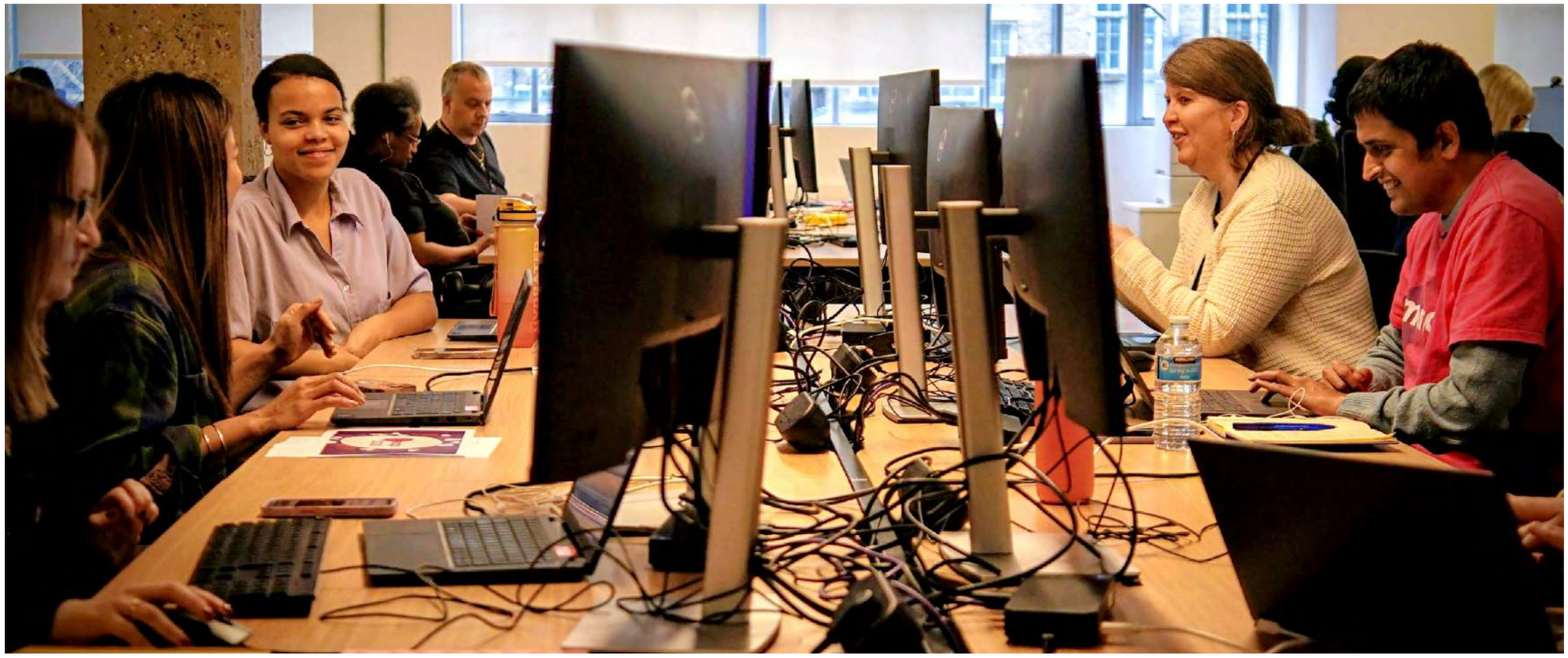
We want to see more people with a learning disability:

- feeling understood and valued by society
- living longer – and narrowing the gap in life expectancy compared to others
- feeling they belong

We also want to see fewer people with a learning disability being detained in mental health hospitals. And reduce intersectional inequalities [the way social identities like gender and disability can combine to make inequality worse].

Our key objectives for 2026/2027 are:

1. **Increase support across life stages (inc. specialist services, care, children, transition and family support)**
2. **Secure foundations for high quality, person-centred service provision**
3. **Strengthen our core Data Foundations**
4. **Strengthen our core Technology Foundations**
5. **Deliver the outcomes from the Omaze partnership, developing our relationship to secure a 2nd campaign**
6. **Establish a vision for the network and transition to new ways of working**
7. **Achieve our policy goals**
8. **Advance our belonging & inclusion agenda**
9. **Successful delivery of the agreed financial targets within the 2026/27 budget**
10. **Deliver unrestricted and budget relieving fundraising income targets**



We can't change lives alone

From the Mental Health Bill passing into law, to the National Cancer Plan including learning disability and Ellie Goldstein sparkling on Strictly Come Dancing – progress comes from everyone working together. All the big wins in our annual report are a result of this collaboration in action.

Over the next five years we'll bring people with a learning disability, families, colleagues, partners, supporters, funders and volunteers together to create much more positive change.

We're ready to move forward alongside people with a learning disability. Mencap 2030 will help us reach our destination.

Will you join us on the journey?

Governance and Accountability

Our structure, governance and management

We are Royal Mencap Society, a company limited by guarantee (registration number 550457) and a registered charity in England, Wales (222377) and Scotland (SC041079). Our charitable purpose is to advance the health, education and wellbeing of people with a learning disability and their families. Our main governing document, the Articles of Association, was last amended on 16 May 2019.

Find out more about our trustees
Our trustees (who are also company directors) are responsible for making sure Mencap meets our charitable objectives and complies with governance requirements. Our Voices Council advises them every step of the way to make sure people with a learning disability have a proper say in everything we do.

Our Board meets at least five times a year, including an annual strategy day. We make sure they regularly visit our services. This helps our trustees see our work in action, meet the people with a learning disability we support and the staff and volunteer colleagues who make that support happen.

Our trustees serve up to two four-year terms. They're not paid – but can claim expenses (which you'll find in our financial statements). Our trustees are appointed through an open and competitive recruitment process. The process is guided by skills audits highlighting the current skills and experience of our Board and confirming the gaps we need to fill.

A Nominations Group meets to oversee trustee appointments – with our Voices Council helping make sure we select the right people.

All new trustees complete our induction programme covering Mencap's strategy, values, operations and their responsibilities.

Trustees meet regulatory 'fit and proper persons' test requirements. Declarations are completed both before their appointment and then annually. Royal Mencap Society has a fit and proper persons procedure in place. This applies to the Board of Trustees, Executive Team and nominated or responsible individuals for our regulated services. It helps us comply with relevant laws and regulations, including when we provide regulated support services to people with a learning disability.

The most senior leaders at Mencap are also expected to demonstrate the Nolan Principles of Public Life. These include selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Our structure

Trustees

Lynne Peacock (Chair) (joined the Board in January 2026)
Lucy Edge (Vice-Chair)
Nicola Gitsham (Safeguarding lead Trustee)
Jackie Pollock (People Lead Trustee)
Catherine McDermott
Phil Hughes
Neil Hoskin
Kathryn Rees
Yogi Amin
Alan Gosschalk
Dame Carolyn Fairbairn (left the Board in December 2025)
David Wolverson (left the Board in June 2025)

1. Audit, Finance and Risk Committee

Phil Hughes (Chair)
Yogi Amin
Lucy Edge
Alan Gosschalk

2. Delivery and Strategic Impact Committee

Nicola Gitsham (Chair)
Kathryn Rees
Catherine McDermott
Jackie Pollock
Neil Hoskin
David Wolverson

3. Remuneration Committee

Lynne Peacock (Chair)
Phil Hughes
Nicola Gitsham
Jackie Pollock

4. People and Culture Committee

Jackie Pollock (Chair)
Neil Hoskin
David Wolverson

How we make decisions

Our trustees oversee our charity's strategic direction, guided by input from the Voices Council to ensure people with a learning disability remain at the heart of our work. Day-to-day operations are led by Chief Executive Jon Sparkes and the Executive Team.

The Board-approved Committees support governance through delegated responsibilities – all of which have clear terms of reference which are reviewed regularly to ensure effectiveness. Committee Chairs provide regular update reports at each Board meeting. Full minutes are shared with all trustees to ensure strong accountability and transparency.

The Royal Mencap Society's Committees are:

Audit, Finance and Risk Committee
Chaired by Phil Hughes, the Committee oversees financial management, audit functions and risk assurance. It ensures effective governance, internal controls and long-term financial planning. It also provides assurance to the Board on the accuracy of financial reporting.

Delivery and Strategic Impact Committee
Chaired by Nicola Gitsham, the Committee monitors service quality, strategic impact and impact across Mencap's delivery, including our personal support services and Training Academy. It also oversees our work to keep our colleagues and the people we support safe through the Independent Safeguarding Scrutineer role. This was set up in April 2023 and is held by Frances Millar, who Chairs our internal Safeguarding Governance and Accountability Group and attends each of the Committee meetings.

Remuneration Committee
Chaired by Lynne Peacock, the Remuneration Committee reviews performance, pay and succession planning for the Chief Executive and Executive Team. The Committee was established in May 2025.

People and Culture Committee
Previously chaired by Jackie Pollock, the Committee was closed in October 2025. Its responsibilities have been adopted by the Board and other Committees. Jackie Pollock continues to act as the trustee lead for belonging and colleague engagement.

Nominations Group
In addition to these Committees, a Nominations Group is convened when needed to lead on trustee recruitment, ensuring Mencap has a diverse and skilled Board. In 2025, a Special Nominations Group had oversight of the recruitment of the Board Chair and made a recommendation of the candidate to be appointed. At the conclusion of the competitive recruitment processes, trustee appointments are made by the Board.

Trustees are committed to regular reviews of effectiveness and to high standards of governance. The Board uses the Charity Governance Code to inform governance changes that recognise the importance of continuous improvement. There is an externally led governance review planned in the year ahead.

Voices Council
We believe that the people most affected by decisions must be involved in shaping them. Collaboration and co-production are central to how we work.

The Voices Council is a group of people with a learning disability who provide insight, support, leadership and advice to Royal Mencap Society. The group work directly with our Board of Trustees and Executive Team. This is to ensure that the strategic direction and activities of Mencap are informed and influenced by people with a learning disability. The members' own lived experience guides how we fulfil our charitable purpose and objectives. The Voices Council also have responsibility for ensuring that Mencap is truly inclusive. They have built different mechanisms embedded in the group's structure to do this in partnership with colleagues with a learning disability.

The Voices Council has evolved from the Learning Disability Panel and was formally established in 2019 as the Voices Council. The Council's membership is widespread, with people from across England, Wales and Northern Ireland. The group is made up of twelve members who advocate for themselves, their families, their friends and the people Mencap supports in our services and programmes.

The Voices Council is a powerful example of inclusive decision making, participation and advocacy. It represents good practice in how to embed decision making into governance practices in our sector. As part of our succession plan, after a competitive recruitment process the Council welcomed three new members (Cian, Georgia and Megan) to the Council between November 2025 and January 2026. The Council are excited to have the experience of our new members involved in advising Mencap in the future.

Meet our Voices Council: Our membership 2025/26:

- **Cian Denaro** (term began Nov 2025)
- **Aisha Hazel-Edwards**
- **Sam Jefferies**
- **Karen Gray** (term ended April 2026)
- **Megan McBrearty** (term began Feb 2026)
- **Georgia Miggins** (term began Nov 2025)
- **Bryony Moss**
- **Barbara Norris**
- **John Phillips** (left December 2025)
- **Taylor Phillips**
- **Paul Savage**
- **Jack Welch** (term ended April 2026)

Executive pay

Our executive pay is guided by our commitment to transparency and fairness. It's set using two key factors:

- Independent job evaluation, reflecting the specific demands of each role.
- External market benchmarking, using data from charity sector pay surveys.

We typically align executive pay with the sector median, allowing for some flexibility to attract and retain the right talent to meet the needs of our organisation and the people we support.

Remuneration as of 31st March 2026

Role	Annual Salary (£)
Chief Executive Officer	£196,248
Chief Financial Officer	£143,475
Executive Director, Fundraising	£120,000
Executive Director, Governance	£118,000
Executive Director, ICP - Communities	£126,596
Executive Director, People	£132,600
Executive Director, PS England	£140,662
Executive Director, Strategy & Influence	£132,439

All senior staff, including the Chief Executive and Executive Directors, undergo regular performance reviews. This includes feedback from the Board Chair, Chief Executive, peers and their teams. Regular performance and development feedback ensures strong alignment with our strategy and organisational values.

Our Group structure

Royal Mencap Society is the parent company of the group. We also have several subsidiaries, including Mencap Trust Company and Mencap Limited, and a dedicated trust fund to support our work through the Mencap Visiting Service.

Mencap Trust Company Limited (MTC)

Mencap Trust Company Limited was set up as a subsidiary in 1976. The aim was to reduce parents' worries about vulnerable family members by helping plan to provide for them in the future.

We have helped over 2,600 families to plan for the future and currently manage around 320 discretionary trusts for people with a learning disability and/or autistic people, with a further 840 trusts ready to receive funds in the future.

MTC works in partnership with investment, tax and legal experts to provide a professional service, managing trusts for people with a learning disability.

