

# In Control Partnerships

## Trustees' report and accounts

### For the year ended 31 March 2018

Charity registration no: 1130761  
Company registration no: 06393960 (England and Wales)  
A Company Limited by Guarantee

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## Reference and administrative information

### Trustees

Clenton Farquharson MBE (Chair)  
Loredana Guetg-Wyatt (Treasurer)  
Susan Bott CBE  
Andrew Cozens CBE  
Elaine Cotterill (resigned 3 October 2017)  
Gillian Crosby  
Paul Davies  
Stuart Lane (resigned 3 October 2017)  
Joanna Webber  
Kevin Williams  
Richard Williams (resigned 3 October 2017)

### Chief executive officer

Julie Stansfield

### Company secretary

Julie Stansfield

### Charity number

1130761

### Company number

06393960

### Principal address and Registered office

Carillon House  
Chapel Lane  
Wythall  
West Midlands  
B47 6JX

### Independent Examiner

Sayer Vincent  
Invicta House  
108-114 Golden Lane  
London EC1Y 0TL

### Bankers

Barclays Bank Plc  
Mell Square  
19-21 Mill Lane  
Solihull  
B91 3AR

The Co-operative Bank Plc  
80 Cornhill  
London  
EC3V 3NJ

## **Chair's Report**

### **For the year ended 31 March 2018**

In my third and last year as chair of In Control, I am delighted to present its tenth annual report.

The need for an independent, charitable entity to influence and remind the wider national welfare agenda continues to be prevalent. In Control continues with its mission in maintaining strong values, ethics and principles. It has strength by its “people power” public opinion, thought leadership and practical innovation. It offers support services to the challenges being faced by many, in the agenda of self-directed support to a wider scope of recipients. It is good to see from recent articles and statements that the whole concept of personalisation remains the subject of vigorous debate nationally. We have appreciated the strength of the arguments, which show