For more information about MTC's work see: https://www.mencaptrust.org.uk/

The directors of MTC include Yogi Amin, who is also a trustee on the Royal Mencap Society Board of Trustees.

Mencap Limited

Mencap Limited is a trading subsidiary of Royal Mencap Society. Most activities in Mencap Limited included income from two key areas: supporting our retail stores and income generating activities from completing external Disclosure and Barring Service checks for other organisations. The retail activity covered transactions where Royal Mencap Society bought in goods to be sold online and Mencap's retail stores. It also included promotional events and charitable income we secured through sponsorship agreements with third-party commercial organisations.

Previously, Mencap Limited was used for the recovery of VAT of four contracts novated from Royal Mencap Society to Mencap Limited. Novated means replacing a legal agreement with a new one. Following HMRC's subsequent advice on VAT novation, the four contracts are being novated to Royal Mencap Society.

The directors of Mencap Limited are the Chair of the Audit, Finance and Risk Committee, Phil Hughes, Royal Mencap Society's Chief Finance Officer, Richard Blakey, and Executive Director, Governance and Quality and Company Secretary, Mary Mawhinney.

Mencap Promotions Limited

Mencap Promotions was a subsidiary company for our promotional and sponsored events. Following approval from the Board of Trustees of Royal Mencap Society it was voluntarily dissolved in April 2026.

Blue Sky Housing Limited

Blue Sky Housing was a subsidiary company for property development. Following approval from the Board of Trustees of Royal Mencap Society it was voluntarily dissolved in April 2026.

Mencap Visiting Service

The Mencap Visiting Service (MVS) is a dedicated fund established to provide a visiting scheme to named beneficiaries after the death of a donor. It is not a separate legal entity. MVS funds are held in a discretionary trust and MVS activities are delivered by Royal Mencap Society.

The visiting service continues to offer a lifelong befriending service to beneficiaries already registered. We match the skills and interests of passionate visitors with the specific hobbies and interests of the people we visit.

Visitors spend time with beneficiaries six times a year. In many cases, the visitor is the only person in someone's life who isn't paid to be there for them.

In 2025/26 MVS made a real difference:

- Total visits – 1, 218
- Number of beneficiaries visited - 204 (not including the visitor not required which would be another 16)
- Number of visitors (paid/volunteers) - 126
- Number of sponsor confirmed - 57
- Unknown - 18

Our Professional Advisors

Bankers
Barclays Bank U.K. PLC
1 Churchill Place, London E14 5HP, United Kingdom

Internal Auditor
RSM U.K. Consulting LLP
6th Floor, 25 Farringdon Street, London EC4A 4AB, United Kingdom

External Auditor
Crowe U.K. LLP
55 Ludgate Hill, London EC4M 7JW, United Kingdom

Investment Managers
HSBC U.K. Bank PLC
8 Cork Street, London W1S 3LJ, United Kingdom

Environmental Impact

In compliance with the Streamlined Energy and Compliance Reporting (SECR) framework, we have completed our 2025/26 energy and carbon emissions disclosure. This covers the period from 1st April 2025 to 31st March 2026.

Key metrics

Metric	Value 2025/26	Comparison change
Total Gross emissions (Location based)	2,909.2 tonnes co^2e	6%
Revenue Growth	£244.4m to £247.3m	1%
Carbon Intensity measure	11.75 tco^2e per £1 million revenue	5%

Greenhouse Gas emissions summary

Total emissions have grown by 6% on a locations based approach. This is predominantly due to an increase in the number of locations that we operate out of (personal support services and retail shops). 2025/26 revenue growth has remained relatively stable as growth in personal support income is mitigated by reductions in fundraising income.

The reduction in scope 1 emissions is as a result of ongoing approach to minimising the use of company vehicles for colleagues. Scope 3 has increased from the previous largely due to a change in methodology as 2025/26 includes rail and air travel which wasn't included in 2024/25.

What have we done in the last 12 months?

Mencap has continued to take a series of environmental improvement measures including:

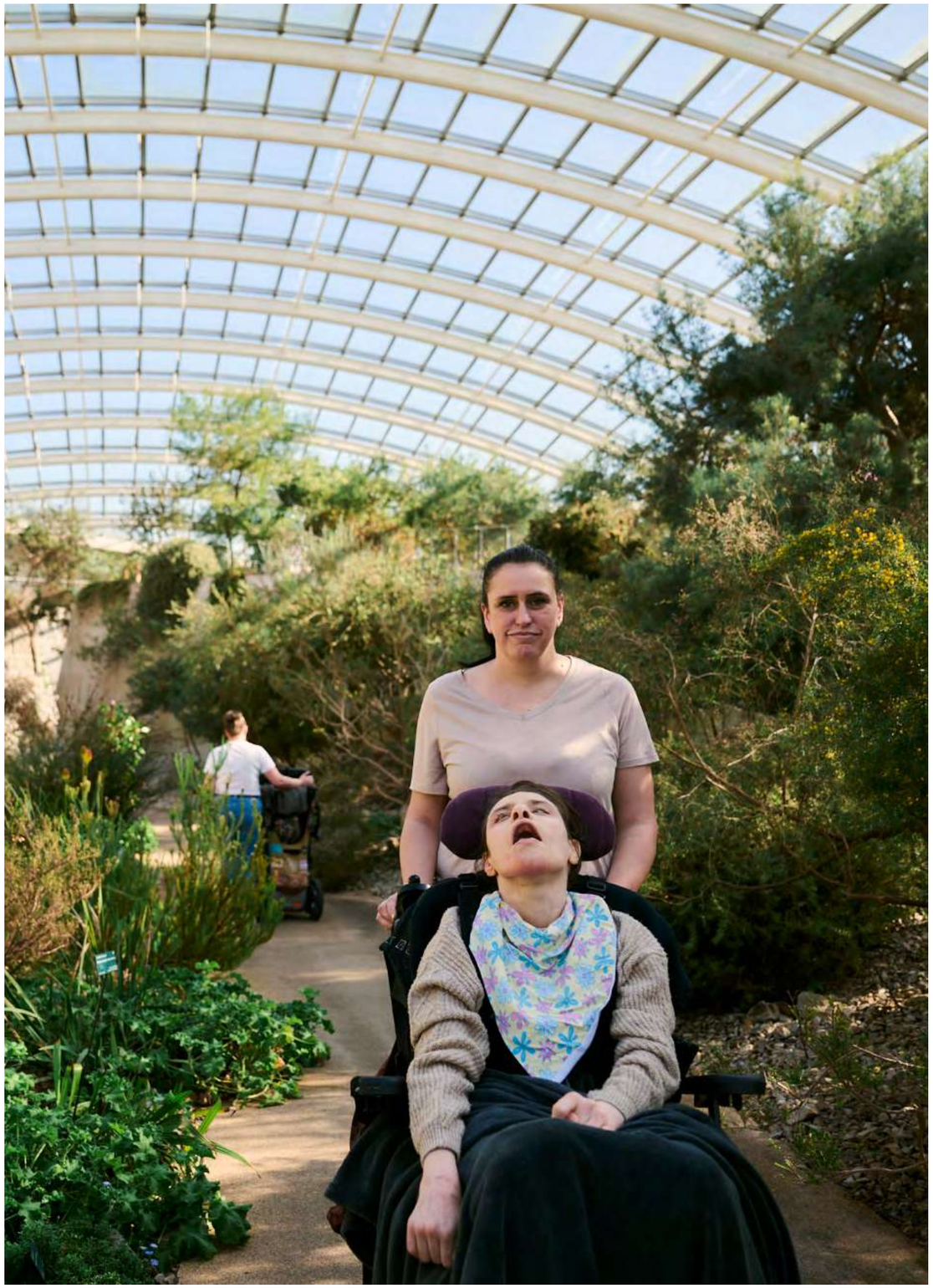
- Our property maintenance programme has LED lighting as standard when we undertake a refurbishment
- Ongoing replacement of boilers with more energy efficient models
- Heating system upgrades in locations where existing systems require replacement

We have improved our data collection methodologies which has enabled us to get richer and clearer information around our business travel costs.

An electric vehicle charging point is in place at our Business Support Centre in Peterborough.

Over the next 12 months, we will develop our sustainability strategy, particularly in the light of our newly agreed 2030 strategy. As we deliver our ambition to support people with a learning disability to live their life to the full, we shall ensure that Mencap undertakes its work with a focus on delivering this in an environmentally sustainable manner.

Scope	Source	2025/26 kw hrs	Change
Scope 1	Gas, kerosene, company vehicles	6,540	-13%
Scope 2	Purchased electricity	2,759	-6%
Scope 3	Fuel and energy related activities, business travel	3,525	25%
Total		**12,826**	**-4%**



Section 172(1) Statement

Section 172 of the Companies Act 2006 requires our trustees to act in good faith, promoting the success of Mencap in fulfilling its charitable purposes. Trustees must consider various factors, including the long-term impact of decisions, the interests of employees and volunteers, relationships with stakeholders, and the need for high standards of conduct.

Our Board of Trustees oversees Mencap's long-term strategy. In 2026, the Mencap 2030 strategy launched, which focuses on supporting people with a learning disability to succeed in the things that matter to them. The strategy was shaped with the support of our stakeholders, and involved more than 100 strategy working group meetings, 4,000 comments from colleagues, 61 network partners surveyed and over 100 sessions with people with a learning disability and their families.

Trustees regularly review the charity's strategic priorities, balancing immediate challenges with the need for medium and long-term sustainability.

With 7,352 staff, our Trustee and Executive leadership play a key role in fostering an inclusive and supportive environment, ensuring fair pay and advancing our Belonging agenda. We remain committed to improving equity, reward and the overall experience for our colleagues and those we work alongside.

We work closely with local authorities, NHS Trusts, suppliers and other partners to deliver person-centred services. Through co-production and collaborative commissioning we ensure the value, safety and quality of our services while advocating for better social care policy through our work with government and regulators.

Our community-focused approach is supported by 270 Network Partners, fostering inclusion and resilience in the face of economic pressures.

Our efforts also create employment opportunities for people with a learning disability, reinforcing our commitment to community-led responses.

Mencap's five values – brave, inclusive, kind, passionate and positive – guide our work and everything that we do.

Trustees oversee transparent governance and receive independent safeguarding and audit reports to ensure we maintain the highest standards.

Finally, trustees ensure that all decisions consider the impact on our diverse stakeholders, including the people we support, their families, our staff and volunteer colleagues, donors and partners. At the core of our decision-making is a commitment to fairness, ensuring that people with a learning disability are always at the heart of our work.

Financial Review

Summary

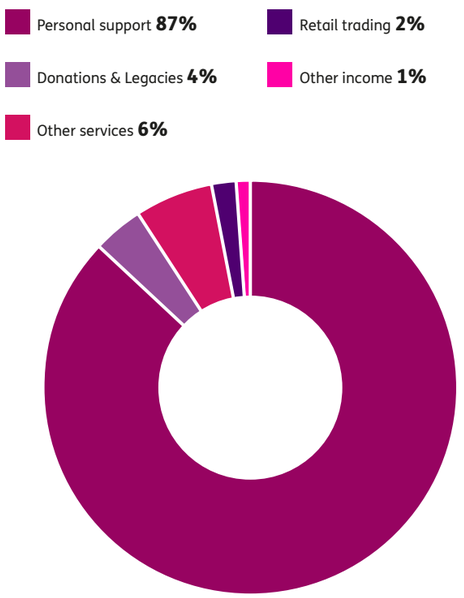
The table below summarises the recent financial performance of Mencap.

2025/26 demonstrated another year of strong financial performance. Whilst operating costs grew because of increases in the National Living Wage and employer National Insurance contributions, a positive net income was achieved through successful uplift negotiation on existing Personal Support contracts, new support contracts won and the handing back to commissioners of some financially unviable contracts.

	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
Total Income	239.0	216.1	228.0	244.4	247.3
Total Expenditure	225.3	233.9	226.0	235.4	245.6
Total net income*	5.9	(6.4)	3.1	9.2	2.8
Net movement in funds	4.5	(8.1)	(3.8)	11.8	4.3

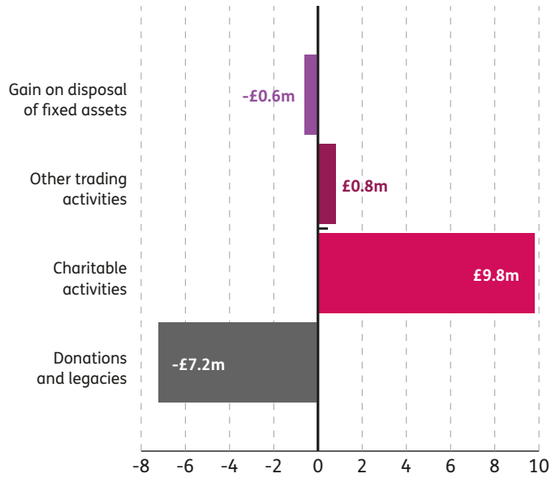
* Total net income defined as income after expenditure and the net gains on investments

What made up our income in 2025/26?



Total income grew from £244.4m in 2024/25 to £247.3m in 2025/26. The chart below summarises the main reasons for this.

Changes in income over 2025/26 (£m)



Financial Review continued

Charitable activities

93% of our total income comes from charitable activities. This relates to receipts for the provision of direct service delivery and includes income from central and local government learning disability contracts.

Of the growth in personal support income, this is made up of £13.1m of uplifts to existing contracts with a mitigating (£4.1m) reduction due to decisions to no longer provide some contracts.

Donations and legacies

	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
Donations	3.1	2.8	2.8	3.2	3.9
Legacies	8.3	5.5	6.6	7.4	5.8
Trusts	1.1	0.6	0.4	2.3	0.2
Community	1.1	0.4	0.2	0.1	0.1
Organisations raising funds	0.2	0.9	0.6	4.3	0.2
Gifts in kind	0.2	0.1	0.0	0.2	0.0
Total	**14.0**	**10.3**	**10.6**	**17.5**	**10.2**

2024/25 saw a record fundraising year for us; driven by a strong legacy year and our partnership with Omaze that raised £3.9m.

Without these one-off items, our donations and legacies for 2025/26 fell by £7.2m. However, at £10.2m, this represents continuity in our core fundraising activities over the last few years.

Gains on disposal of assets

We have an active asset management strategy and look to dispose of properties that are no longer suitable for the provision of services. During 2025/26, we disposed of one property and made a gain on disposal of this asset of £0.2m. This compares to the gains on sale in 2024/25 when we disposed of three properties and made a gain on disposal of these assets of £0.8m.

Other trading activities

Other trading activities relates to the income generated from Mencap's retail stores as well as doing DBS checks for external organisations and our trust management services.

Retail income grew by £0.8m compared to the previous year. This was driven by improved trading in existing stores as well as growth in our portfolio. During the financial year, we were delighted to open shops in Ely and Oadby, taking our number of stores to 33. We have plans to open four more shops in the first quarter of 2026/27.

Other trading income	2024/25	2025/26	Change from 24/25
	£m	£m	£m
Retail	3.7	4.5	0.8
DBS checks	0.3	0.3	0.0
Trust Management Services	0.7	0.8	0.1
Total	**4.7**	**5.6**	**0.9**

Total Expenditure

Total expenditure grew by £10.3m to £245.6m in 2025/26. The chart opposite looks at the changes in expenditure. Please note that Governance and Support Costs are reallocated to Raising Funds and Charitable Activities.

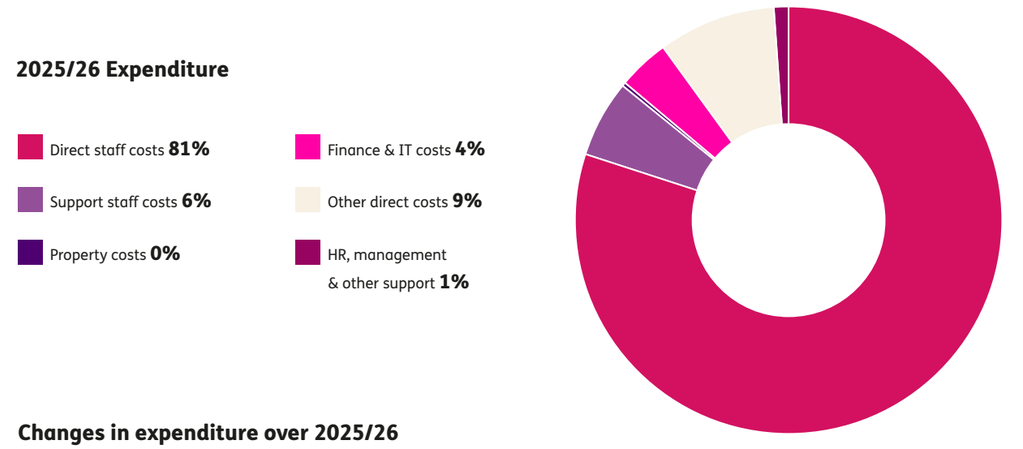
Our increased spend on charitable activities was driven by increases in the National Living Wage and changes to the employer National Insurance contributions.

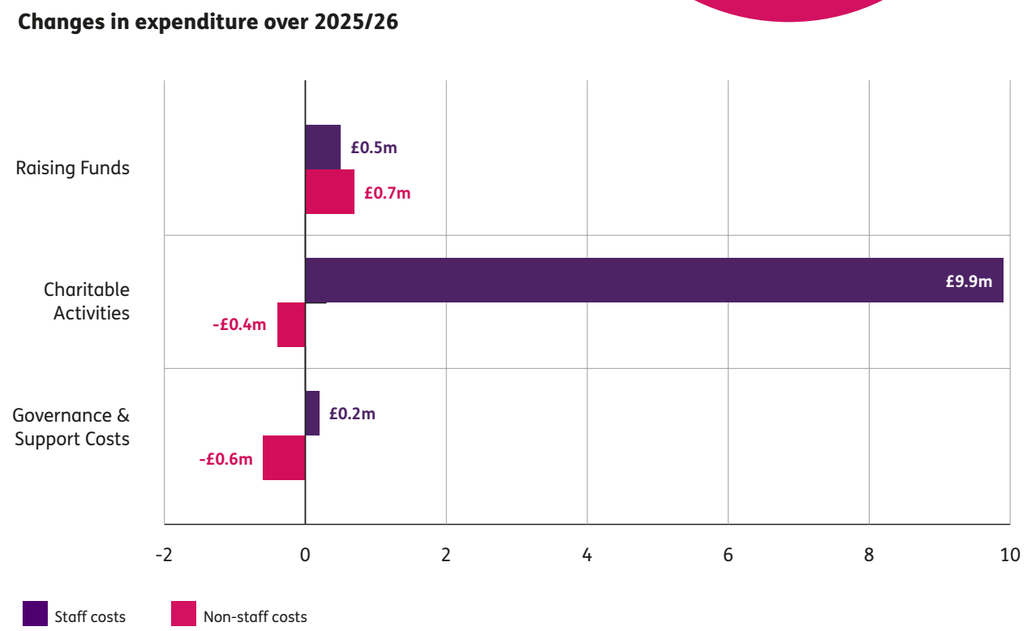
Expenditure on raising funds increased by £0.7m to £5m in 2025/26. This was predominantly due to filing vacant posts and an increased investment in fundraising activities.

96% of this total net expenditure was unrestricted.

The table opposite summarises the cost base for Mencap over the last five years.

Areas of expenditure	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
Charitable activities	203.0	214.3	219.0	226.5	235.5
Raising funds	3.5	3.6	3.4	4.3	5.0
Trading Costs of Subsidiaries	3.5	3.8	3.6	4.6	5.1
Total	**210.0**	**221.7**	**226.0**	**235.4**	**245.6**





Financial Review continued

Charity Reserves

The table below provides a five-year summary of our reserves position. Each year in the table relates to the Mencap charity only and excludes subsidiaries. The analysis demonstrates the ongoing robustness of Mencap's financial position with a continual increase in our unrestricted funds since 2022/23.

	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
Restricted Income Funds	14.0	12.6	11.3	12.2	7.7
Unrestricted Funds	30.8	25.0	29.2	38.3	45.4
Designated Funds	6.4	5.1	3.8	1.6	0
Pension Fund	(2.3)	(4.4)	(7.7)	(3.7)	(0.4)
Total Charity Funds	**48.9**	**38.3**	**36.6**	**48.4**	**52.7**

Overall charity funds increased by £4.3m to £52.7m in 2025/26. Restricted income funds have seen a reduction as we have spent monies in line with requirements.

Unrestricted funds grew by £7.1m to £45.4m in 2025/26. This is not only due to the performance in charitable activities but improvements in income cash collection. This is shown in the table below.

Key income collection figures (£m)

	2024/25	2025/26
Group debtor balance as at 31 March 2026	19.5	16.8
Personal Support debtor balance as at 31 March 2026	17.9	14.3
Total Cash collected (Personal support)	207.7	220.9
Total debt over 60 days old (Personal support)	3.4	2.2
Total debt over 120 days old (Personal support)	2.1	1.6

Designated funds reflect the multi-year drawdown of the £9m strategic investment funds designated in 2020/21. The £1.6m remaining in this fund at the end of 2024/25 was fully spent during the year 2025/26. Key investment spend in 2025/26 included implementation of Radar, a quality management assurance system, ongoing investment into our fundraising CRM and the improvement of the kit and connections in our personal support services.

Net movement in funds

The Group surplus was £4.3m. The split between restricted and unrestricted is shown in the table below.

Total restricted surplus / (deficit)	Total unrestricted surplus / (deficit)
£m	£m
(£4.5)m	£8.8m

The group had £7.5m in cash as at 31 March 2026, of which £6.6m belonged to the charity and the remaining £0.9m is retained by subsidiaries. Our cash position remains strong enough to allow us to operate effectively and contributes towards ensuring we meet our reserves policy requirements.

Additionally, around £8.9m of investments are held in a portfolio with high liquidity. Together with an arranged, unused overdraft, this ensures Mencap has adequate liquidity levels.

Actuarial gain on defined benefit pension scheme

Mencap operates several pension schemes for the benefit of our employees. As at 31 March 2009, the defined benefit section of the Mencap Pension Plan was closed to future accrual. This means that Mencap will fund the benefits that staff have earned to that date but does not offer the same benefit moving forward.

The defined benefit section liability is required to be valued in accordance with the FRS102 accounting standard. As at 31 March 2026, under FRS102, the scheme has shown a reduction in the deficit from £3.7m to £0.5m over the year.

This valuation is different from the valuation by the pension trustees and the Pensions Regulator used to assess whether the scheme has sufficient assets to fund its liabilities (the technical provisions). As at 31 March 2026, the technical provisions update shows a decrease in the deficit from £7.8m to £6.0m over the same period.

Mencap's Reserves

Mencap has a reserves policy based on liquidity, with free reserves defined as the total of unrestricted cash plus unrestricted marketable investments.

This change was made to align reserves management more closely with the operation and to improve transparency, making it easier for all stakeholders to understand how the reserves figure is reached, and how it is used to support financial sustainability across the life of Mencap's five-year financial plan.

Our target range for free reserves is reviewed annually and is currently set at between £17m to £22m. This was arrived at using scenario planning, incorporating key financial risks in the areas of Personal Support, Fundraising and Retail. The range increased from the previously agreed position of £16m to £21m, reflecting the ongoing risks within the care sector that Mencap faces. The next formal review is scheduled to be presented to Mencap's Audit, Finance and Risk Committee in October 2026.

As at 31st March 2026, we held unrestricted marketable investments of £29.7m, (2025: £23.8m). For operational cash management, the cash at bank balance is pooled between unrestricted and restricted balances on the basis that there are sufficient unrestricted liquid investments to drawdown into cash as required.

This figure is above the approved free reserves range. This has been a strategic decision to create capacity to invest into our Mencap 2030 strategy. Our investments will be within our Business Development function, fundraising and our technology and data foundations.

Over time, we expect these investments to generate additional income and improve our net margin. However, in the short term, our free reserves will fall back in line with our target ranges.

The free reserves position is regularly monitored and reported to trustees as part of the quarterly reforecasting cycle. Ensuring that the minimum free reserves figure is not breached is a fundamental part of our regular stress testing of the resilience of Mencap's financial plan.

Following the results of the triennial valuation of the Mencap Pension Plan (as of 31 March 2023) a schedule of contributions was agreed between the charity and the pension trustee. Annual contributions of £1.8m a year are made and this has helped reduce the technical pension deficit. It is important to note that these annual contributions are budgeted in full and therefore taken account of as we manage our actual liquidity against the reserves target range. The next actuarial valuation is currently being undertaken with the valuation based on the position as at 31 March 2026.

Investment policy and performance for the charity

The returns over the year to 31 March 2026 were £1.8m. The long-term funds returned 10.3% over the year and the return for the MVS portfolio was also positive at 8.42%.

Our investment policy is designed to support the reserves policy. Mencap has adopted a prudent investment policy to balance potential returns with appropriate levels of risk.

The charity holds three investment portfolios. One portfolio relates to the Mencap Visiting Service and is designed to meet its funding needs over the long term so that the service can continue to operate for as long as the beneficiaries need it. The portfolio has a long time horizon and trustees monitor performance regularly to make sure that the assets will be sufficient to meet the needs of the service.

The other investment portfolios form part of the charity's unrestricted funds and the free reserves. One portfolio is invested for the long term and its objective is to provide a return more than inflation, as measured by CPI. A second portfolio is invested in liquid funds, retaining access to the funds at short notice should they be required. We encourage our investment managers to hold investments in funds which have a positive benefit for society, including companies which take a positive approach to disability.

The investment positions as at 31 March 2026 are summarised below

Fund	£m
Mencap Visiting Service	2.4
Long Term Funds	20.9
Liquid funds	8.9

Financial Review continued

Future forecasts

Whilst we have a track record of strong financial performance in recent years, we are ambitious over the life of the 2030 strategy to further improve our net margin. We have a target to incrementally improve until we reach a 4.7% margin by 2030/31. This will enable us to invest more into our strategic ambitions, our services and our colleagues.

The table below shows the current improvement in performance and how we seek to continue this in 2028/29.

Unrestricted basis	2025/26 Actual	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast
Operating Income £m	£239.9m	£249.0m	£274.3m	£292.9m
Operating Margin	13.8%	14.1%	13.9%	13.8%
Net Margin	2.8%	2.8%	2.9%	3.1%

Risk management and internal control for the charity

Risk management is embedded across Mencap. Regular updates are provided to the Board of Trustees and the sub-committees (Audit, Finance and Risk and Delivery and Strategic Impact) carry out detailed reviews of our risks and the controls in place to mitigate them.

Independent assurance of the robustness of the control environment is provided by an outsourced internal audit function from RSM UK.

Risk management at the operational level is managed by the executive directors, who review risks regularly both within their directorates and as a group.

Risks will be logged on the assurance framework in the following circumstances:

- A single operational risk may move to the strategic framework if the impact would result in the delivery of a strategic objective going off course.
- A series of connected operational risks may, together, form a strategic level risk due to their combined effect on the delivery of a strategic objective.

As at 31 March 2026, the key risks on Mencap's strategic risk register, together with the principal controls and main sources of assurances we have in place to mitigate these risks, are shown in the table opposite.

Risk Title	Key Controls		Alignment to Operating Priorities
Serious service failure	• Senior Management Accountability Framework • Safeguarding Policy and Procedures • Complaint Policy and procedures	• Quality Assurance Audits • Critical and Serious Incident reporting • Regulatory inspections	Goal 1 Provide excellent person-centred services
Our safeguarding arrangements are not sufficient to protect people we support	• Safeguarding policies and procedures • Safeguarding training programme in place • Serious and Critical incident reporting in place	• Independent safeguarding scrutineer in place • Management accountability process • Regulatory inspections	Goal 1 Provide excellent person-centred services
Poor performance in relation to tenders for new or existing business	• Pricing model tested annually • Appropriately resourced and skilled Business Development Team • Clear tendering process in place	• Oversight of activity via a Commercial Growth Board • Regular lesson learnt reports produced after significant tender activity	Goal 1 Provide excellent person-centred services
Inability to achieve growth in Fundraising income	• Monthly reporting against agreed targets • Brand proposition in place • Active development and testing of philanthropy propositions	• Independent review of ambition of fundraising strategy • Annual benchmarking of performance against other disability charities	Goal 5 Managing Mencap well
Cyber security breach and/or Data protection breach	• Security tooling and monitoring • Information security policy and procedures • User awareness training programme	• External penetration testing • Annual cyber security accreditation process	Goal 5 Managing Mencap well
Change Agenda	• Change controls in place to support prioritisation • Project governance framework in place • Formally trained Project Managers in place	• Establishment of Project Management Office in place • Oversight of delivery of change through the Programme Management Board	Goal 5 Managing Mencap well
Health & Safety Compliance	• Health and Safety risk register in place • Comprehensive health and safety polices are in place	• Primary Fire partnership in place • Annual health and safety accreditation (CHAS)	Goal 1 Provide excellent person-centred services Goal 2 Working with communities
Corporate IT systems that are not fit for purpose	• Management of system life cycles • Creation of a Technical Design Authority Architecture principals in place	• Supplier assurance framework • Oversight of delivery of change through the Programme Management Board	Goal 5 Managing Mencap well
Poor record keeping	• Senior Management Accountability framework • Serious and Critical Incident reporting in place	• Quality Assurance Audits • Record keeping as a theme in Internal Audit scopes of work	All 5 goals within the Mencap 2030 strategy
Focus on improvement in Governance Practice	• Governance protocols in place • Dedicated resource to ensure up to date policies	• Internal Audit reviews • External governance review	Goal 5 Managing Mencap well

Financial Review continued

As we look forward to the future through our Mencap 2030 strategy, we have identified the strategic opportunities and threats that we are likely to have to respond to in order to achieve our ambitions. Together with our corporate risk register, these three documents will be regularly updated and used to provide assurance that we are managing Mencap well.

Strategic Risks (Threats)	
SR1	**Estates** We fail to ensure our estates are safe, well maintained and optimised to deliver.
SR2	**Collaboration** We fail to ensure we can work together with our partners to consistently design and deliver joined up proactive, high-quality care
SR3	**We fail to deliver the Strategy** We fail to ensure that our strategies and associated delivery plans are appropriate, effective and deliverable.
SR4	**Digital Infrastructure** We fail to ensure we implement secure, cost effective and innovative approaches that advance our digital and technological capabilities.
SR5	**Service Delivery & Quality of Outcomes** We fail to ensure we can implement sustainable, innovative and fully integrated services and activities that deliver positive outcomes for all those we support.
SR6	**Agility** We fail to ensure we can respond appropriately and effectively to changes (Government legislation, political landscape, external threat).
SR7	**Compliance and Assurance (Well led)** We fail to ensure we have the appropriate governance structures and principles to deliver the highest standards of care in accordance with national standards and best practice advice.
SR8	**Capability Leadership and Skills** We fail to ensure we have the capability, leadership and skills to consistently deliver the highest quality, safe and effective care.
SR9	**Capacity** We fail to ensure we have the capacity to implement consistent high quality and safe care.

Strategic Risks (Opportunities)	
SO1	**Growth** Ensure we can maximise sustainable opportunities to diversify and grow our services offering.
SO2	**Continuous improvement and Innovation** Ensure we have the ability to continuously learn, improve and innovate.
SO3	**Employer of choice** Ensure Mencap is living our mission and values by being an employer of choice for people with a learning disability.
SO4	**Engagement** Maximise opportunities to improve engagement and champion Mencap with key stakeholders.
SO5	**Quality** Ensure we can implement consistent, effective and innovative approaches to high quality care, safety, effectiveness and experience to be an exemplary provider.
SO6	**Outperform Fundraising budget** Raising more money than we have budgeted for so we can deliver our strategy faster and with more impact.

Going Concern

In this report, we have highlighted our continued strong financial performance over the last five years, the level of reserves held and the principal risks and uncertainties that we face. From a financial perspective, Mencap is well placed to manage these risks. This assertion is supported by:

- A five-year medium term financial plan agreed by the Board of Trustees that underpins the delivery of the Mencap 2030 strategy.
- An annual budget, approved by the Board of Trustees that meets agreed financial margin targets. The budget is subject to monthly review and a reforecast at the halfway point of the financial year
- Embedded stress testing of the financial plan which includes trigger points that will enable early mitigation action to take place should a trigger point be breached. Trigger points are monitored through the monthly management accounts
- A level of liquid 'free' reserves that currently exceeds the top of the reserves range that has been approved by the Board of Trustees
- A positive relationship with our key funders and a proven ability to retain and secure commissioned services.

Our five-year financial plan to 2030/31 forecasts that we will remain above our minimum free reserves figure. As detailed in our reserves policy and explained here, we hold free reserves to provide cover for unexpected changes in income and expenditure and to allow us to adjust our cost base and continue activities. We will continue to monitor the situation and manage our finances accordingly.

As at 31 March 2026, we held marketable investments of £29.7m. We acknowledge our pension fund obligations and have a clear strategy to manage the deficit. This includes a deficit reduction plan designed to get the scheme to self-sufficiency by Autumn 2029, subject to continued discussion and agreement with the pension scheme trustee board.

Our trustees therefore have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future, being at least twelve months from the date of approval of these financial statements. Accordingly, the financial statements continue to be prepared on the going concern basis.

Statement of Public Benefit

The trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have regard to the Charity Commission's general guidance on public benefit, "Charities and Public Benefit". Royal Mencap Society's charitable objects are enshrined within its memorandum and articles and as such the trustees ensure that the charity's activities are carried out for the public benefit through its strategic priorities. This is done primarily through the delivery of services aimed at all those with a learning disability. This report allows us to show how our charitable funds are spent and the impact and benefits that has on those using our services, as well as the wider impact on society.

Statement of trustees' responsibilities

The trustees (who are also directors of Royal Mencap Society for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees 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 charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company/ group for that period.

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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the charity's constitution.

They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Insofar as each of the trustees of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each trustee has taken all of the steps that he/she should have taken as a trustee to be aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The trustees report, under the Charities Act 2011 and the Companies Act 2006, was approved by the trustees on 15 July 2026, including approving in their capacity as company directors the strategic report contained therein, and is signed as authorised on its behalf.



Lynne Peacock: Board Chair



Phil Hughes: Chair of Audit, Finance and Risk Committee; and Trustee

Independent Auditor's Report

Independent Auditor's Report to the Members and the Trustees of Royal Mencap Society

Opinion

We have audited the financial statements of the Royal Mencap Society ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2026 which comprise the Consolidated Statement of Financial Activities (Incorporating the income and expenditure account), the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's and the charitable company's affairs as at 31 March 2026 and of the group's income and expenditure, 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 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee's 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 charitable company's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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 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.

Independent Auditor's Report continued

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, 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 included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 140, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011, the Companies Act 2006 and The Charities and Trustee Investment (Scotland) Act 2005, together with the Charities SORP (FRS102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were CQC regulations for service providers and managers, General Data Protection Regulation (GDPR), Health and Safety legislation and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of grant, contract (including ad hoc) and legacy income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, and the Audit, Finance & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Dipesh Chhatralia
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London
Date: 3 August 2026

Financial Statements

Consolidated statement of financial activities for the year ended 31 March 2026 (incorporating the income and expenditure account)

	Notes	Unrestricted funds £'000	Restricted funds £'000	Total Group 2026 Funds £'000	Unrestricted funds £'000	Restricted funds £'000	Total Group 2025 Funds £'000
Income from:							
Donations and legacies	2, 27	9,377	873	10,250	11,912	5,571	17,483
Charitable activities	3, 27	222,914	6,540	229,454	213,857	5,791	219,648
Other trading activities	4	5,526	-	5,526	4,720	-	4,720
Investments	5	908	59	967	761	98	859
Rental income	6	964	-	964	895	-	895
Gain on disposal of fixed assets		178	-	178	752	-	752
Total		**239,867**	**7,472**	**247,339**	**232,897**	**11,460**	**244,357**
Expenditure on:							
Raising funds	7	4,940	20	4,960	4,066	208	4,274
Trading Costs of subsidiaries	7	5,125	4	5,129	4,549	8	4,557
Charitable activities	7	226,584	8,965	235,549	218,425	8,099	226,524
Total		**236,649**	**8,989**	**245,638**	**227,040**	**8,315**	**235,355**
Net gains on investments	16	981	125	1,106	162	73	235
Net income/(expenditure)		**4,199**	**(1,392)**	**2,807**	**6,019**	**3,218**	**9,237**
Transfers between funds	23	3,120	(3,120)	-	2,305	(2,305)	-
Other recognised gains							-
Actuarial gains on defined benefit pension schemes	24	1,478	-	1,478	2,563	-	2,563
Net movement in funds		**8,797**	**(4,512)**	**4,285**	**10,887**	**913**	**11,800**
Reconciliation of funds							-
Total funds brought forward		**36,179**	**12,214**	**48,393**	**25,292**	**11,301**	**36,593**
Total funds carried forward		**44,976**	**7,702**	**52,678**	**36,179**	**12,214**	**48,393**

Consolidated balance sheet as at 31 March 2026

	Notes	Total Group 2026 £'000	Total Group 2025 £'000
Fixed assets			
Intangible assets	12	42	67
Tangible assets	13	10,649	11,466
Investments	14	32,154	25,319
Total fixed assets		**42,845**	**36,852**
Current assets			
Debtors	17	33,527	36,027
Stock		1	2
Cash at bank and in hand		7,506	10,348
Total current assets		**41,034**	**46,377**
Liabilities			
Creditors: Amounts falling due within one year	18	(25,856)	(25,426)
Net current assets		**15,178**	**20,951**
Total assets less current liabilities		**58,023**	**57,803**
Creditors: Amounts falling due after more than one year	19	(512)	(1,097)
Provisions for liabilities	21	(4,386)	(4,589)
Net assets excluding pension liability		**53,125**	**52,117**
Defined benefit pension scheme liability	24	(447)	(3,724)
Total net assets		**52,678**	**48,393**
The funds of the group:			
Restricted income funds	23	7,702	12,214
Unrestricted funds		45,423	38,280
Designated funds		-	1,623
Pension reserve		(447)	(3,724)
Total unrestricted funds	23	**44,976**	**36,179**
Total group funds		**52,678**	**48,393**

These financial statements were approved and authorised for issue by the trustees on 15 July 2026 and signed on their behalf by:





Lynne Peacock: Chair **Phil Hughes:** Trustee

The notes on pages 150 to 176 form part of these financial statements.

Charity balance sheet as at 31 March 2026

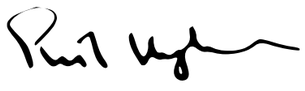
	Notes	Total Charity 2026 £'000	Total Charity 2025 £'000
Fixed assets			
Intangible assets	12	42	67
Tangible assets	13	10,649	11,466
Investments	14	32,154	25,319
Total fixed assets		**42,845**	**36,852**
Current assets			
Debtors	17	33,885	36,359
Cash at bank and in hand		6,598	9,541
Total current assets		**40,483**	**45,900**
Liabilities			
Creditors: Amounts falling due within one year	18	(25,785)	(25,327)
Net current assets		**14,698**	**20,573**
Total assets less current liabilities		**57,543**	**57,425**
Creditors: Amounts falling due after more than one year	19	(512)	(1,097)
Provisions for liabilities	21	(4,360)	(4,589)
Net assets excluding pension asset or liability		**52,671**	**51,739**
Defined benefit pension scheme liability	24	(447)	(3,724)
Total net assets		**52,224**	**48,015**
The funds of the charity:			
Restricted income funds		7,702	12,214
Unrestricted funds		44,969	37,902
Designated funds		-	1,623
Pension reserve		(447)	(3,724)
Total unrestricted funds		**44,522**	**35,801**
Total charity funds		**52,224**	**48,015**

The charity has taken exemption from presenting its unconsolidated profit and loss account under section 408 of the Companies Act 2006. The net income of the charity in 2026 was £2.7m (2025: net income £9.2m)

These financial statements were approved and authorised for issue by the trustees on 15 July 2026 and signed on their behalf by:



Lynne Peacock: Chair



Phil Hughes: Trustee

The notes on pages 150 to 176 form part of these financial statements.

Consolidated statement of cash flows for the year ended 31 March 2026

	2026 £'000	2025 £'000
Cash flows from operating activities:		
Net cash provided by operating activities (see below)	2,164	6,861
Cash flows from investing activities:		
Dividends, interest and rents from investments	967	860
Proceeds from the sale of property, plant and equipment	560	1,481
Purchase of property, plant and equipment	(744)	(2,100)
Proceeds from sale of investments	29,130	37,937
Purchase of investments	(34,859)	(36,664)
Net cash (used in) / provided by investing activities	**(4,946)**	**1,514**
Cash flows from financing activities:		
Repayments of borrowing	(60)	(60)
Cash inflows from new borrowing	-	-
Net cash (used in) / provided by financing activities	**(60)**	**(60)**
Change in cash and cash equivalents in the reporting period	**(2,842)**	**8,315**
Cash and cash equivalents at the beginning of the reporting period	**10,348**	**2,033**
Cash and cash equivalents at the end of the reporting period	**7,506**	**10,348**

Reconciliation of net expenditure to net cash flow from operating activities	2026 £'000	2025 £'000
Net expenditure for the reporting period (as per the statement of financial activities)	2,807	9,237
Adjustments for:		
Depreciation and amortisation charges	1,204	1,112
Gain on investments	(1,106)	(235)
Dividends, interest and rents from investments	(967)	(860)
Defined benefit pension expense	43	390
Profit on the sale of fixed assets	(178)	(752)
Decrease in stock	1	7
Increase in debtors	2,500	(1,246)
Increase in creditors (excluding loans)	(95)	1,755
Decrease in provisions	(203)	(698)
Defined benefit pension deficit (reduction)	(1,842)	(1,849)
Net cash provided by operating activities	**2,164**	**6,861**

Analysis of cash and cash equivalents	2026 £'000	2025 £'000
Cash in hand	7,506	10,348
Total cash and cash equivalents	**7,506**	**10,348**

Notes to the financial statements

1. Accounting policies

(a) Company information

Royal Mencap Society is a public benefit entity registered as charity in England and Wales and a company limited by guarantee. It was incorporated on 9 June 1955 (company number: 550457) and registered as a charity on 23 July 1964 (charity number: 222377). It is also registered with the Office of the Scottish Charity Regulator on 11 December 2009 (charity number: SC041079).

The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association (last amended 15 October 2014).

In the event of the company being wound up members are required to contribute an amount not exceeding £1 each.

The registered office of Royal Mencap Society is 6 Cyrus Way, Hampton, Peterborough PE7 8HP.

(b) Basis of preparation and going concern

The consolidated financial statements have been prepared under the historical cost convention in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the 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) - effective 1 January 2015.

The financial statements have been prepared consolidating the results of the charity and its trading subsidiaries, all of which the charity is the sole member.

Mencap is well placed to manage the business risks we face. This position is supported by a sufficient level of liquid reserves to cover business continuity and development plans, a good relationship with our key funders and proven ability to retain and secure new services.

The Budget for financial year 2026/27 was approved by the RMS Board in March 2026.

The 26/27 Budget anticipates an overall unrestricted deficit of £1.2m, comprising a net surplus of £6.9m and £8.0m of planned strategic investment spend to drive future growth and deliver our 2023 strategy. We hold free reserves to provide cover for unexpected changes in income and expenditure, as well as to invest in the foundations of our organisation and in projects that will generate future growth to Mencap.

At the year-end RMS was holding marketable investments of £32.2m, in addition to £7.5m of operational cash.

Our planning processes, including financial projections, take into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure. We acknowledge our Defined Benefit pension fund obligations and have a clear strategy to manage the deficit, which includes a deficit reduction plan that is designed to get the scheme to self-sufficiency by 2028, subject to continued discussion and agreement with the pension scheme trustee board.

The trustees therefore have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future being at least twelve months from the date of approval of these financial statements. Accordingly, the financial statements continue to be prepared on the going concern basis.

(c) Critical accounting judgements and key sources of estimation uncertainty

In the application of the group's accounting policies, which are described in this note, trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying 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 if the revision affects only that period, or in the period of the revision and future periods if the revision affects the current and future periods.

Significant areas of estimate and judgement include provisions, assumptions used to value the defined benefit pension scheme, and the remaining useful life of assets. Related accounting policies for these items are noted below.

The principle accounting policies adopted, judgements and key sources of estimation uncertainty in the presentation of the financial statements are as follows:

(d) Income

All income is accounted for when Mencap has entitlement, there is probability of receipt and the amount is measurable.

Charitable activities (see note 3)
Income in respect of contracts for the provision of services is recognised when Mencap is entitled based on services provided. Amounts received in advance of service provision are deferred until the relevant part of the contracted service is complete.

Legacies (see note 2)
Legacies are accounted for when notified, providing the amount can be reliably measured and that ultimate receipt is probable. This is usually at the point of probate. Legacies which include a life interest held by another party are recognised on notification of the death of the party benefiting from the life interest.

Gifts in kind (see note 2)
Donated goods and services are included as income within the statement of financial activities (with an equivalent amount in expenditure) at their fair value, where Mencap is entitled to the donation, it is probable that it will be received, and the fair value can be measured reliably.

Property Income (see note 6)
Rental and service charge income is recognised on an accruals basis and recognised when the property is available for let, net of voids.

Investments (see note 14)
Listed investments are stated at market value at the balance sheet date. The SOFA includes the net gains and losses arising on revaluations and disposals throughout the year.

Grants (see note 3 and 6)
Grant income is recognised in the statement of financial activities when received or when the charity becomes entitled to receipt. Grants that have been received will be treated as deferred income where there are specific requirements in the terms of the grant that the income recognition is dependent on certain activities being completed in a future accounting period.

(e) Expenditure

i) Activity related expenditure (see note 7)
The charity's cost of operating includes staff costs, rent and other related costs. Costs are allocated between raising funds and charitable activities. Raising funds includes costs of raising funds, investment management costs and the trading costs of subsidiaries. Charitable activities includes strategic lever costs of providing services; campaigning for change; support with advice; researching & evaluating; building peoples own capabilities; providing housing and governance & support costs. All costs are accounted for on an accruals basis.

ii) Basis of allocation of support costs (see note 7)
Support costs include management, finance, information technology and human resources. They are apportioned across the charity based on use.

Governance costs other than those disclosed specifically in the notes to these accounts are included within support costs and allocated on the same basis.

iii) Pension costs (see note 24)
Mencap pension scheme (defined benefit)

The Mencap defined benefit scheme was closed to new entrants on 1 October 2001 and closed to future service benefit accrual with effect from 31 March 2009.

Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial assumptions are reviewed every three years.

The valuation is updated at each balance sheet date and the resulting defined benefit asset or liability is shown separately after other net assets on the face of the balance sheet. This defined benefit asset or liability is also disclosed separately within unrestricted funds.

The amounts charged to the statement of financial activities are the current service costs, which are included within staff costs, and gains and losses on settlements and curtailments. Past service costs are recognised immediately if the benefits have vested. Defined actuarial gains and losses are recognised under other recognised gains and losses.

The defined benefit schemes are funded, with the assets of the scheme held separately from those of the group in separate trustee administered funds.

If members of the defined benefit pension schemes have not yet retired, their costs are recognised over the period leading to retirement. Further details of the nature of these costs are given in note 24: Pension scheme.

Other defined benefit schemes
Mencap also participates in a number of local government pension schemes in relation to a small number of staff who have transferred over to Mencap. Mencap participates in these schemes by way of admission agreements. Full provision has been made according to FRS 102 in the financial statements in relation to one of the schemes. However, as the liability is not material, disclosure has been limited so as not to distort or overstate the importance of this scheme.

Defined contribution scheme
The charity also contributes to a defined contribution scheme, which was opened on 1 April 2002. This is currently operated by AEGON (formerly Blackrock). A workplace pension scheme is operated by NEST.

For the defined contribution scheme, the amount charged to the statement of financial activities in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

The cost of the charity's contributions to the defined contribution scheme is allocated between restricted and unrestricted funds in accordance with the functions of the individual employees to whom the contributions relate.

iv) Redundancy and termination costs
Employee benefits paid on redundancy or termination include accrued amounts where Mencap is demonstrably committed to make these payments but they had not yet been made at 31 March 2026. All accrued amounts are fully funded and expected to be settled within 12 months of the balance sheet date.

(f) Tangible and intangible fixed assets

Tangible fixed assets (see note 13)
Tangible fixed assets costing more than £2,000 are capitalised; all tangible assets costing less than this amount are expensed immediately.

Depreciation is provided so as to write off the cost of the assets (net of any shared investment contributions where applicable) in equal instalments over the estimated useful lives of the assets.

The depreciation rates used to achieve this, are as follows

- **Freehold and leasehold land and buildings:** 1% - 10% per annum
- **Fixtures, fittings and equipment:** 10% - 33% per annum
- **Motor vehicles:** 25% per annum
- Assets under construction is a category holding assets pending completion and transfer into the relevant fixed asset category. These assets are capitalised at cost and not subject to depreciation or impairment unless extraordinary circumstances have occurred which would require provision to be made.
- Office properties are held at cost.
- Residential property is held at cost, less contributions from individuals and their families where applicable. Shared investment contributions are accounted in this way where individuals or families have a right to an equity share of the property on disposal, including any resulting profit or loss.
- All other tangible fixed assets are subject to review for impairment/accelerated depreciation where there is an indication of a reduction in their carrying value. Any impairment/accelerated depreciation is recognised in the statement of financial activities in the year in which it occurs.

Intangible fixed assets (see note 12)
Intangible fixed assets costing more than £2,000 are capitalised; all intangible assets costing less than this amount are expensed immediately.

Amortisation is provided so as to write off the cost of the assets in equal instalments over the estimated useful lives of the assets. The amortisation rates used to achieve this are as follows:

- **Software:** 33% per annum

Finance leases
Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership of the leased asset to the group. All other leases are classified as operating leases.

Assets held under finance leases are recognised initially at the fair value of the leased asset (or, if lower, the present value of minimum lease payments) at the inception of the lease.

The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation.

Lease payments are apportioned between finance charges and reduction of the lease obligation using the effective interest method so as to achieve a constant rate of interest on the remaining balance of the liability.

Operating leases (see note 11)
Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are spread on a straight-line basis over the lease term which runs to the date of the first relevant break clause.

(g) Current assets and liabilities

Stock
Stock, which comprises stationery and goods for resale, is stated at the lower of cost and net realisable value. Donated stock is carried at nil value as it is considered impractical to obtain a reliable valuation. The value of goods is instead recognised at their retail price when sold.

Provisions – General (see note 21)
Provision is made for present obligations where it is probable settlement will be required in the future and the amount can be estimated reliably, but the amount or timing is not certain. Amounts provided for, other than for Mencap Visiting Service, are expected to be settled within 12 months and are therefore recognised at the estimated settlement amount.

Provisions – Mencap Visiting Service
Provision is made to cover the estimated all future costs of providing the Mencap Visiting Service over its remaining life. In estimating the provision, account is taken of the estimated number of years that the service will be provided to individuals as well as estimated future inflation rates and rates of return on investments associated with the scheme. The discount rates used in calculating this liability are consistent with rates used in determining our defined benefit pension liability. Investments held by Mencap to cover the liability of providing the Mencap Visiting Service are held in trust for this purpose.

Provisions – Dilapidations
A provision for dilapidations is recognised in respect of the properties which Mencap leases, where Mencap is required to restore the property at the end of the lease to the same condition as at the lease commencement. A provision is made where the amount can be estimated reliably.

Deferred income
Grants that have been received will be treated as deferred income where there is a specific requirement in the terms of the grant that the income recognition is dependent on certain activities being completed in a future accounting period(s).

(h) Basic financial instruments (see note 20)

Financial assets (including cash and debtors) and financial liabilities are recognised when the group becomes a party to the contractual provisions of the instrument. Additionally, all financial assets and liabilities are classified according to the substance of the contractual arrangements entered into.

Financial assets and liabilities are initially measured at transaction price (including transaction costs) and are subsequently remeasured where applicable at amortised cost, except for investments which are measured at fair value with gains and losses recognised in the statement of financial activities.

Financial assets include cash, trade debtors, intercompany debtors, other debtors and accrued income. Financial assets held at fair value include investments.

Financial liabilities include trade creditors, other creditors, finance leases, bonds, loans and accruals.

(i) Funds (see note23)

The charitable companies within the group maintain various types of fund as follows:

- **Restricted funds** are those which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charities for particular purposes.
- **Unrestricted funds** are funds which are expendable at the discretion of the trustees in furtherance of the objects of the charities.
- **Designated funds** are Unrestricted funds which have been set aside by the trustees of the charities for specific purposes. the aim and use of each Designated fund are set out in the notes to the financial statements along with estimated timescales as to when the funds will be spent.

2. Donations and legacies

	Unrestricted funds	Restricted funds	Total Group 2026	Total Group 2025
	£'000	£'000	**£'000**	£'000
Donations	3,280	606	**3,886**	3,178
Legacies	5,793	52	**5,845**	7,443
Trusts	94	105	**199**	2,318
Community/Big Lottery Fund	50	27	**77**	67
Organisations raising funds	140	83	**223**	4,295
Gifts in Kind	20	0	**20**	182
Total donations and legacies	**9,377**	**873**	**10,250**	**17,483**

3. Income from charitable activities

	Total Group 2026	Total Group 2025
	£'000	**£'000**
Personal support	214,946	205,912
Other	14,508	13,736
Total Income from charitable activities	**229,454**	**219,648**

Other income from charitable activities primarily consists of receipts for a range services: the provision of support, employment, youth services. Some of these are separately named in note 27(e).

4. Income from other trading activities

	Total Group 2026	Total Group 2025
	£'000	**£'000**
DBS Checks	292	272
Retail trading element	4,482	3,720
Trust management services	752	728
Total Income from other trading activities	**5,526**	**4,720**

5. Investment income

	Total Group 2026	Total Group 2025
	£'000	**£'000**
Income from listed investments	828	815
Bank interest	139	44
Total Investment income	**967**	**859**

6. Property income

	Total Group 2026	Total Group 2025
	£'000	**£'000**
Rental income	964	895
Total Property income	**964**	**895**

7a. Total resources expended

	Staff costs	Depreciation	Other direct costs	Reallocated support costs	Total Group 2026	Total Group 2025
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	£'000
Raising Funds	2,408	0	1,976	483	**4,867**	4,178
Investment Management Costs	0	0	93	0	**93**	96
Total expenditure on raising funds	2,408	0	2,069	483	**4,960**	4,274
Trading Costs Of Subsidiaries	2,455	50	2,115	509	5,129	4,557
Total trading costs of subsidiaries	2,455	50	2,115	509	**5,129**	4,557
Providing Services	187,903	200	14,688	22,334	**225,125**	215,862
Campaigning For Change	2,767	1	940	408	**4,116**	3,349
Support With Advice	1,323	1	386	188	**1,898**	1,765
Researching & Evaluating	292	0	77	41	**410**	598
Building Peoples Own Capabilities	1,799	0	973	305	**3,077**	3,757
Providing Housing	827	0	4	92	**923**	875
Defined Benefit Pension Scheme Fin costs	0	0	0	0	**0**	318
Total expenditure on charitable activities	**194,911**	**202**	**17,068**	**23,368**	**235,549**	226,524
Governance & Support Costs	13,948	952	9,460	(24,360)	**0**	0
	213,722	**1,204**	**30,712**	**0**	**245,638**	**235,355**

7b. Support costs allocated

	Management	Finance and IT	HR	Other	Total Group 2026	Total Group 2025
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Raising Funds	55	323	83	21	**482**	440
Trading Costs Of Subsidiaries	58	341	88	23	**510**	481
Providing Services	2,556	14,947	3,842	990	**22,335**	22,764
Campaigning For Change	47	273	70	18	**408**	354
Support With Advice	22	126	32	8	**188**	185
Researching & Evaluating	5	27	7	2	**41**	63
Building Peoples Own Capabilities	35	204	52	14	**305**	396
Providing Housing	10	61	16	4	**91**	93
Total support costs allocated	**2,788**	**16,302**	**4,190**	**1,080**	**24,360**	**24,776**

8. Information reporting to employees

The estimated average full-time equivalent number of employees by function was:

	Total Group 2026	Total Group 2025
	Employees (FTE)	Employees (FTE)
Providing Services	4,638	4,672
Campaigning For Change	47	45
Support With Advice	30	26
Researching & Evaluating	6	6
Building People's Own Capabilities	39	43
Raising Funds	44	41
Governance & Support Costs	250	245
Providing Housing	20	19
Trading Costs Of Subsidiaries	75	66
Estimated average full-time equivalent number of employees	**5,149**	**5,163**

The estimated average number of employees by function was:

	Total Group 2026	Total Group 2025
	Employees	Employees
Providing Services	6,745	6,903
Campaigning For Change	47	45
Support With Advice	30	26
Researching & Evaluating	6	6
Building People's Own Capabilities	39	43
Raising Funds	44	41
Governance & Support Costs	250	245
Providing Housing	20	19
Trading Costs Of Subsidiaries	75	66
Estimated average number of employees	**7,256**	**7,394**

Employee costs during the year:

	Total Group 2026	Total Group 2025
	£'000	£'000
Wages and salaries	187,448	183,725
Social security costs	21,554	15,149
Pension costs	4,720	4,219
Total as staff costs as per note 7a	**213,722**	**203,093**
Benefits in kind	-	-
Total employee costs	**213,722**	**203,093**

Included in the above are amounts paid to temporary staff during the year totalling £7.4m (2025: £10.1m).

Redundancy and termination payments:
Expenditure totalling £847,887 (2024: £1,047,094) was recognised in the year in respect of redundancy and termination payments for employees.

Number of employees with salaries over £60,000

	Total Group 2026	Total Group 2025
£60,000 - £69,999	38	30
£70,000 - £79,999	19	13
£80,000 - £89,999	7	9
£90,000 - £99,999	3	2
£100,000 - £109,999	4	4
£110,000 - £119,999	0	1
£120,000 - £129,999	4	1
£130,000 - £139,999	2	3
£140,000 - £149,999	1	1
£180,000 - £189,999	1	0

Of the 79 employees above, 65 are members of the defined contribution scheme. Payments made to the defined contribution scheme on behalf of these individuals amounted to £252,437 (2025: £212,595) for the year.

Trustees and senior management

The senior management of Mencap consists of the executive team. The total employee benefits received by members of the executive team during the year amounted to £1,398,631 (2025: £1,215,685). More details of executive remuneration can be found in the Trustees' report. Members of the Board of Trustees are not remunerated.

9. Expenses of the trustees

During the year, eight trustees (2025: 11) were reimbursed for out of pocket expenses in relation to accommodation, travel and subsistence, or such expenses were paid on their behalf. The total amount of these expenses amounted to £8,760 (2025: £10,863). Members of the Board of Trustees are not remunerated.

10. Net (incoming)/outgoing resources for the year

	Total Group 2026	Total Group 2025
	£'000	£'000
Depreciation and amortisation		
Own assets	**851**	959
Leased assets	**353**	153
Rentals under operating leases		
Land, buildings & vehicles	**2,457**	2,451
Interest payable		
Interest element of finance leases	**57**	30
Bank interest	**23**	31
Defined benefit pension expenditure movement for the year	**-**	318
Auditors remuneration		
Audit of the group	**105**	101
Other non-audit work		
- Tax	**11**	150

Included in the audit fee charged for the group was £88k (2025: £85k) for the audit of the parent charity.

11. Operating lease commitments

At 31 March 2026 the group has the following annual commitments under non-cancellable operating leases:

	Total Group 2026	Total Group 2025
	£'000	£'000
Land, buildings and vehicles		
Within one year	**2,479**	2,457
Within two to five years	5,875	6,690
After five years	5,092	6,392
Total operating lease commitments	**13,446**	**15,539**

12. Intangible fixed assets

Group and charity

	Total Group	Total Charity
	£'000	£'000
Cost or valuation		
Balance at 1 April 2025	2,828	**2,807**
Additions	-	**-**
Disposals	-	**-**
Balance at 31 March 2026	**2,828**	**2,807**
Accumulated depreciation		
Balance at 1 April 2025	(2,761)	**(2,740)**
Additions	(25)	**(25)**
Disposals	-	**-**
Balance at 31 March 2026	**(2,786)**	**(2,765)**
Net book value at 31 March 2026	**42**	**42**
Net book value at 31 March 2025	**67**	**67**

13. Tangible fixed assets

(a) Group and charity

	Freehold land and buildings	Leasehold land and buildings	Fixtures, fittings and equipment	Motor vehicles	Total
	£'000	£'000	£'000	£'000	£'000
Cost or valuation					
Balance at 1 April 2025	9,870	24	10,613	407	**20,914**
Additions	-	-	744	-	**744**
Disposals	(500)	-	-	(11)	**(511)**
Balance at 31 March 2026	**9,370**	**24**	**11,357**	**396**	**21,147**
Accumulated depreciation					
Balance at 1 April 2025	(1,840)	(24)	(7,177)	(407)	**(9,448)**
Charge for the year	(170)	-	(1,009)	-	**(1,179)**
Disposals	118	-	-	11	**129**
Balance at 31 March 2026	**(1,892)**	**(24)**	**(8,186)**	**(396)**	**(10,498)**
Net book value at 31 March 2026	**7,478**	**-**	**3,171**	**-**	**10,649**
Net book value at 31 March 2025	8,030	-	3,436	-	11,466

14. Fixed asset investments

	Total Group and Charity 2026	Total Group and Charity 2025
	£'000	**£'000**
Equities and multi-asset funds		
Market value at 1 April	9,050	9,954
Acquisitions	8,024	10,774
Disposals	(6,173)	(11,712)
Net investment (losses)/gains	1,333	34
Market value at 31 March	**12,234**	**9,050**
Bonds, cash and alternatives		
Market value at 1 April	16,269	16,403
Acquisitions	26,835	25,890
Disposals	(22,957)	(26,225)
Net investment (losses)/gains	(227)	201
Market value at 31 March	**19,920**	**16,269**
Total value at 31 March	**32,154**	**25,319**
Cost at 31 March	**31,436**	**25,482**

Included in market value of investments is an amount for the Mencap Visiting Service 0 of £2.4m (2025: £2.2m). This amount is held in a separate investment fund for the purpose of funding the scheme in future years. The liability of the scheme is shown in note 21.

Prior year acquisitions and disposals are significantly higher due to the transfer and reinvestment of funds due to a change of investment manager.

	Equities and multi-asset funds 2026	Bonds, cash and alternatives 2026	Total Group 2026	Equities and multi-asset funds 2025	Bonds, cash and alternatives 2025	Total Group 2025
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Group and Charity:						
Equities	12,234	-	**12,234**	5,030	-	5,030
Multi-asset funds	-	-	**-**	4,020	-	4,020
Bonds	-	10,092	**10,092**	-	3,042	3,042
Alternatives	-	8,152	**8,152**	-	641	641
Cash	-	1,676	**1,676**	-	12,586	12,586
Market value at 31 March	**12,234**	**19,920**	**32,154**	**9,050**	**16,269**	**25,319**

15. Subsidiaries

The charity owns 100% of the issued capital of the following companies.

Subsidiary undertaking	Company registration number	Principal activity	Net assets/ (liabilities)
			£'000
Mencap Limited	00889191	Trading activities	-
Mencap Trust Company Limited	01233201	Discretionary trust management	454

All the above are registered in England and Wales. The above undertakings form part of the group consolidation.

During the year, the Group approved the dissolution of two dormant subsidiaries, Mencap Promotions Limited and Blue Sky Housing Limited. These entities were formally dissolved in April 2026. These entities have been dormant for a number of years and held no assets or liabilities at the reporting date. The dissolution is administrative in nature and has no financial impact on the Group.

16. Net income of group companies, including consolidation entries

	Mencap Trust Company Limited	Mencap Limited	Total Group 2026	Total Group 2025
	£'000	**£'000**	**£'000**	**£'000**
Trading subsidiaries				
Turnover	752	3,496	**4,248**	4,294
Cost of sales	-	(3,061)	**(3,061)**	(3,279)
Gross profit/(loss)	**752**	**435**	**1,187**	**1,015**
Administration costs	(649)	(237)	**(886)**	(681)
Net profit/(loss)	**103**	**198**	**301**	**334**
Paid to Royal Mencap Society under gift aid	-	(198)	**(198)**	(258)
Provision for tax	(27)	-	**(27)**	(23)
Retained in subsidiaries	**76**	**-**	**76**	**53**

The costs of the above subsidiaries are included in the Consolidated statement of financial activities under expenditure on raising funds, less any transactions between companies with the Mencap group.

Royal Mencap Society	Total Group 2026	Total Group 2025
	£'000	**£'000**
Charity		
Incoming resources	**243,091**	240,063
Resources expended	**(217,992)**	(207,019)
Income/(expenditure) before administration costs	**25,099**	**33,044**
Administration costs	**(23,474)**	(24,095)
	1,625	**8,949**
Net gains/(losses) on investments	**1,106**	235
Net income/(expenditure)	**2,731**	**9,184**

17. Debtors

	Total Group	Total Group	Total Charity	Total Charity
	2026	**2025**	**2026**	**2025**
	£'000	£'000	**£'000**	£'000
Trade debtors	**16,643**	19,522	**16,571**	19,422
Amount due from group undertakings	**-**	-	**628**	596
Other debtors	**311**	215	**311**	215
Prepayments	**2,994**	2,498	**2,991**	2,496
Accrued income	**13,579**	13,792	**13,384**	13,630
Total debtors	**33,527**	36,027	**33,885**	36,359

18. Creditors: amounts falling due within one year

	Total Group	Total Group	Total Charity	Total Charity
	2026	**2025**	**2026**	**2025**
	£'000	£'000	**£'000**	£'000
Obligations under finance leases	**745**	728	**745**	728
Trade creditors	**4,062**	4,089	**4,041**	4,043
Taxation and social security costs	**4,290**	3,640	**4,290**	3,640
Other creditors	**3,585**	3,475	**3,583**	3,474
Accruals	**4,953**	4,792	**4,906**	4,746
Deferred income	**8,161**	8,642	**8,160**	8,636
Current portion of long term loans	**60**	60	**60**	60
Total Creditors: amounts falling due within one year	**25,856**	**25,426**	**25,785**	**25,327**

Deferred income movement

	Total Group	Total Charity
	2026	**2026**
	£'000	£'000
Balance at 1 April 2025	8,642	8,636
Amount released in the year	(8,642)	(8,636)
Amount deferred in the year	8,161	8,160
Balance at 31st March 2026	**8,161**	**8,160**

Grants that have been received are treated as deferred income where there is a specific requirement in the terms of the grant that the income recognition is dependent on certain activities being completed in a future accounting period(s).

At 31 March 2026, the charity holds £7,131,204 (2025: £6,523,395) on behalf of people we support. This balance has not been included within these financial statements.

19. Creditors: amounts falling due after more than one year

	Total Group	Total Group	Total Charity	Total Charity
	2026	**2025**	**2026**	**2025**
	£'000	£'000	**£'000**	£'000
Obligations under finance leases, two to five years	152	677	152	677
Bank Loan	360	420	360	420
Total Creditors: amounts falling due after more than one year	**512**	**1,097**	**512**	**1,097**

Mencap

In 2007, Mencap obtained a loan for £1.5m, repayable in equal installments over 25 years, at an interest rate of LIBOR plus 0.95%. As at 31st March 2026, the value of the loan stood at £0.42m. The loan agreement is secured by an unlimited guarantee between Royal Mencap Society, Mencap Limited, Mencap Promotions Limited and Mencap Trust Company Limited. It is further secured by a first legal charge over our property in Peterborough.

The group loans are repayable as follows:

	Total Group 2026	Total Group 2025
	£'000	£'000
Under 1 year	**60**	60
Between 1-2 years	**60**	60
Between 2-5 years	**180**	180
Over 5 years	**120**	180
Total group loans repayable	**420**	**480**

20. Financial Instruments

	Total Group and Charity	Total Group and Charity
	2026	**2025**
	£'000	£'000
Financial assets measured at fair value	**32,154**	25,319

Financial assets held at fair value include investments.

The group's income, expense, gains and losses in respect of financial instruments are summarised below:

	Income	Expense	Gains/ (losses)	Income	Expense	Gains/ (losses)
	2026	**2026**	**2026**	2025	2025	2025
	£'000	£'000	£'000	£'000	£'000	£'000
Financial assets measured at fair value	**828**	**-**	**1,106**	816	-	235

21. Provisions for liabilities and charges

(a) Group

	Mencap Visiting Service	Dilapidations	Employee benefits	Other	Total Group
	£'000	£'000	£'000	£'000	£'000
Balance at 31 March 2025	1,823	1,211	1,353	202	**4,589**
Amount utilised in the year	(393)	-	-	-	**(393)**
Amount released in the year	-	(282)	-	(207)	**(489)**
Amount provided in the year	112	499	39	29	**679**
Balance at 31 March 2026	**1,542**	**1,428**	**1,392**	**24**	**4,386**

(b) Charity

	Mencap Visiting Service	Dilapidations	Employee benefits	Other	Total Charity
	£'000	£'000	£'000	£'000	£'000
Balance at 31 March 2025	1,823	1,211	1,353	202	**4,589**
Amount utilised in the year	(393)	-	-	-	**(393)**
Amount released in the year	-	(282)	-	(207)	**(489)**
Amount provided in the year	112	499	39	3	**653**
Balance at 31 March 2026	**1,542**	**1,428**	**1,392**	**(2)**	**4,360**

The provision for the Mencap Visiting Service is the accumulated costs of providing the visiting service for all of its beneficiaries for the remaining expected need of the service. The costs charged against this provision represent the annual costs of running the service which will run for the length of the life of the beneficiaries. This scheme is closed to new members.

22. Analysis of assets and liabilities between funds

	Unrestricted funds	Restricted funds	Total Group 2026	Unrestricted funds	Restricted funds	Total Group 2025
Group	£'000	£'000	**£'000**	£'000	£'000	£'000
Fixed assets	40,434	2,411	**42,845**	31,603	5,249	36,852
Current assets	32,990	8,044	**41,034**	36,372	10,005	46,377
Current liabilities	(24,644)	(1,212)	**(25,856)**	(24,209)	(1,217)	(25,426)
Long term liabilities	(3,804)	(1,541)	**(5,345)**	(7,587)	(1,823)	(9,410)
Total	**44,976**	**7,702**	**52,678**	**36,179**	**12,214**	**48,393**

23. Group funds

	Balance 31 March 2024	Incoming resources	Outgoing resources	Transfers	Gains and losses	Balance 31 March 2025
Restricted	£'000	£'000	£'000	£'000	£'000	**£'000**
Homes	359	**26**	(15)	(146)	**-**	**224**
Mencap Visiting Service	3,260	136	(255)	(2,158)	73	**1,056**
NewBe Project	3,077	-	(64)	-	-	**3,013**
Northern Ireland Housing Executive - Supporting People	-	787	(787)	-	-	**-**
Omaze	-	3,510	-	-	-	**3,510**
Rothenberg Fellowship	18	-	-	-	-	**18**
Service provision - Communities & Programmes	1,803	1,152	(2,326)	90	-	**719**
Service provision - Lifestyles & Work	408	1,767	(2,090)	-	-	**85**
Service provision - Personal Support	484	588	(685)	13	-	**400**
Service provision - Strategy & Influence	401	364	(291)	(31)	-	**443**
Service provision – other	1,491	3,130	(1,802)	(73)	-	**2,746**
	11,301	**11,460**	**(8,315)**	**(2,305)**	**73**	**12,214**
Unrestricted						
General	29,245	232,897	(224,480)	456	162	**38,280**
Designated reserves – Strategic Investment	3,793	-	(2,170)	-	-	**1,623**
Pension deficit	(7,746)		(390)	1,849	2,563	**(3,724)**
	25,292	**232,897**	**(227,040)**	**2,305**	**2,725**	**36,179**
Total funds	**36,593**	**244,357**	**(235,355)**	**-**	**2,798**	**48,393**

Restricted funds
Restricted funds include the following unexpended balances of donations and grants held in trust to be applied for specific purposes. Mencap holds sufficient resources in an appropriate form to enable each fund to be applied in accordance with its restrictions:

- Homes - specific bequests to residential care homes.
- Mencap Visiting Service - special trust used to provide regular visitors to people with a learning disability.
- Omaze - funding to be spent on advocating for people with a learning disability, breaking down barriers to create a fairer, more inclusive society where they can thrive. This will include a community health project, campaigning work, research project and a project to increase the number of people on the learning disability register.
- Service provision - restricted by funders and donors to specific areas of Mencap's core services. In each of the areas listed, restricted funds are utilised for the purposes specified in their restriction to further Mencap's activities. More information about Mencap's work in these areas, funded by a combination of restricted and unrestricted funds, can be found in the Trustees' report.
- Young Ambassadors - supports young people aged 16 to 25 with a learning disability who volunteer with Mencap as part of a six-month programme, to support the work Mencap does, and to develop their employability skills.

23. Group funds continued

	Balance 31 March 2025	Incoming resources	Outgoing resources	Transfers	Gains and losses	Balance 31 March 2026
Restricted	£'000	£'000	£'000	£'000	£'000	**£'000**
Homes	224	1	(9)	-	-	**216**
Mencap Visiting Service	1,056	138	(124)	-	125	**1,195**
NewBe Project	3,013	-	(64)	(2,949)	-	**-**
Northern Ireland Housing Executive - Supporting People	-	837	(837)	-	-	**-**
Omaze	3,510	-	(1,183)	(300)	-	**2,027**
Rothenberg Fellowship	18	-	-	-	-	**18**
Service provision - Communities & Programmes	719	1,279	(1,297)	(165)	-	**536**
Service provision - Lifestyles & Work	85	2,200	(2,699)	1,239	-	**825**
Service provision - Personal Support	400	633	(603)	(13)	-	**417**
Service provision - Strategy & Influence	443	504	(665)	341	-	**623**
Service provision – other	2,746	1,880	(1,508)	(1,273)	-	**1,845**
	12,214	**7,472**	**(8,989)**	**(3,120)**	**125**	**7,702**
Unrestricted						
General	38,280	239,867	(234,983)	1,278	981	**45,423**
Designated reserves – Strategic Investment	1,623	-	(1,623)	-	-	**-**
Pension deficit	(3,724)		(43)	1,842	1,478	**(447)**
	36,179	**239,867**	**(236,649)**	**3,120**	**2,459**	**44,976**
Total funds	**48,393**	**247,339**	**(245,638)**	**-**	**2,584**	**52,678**

Designated funds

- £9m unrestricted funds have been specifically designated by Mencap, with £1.6m spent in the year (2025: £2.2). This designated fund now has a remaining balance of nil at 31 March 2026 as the full amount has been spent.

Transfers

- NewBe Project - capital project in Northern Ireland funding the construction of a new building for an early intervention centre for children with a learning disability and their families, and a new headquarters for Mencap in Northern Ireland. The restricted period has now expired, and the property has been transferred and is to be held as unrestricted.
- In addition to the transfers related to restricted and designated funds detailed above, £1.8m was transferred from general unrestricted reserves to the pension deficit during the year. This corresponds with the actual cash payments made by the group to reduce the pension deficit.

24. Pension scheme

Mencap operates a number of pension schemes for the benefit of its employees. At 31 March 2009, Mencap's defined benefit scheme was closed to future accruals. This means that Mencap will fund the benefits that staff have earned to that date, but does not offer the same benefit moving forward due to the inherent risk involved in running this type of scheme.

Staff are, however, able to save for their retirement through a defined contribution scheme to which Mencap contributes. All contributions are expensed in the year that they are made.

In addition to the above, Mencap participates in the Nottinghamshire County Council Pension Fund in respect of a small number of staff who have transferred over to Mencap. Mencap participates in this scheme by way of an admission agreement. In relation to this scheme there are 16 active members, 11 of which are current Mencap employees. Full provision has been made in the financial statements for this scheme. However, as the liability is not material, detailed disclosure has been limited so as not to distort or overstate the importance of this scheme within Mencap's overall finances.

At 31 March 2016, Mencap was also participating in the Staffordshire County pension fund in respect of a single active member of staff. This employee has now left Mencap, but a management estimate of the scheme liability is included pending the final liability being settled.

Mencap pension scheme

This scheme is valued annually for the purposes of the annual report and accounts. This valuation, which is carried out under specific accounting rules and detailed in full below, is made so that Mencap can account for the pension liability on its balance sheet.

The Trustees of the pension scheme undertake their own formal valuation once every three years. This valuation provides the basis for agreeing the amounts that Mencap will pay each year to fund the scheme. The last valuation for this purpose was undertaken in March 2023 and Mencap agreed to continue with a schedule of contributions to settle the pension deficit over a period of 14 years.

From the year ended March 2016 and going forward Mencap agreed to make the following cash payments to the scheme:

For the period 1 April 2015 to 31st March 2016	£ 4 million
For the periods 1 April 2016 to 31 March 2028	£ 2.1m per annum
For the periods 1 April 2021 to 31 March 2028	
In 2023 the following amendment was made:	
For the periods 1 April 2023 to 31 March 2029	£ 1.8m per annum

At the end of March 2026 the total scheme liabilities were valued at £85.5 million and the assets at £85.0 million. The net deficit is therefore £0.5 million. This is a change of £3.2m from the net deficit of £3.7 million reported last year.

The following assumptions have been used to place a value on the retirement benefit obligations of the charity:

Financial assumptions

	Tuesday, 31 March 2026	Tuesday, 31 March 2025
	% per annum	% per annum
Retail price inflation (% p.a.)	3.30%	3.15%
Consumer price inflation (% p.a.)	2.90%	2.65%
Discount rate	6.25%	5.80%

24. Pension schemes continued

The Demographic assumptions used are:

Longevity assumptions as at 31 March 2026

	Male and Female
Base table	S3PA
Future improvements	CMI 2022 core model with an initial addition of 0.1%, 0% 2020 2021 and 25% 2022 weightings, and 1.6%/1.2% long-term improvement rates for males/females

Life expectancies as at:

	31 March 2026		31 March 2025	
Males (M) or Females (F)	M	F	M	F
Expected age at death of current pensioner at age 65:	85.9	88.4	85.8	88.4
Expected age at death of future pensioner at age 65:	87.7	89.8	87.6	89.7

Based on these assumptions the balance sheet position is as follows:

Assets

	Fund value	Fund value
	31 March 2026	31 March 2025
	£000	£000
Liability driven investment	20,103	18,505
Investment grade credit (corporate bonds)	15,110	11,100
Infrastructure	3,954	7,877
Property	-	-
Insurance contracts	32,477	34,403
Cash and cash equivalents	2,990	2,365
Total Return Fund	10,327	11,134
Total value of assets	**84,961**	**85,384**
Actuarial value of liabilities	(85,418)	(89,060)
Surplus/(deficit) of funded plan liabilities	**(457)**	**(3,676)**
Irrecoverable (surplus)	-	-
Surplus/(deficit) recognised in balance sheet	**(457)**	**(3,676)**
Net pension asset/(liability)	**(457)**	**(3,676)**

Reconciliation of Plan benefit obligation

	31 March 2026	31 March 2025
	£000	£000
Opening defined benefit obligation	89,060	99,566
Interest cost	4,995	4,743
Actuarial (gains)/losses	(2,746)	(9,696)
Benefits paid	(5,891)	(5,553)
Closing defined benefit obligation	**85,418**	**89,060**

Reconciliation of fair value of Plan assets

	31 March 2026	31 March 2025
	£000	£000
Opening fair value of Plan assets	85,384	91,868
Interest income	4,834	4,402
Contributions by Royal Mencap Society	1,800	1,800
Actual return on assets excluding amounts included in net interest	(1,166)	(7,133)
Benefits paid	(5,891)	(5,553)
Plan administrative cost	-	-
Closing fair value of Plan assets	**84,961**	**85,384**

Analysis of amount recognised in other finance income

	31 March 2026	31 March 2025
	£000	£000
Interest income on Plan assets	**4,834**	4,402
(Interest cost) on Plan liabilities	**(4,995)**	(4,743)
Impact of asset ceiling on net interest	**-**	-
Net interest income / (cost) on defined benefit liability	**(161)**	(341)
Total amount charged to profit & loss (total operating charge less net interest)	**(161)**	**(341)**

Analysis of amount recognised in Other Comprehensive Income (OCI)

	31 March 2026	31 March 2025
	£000	£000
Actual return on assets excluding amounts included in net interest	(1,166)	(7,133)
Actuarial gains/(losses) on Plan obligations	2,746	9,696
Remeasurement gain/(loss) in Plan	1,580	2,563
Decrease/(increase) in irrecoverable surplus from membership fall and other factors	**-**	**-**
Remeasurement gain/(loss) recognised in OCI	**1,419**	**2,563**

24. Pension schemes continued

Sensitivity analysis

Change in assumptions compared with 31 March 2025 actuarial assumptions:	Actuarial value of liabilities on 31 March 2026
	£000
Base case	85,418
-0.1% per annum decrease in discount rate	86,366
1 year increase in member life expectation	88,481
+0.1% change in inflation	86,117

Local authority pension schemes

Nottinghamshire County Council Pension Scheme
The Nottinghamshire County Council Pension Fund is a defined benefit scheme with 18 members at 31 March 2025, which is the latest valuation date. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The agreed employer's contribution rate for the year to March 2026 was 21.7% and this was expensed during the year. Contributions have been set at 21.7% for 2026/27.

The estimated asset allocation at 31 March 2026 revealed that Mencap's share of assets of the scheme exceeded the value of Mencap's share of the scheme's liabilities by £1.1m (2025: Mencap's share of assets of the scheme exceeded the value of Mencap's share of the scheme's liabilities by £0.98m). The surplus in the annual valuation cannot be withdrawn from the scheme until the end of the pension, therefore the valuation in the balance sheet is recorded at a no-surplus, no-deficit position.

Staffordshire County pension fund
The Staffordshire County pension fund is a defined benefit scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The pension scheme valuation at 31 March 2014 indicated that Mencap's share of liabilities of the scheme exceed the value of Mencap's share of the scheme's assets by £48,000. As any movements in the deficit would not be material to the accounts, a new valuation has not been obtained for the year to 31 March 2026.

Mencap had no active members in the pension scheme in the year to 31 March 2026 and did not expense employer contributions during the year.

Other local government pension schemes
Mencap also participates in four other local government pension scemes. However, as there are no remaining active members, and in view of the cost of obtaining disclosures and the likely liability being immaterial in the context of overall Mencap results, no account or disclosures are made for these four schemes.

Dyfed Pension Fund	No active members
Clwyd Pension Fund (Flintshire)	No active members
Powys Pension fund	No active members
Shropshire County Pension Fund	No active members

An actuarial valuation was obtained for the Nottinghamshire County Council Pension Scheme, the following assumptions have been used in its valuation:

Financial Assumptions

	31 March 2026	31 March 2025
	% p.a.	% p.a.
CPI increases	2.90%	2.85%
Salary increases	3.90%	3.85%
Discount rate	6.20%	5.90%

The demographic assumptions used are:

Life expectancy from age 65

	31 March 2026	31 March 2025
Retiring today:		
Males	21.2	20.4
Females	24.2	23.3
Retiring in 20 years:		
Males	22.8	21.7
Females	25.9	24.7

Based on these assumptions, the balance sheet position is as follows:

	31 March 2026	31 March 2025
	£'000	£'000
Present value of the defined benefit obligation	(2,860)	(2,637)
Fair value of Fund assets (bid value)	3,980	3,616
Surplus / (deficit)	**1,120**	979

24. Pension schemes continued

Reconciliation of present value of the defined benefit obligation

	31 March 2026	31 March 2025
	£'000	£'000
Opening defined benefit obligation	2,637	3,118
Current service cost	41	51
Interest cost	153	153
Change in financial assumptions	(121)	(574)
Change in demographic assumptions	67	(44)
Experience loss/(gain) on defined benefit obligation	156	-
Liabilities assumed/(extinguished) on settlements	-	-
Estimated benefits paid net of transfers in	(87)	(83)
Past service costs, including curtailments	-	-
Contributions by Scheme participants	14	16
Unfunded pension payments	-	-
Closing defined benefit obligation	**2,860**	2,637

Reconciliation of the fair value of Fund assets

	31 March 2026	31 March 2025
	£'000	£'000
Opening fair value of Fund assets	3,616	3,573
Interest on assets	212	176
Return on assets less interest	223	(113)
Other actuarial gains/(losses)	(38)	-
Administration expenses	(2)	(2)
Contributions by employer	42	49
Contributions by Fund participants	14	16
Estimated benefits paid plus unfunded net of transfers in	(87)	(83)
Settlement prices received/(paid)	-	-
	3,980	3,616

Analysis of amount charged to operating profit

	31 March 2026	31 March 2025
	£'000	£'000
Current service cost	(41)	(51)
Administration cost	(2)	(2)
Past service cost	-	-
(Losses)/gains on curtailments and settlements	-	-
Total operating charge	**(43)**	**(53)**

Analysis of amount recognised in Other Comprehensive Income (OCI)

	31 March 2026	31 March 2025
	£'000	£'000
Interest income on Plan assets	212	176
(Interest) on Plan liabilities	(153)	(153)
Impact of asset ceiling on net interest	-	-
Net interest on net defined benefit asset	**59**	**23**

	31 March 2026	31 March 2025
	£'000	£'000
Return on Plan assets in excess of interest	223	(113)
Other actuarial gains/(losses) on assets	(38)	-
Change in financial assumptions	121	574
Change in demographic assumptions	(67)	44
Experience gain/(loss) on defined benefit obligation	(156)	-
Changes in effect of asset ceiling	-	-
Remeasurement of the net assets/(defined liability)	**83**	**505**
Restriction on asset recognised	(83)	(505)
Net interest on net defined benefit asset	59	-
Net pension asset / (liability) recognised	**59**	**-**

24. Pension schemes continued

Summary of the amounts disclosed in the accounts

Amount recognised in operating profit/(loss)	2026	2025
	£'000	£'000
Mencap pension scheme	-	-
Nottinghamshire County Council Pension Fund	(43)	(53)
	(43)	**(53)**

Amount recognised in finance income	2026	2025
	£'000	£'000
Mencap pension scheme	(161)	(341)
Nottinghamshire County Council Pension Fund	-	23
	(161)	**(318)**

Amount recognised in other recognised gains/(losses)	2026	2025
	£'000	£'000
Mencap pension scheme	1,419	2,563
Nottinghamshire County Council Pension Fund	59	-
	1,478	**2,563**

Defined benefit pension liability	2026	2025
	£'000	£'000
Mencap pension scheme	(457)	(3,676)
Nottinghamshire County Council Pension Fund	59	-
Staffordshire County Pension Fund	(48)	(48)
	(446)	**(3,724)**

25. Related parties

Donations totalling £1,915 were received from related parties during the year without conditions. During the year we have received pro bono legal services from Irwin Mitchell Solicitors to the value of £7,000. They have provided these services at no cost to Mencap. Yogi Amin, a Mencap trustee, is a Partner of Irwin Mitchell; neither he, nor Irwin Mitchell, have received any benefit for these services. During the year, Mencap paid £17,503 to Rich Mix Cultural Enterprises for the provision of venue and hospitality services. An executive member of staff of the Charity serves as a trustee of that organisation. The transaction was conducted at arm's length and on normal commercial terms, in accordance with the Charity's conflict of interest policy. No amounts were outstanding at the year end.

Group companies

During the year, the following transactions took place between Royal Mencap Society and its subsidiaries:

- Mencap Trust Company paid its annual management fee to the charity: £743,298
- Mencap Limited paid annual earnings of £197,145 to the charity by way of Gift Aid

At 31 March 2026, the following intercompany balances were outstanding between the charity and its subsidiaries:

	2026	2025
	£'000	£'000
Mencap Limited	251	392
Mencap Trust Company Limited	**209**	204
Total intercompany balances	**460**	**596**

26. Volunteers

During the year, Mencap received the generous donation of time from a great many volunteers. They provided contributions to a number of activities, as follows:

	2026
	Number of volunteers
Raising funds:	
Raising funds	505
Trading	1,116
Total raising funds	**1,621**
Charitable activities:	
Providing services	660
Campaigning for change	2
Support with advice	7
Research & Evaluation	1
Building people's own capabilities	55
Providing housing	
Governance & Support	91
Total charitable activities	**816**
Total number of volunteers	**2,437**

27. Income

(a) Included in Trust income is income from:

	Total 2026
	£'000
Anonymous	28
McClay Foundation	43
The Kathleen Laurence Trust	26

(b) Included in Community/ Big Lottery Fund is income from:

	Total 2026
	£'000
City of Bradford Metropolitan District Council	**46**

(c) Included in Organisations raising funds is income from:

	Total 2026
	£'000
The London Community Foundation	25

(d) Included in Gifts in Kind is income from:

	Group 2026
	£'000
BNY Mellon	20

(e) Included in Income from Charitable activities is income from:

	Group 2026
	£'000
Belfast Health and Social Care Trusts	249
British Gas Energy Trust	195
Cedar Foundation	118
Early Years	53
Education Authority	92
Motability Foundation	69
North West Regional College	50
The National Lottery	289
SEUPB: Peace Plus	575
Southern Health and Social Care Trusts	79
Sport England	753
UK Shared Prosperity Fund (UKSPF)	367
Admiral	56
Aviva Foundation	250
Stanhope Foundation	25
BNY Mellon	86



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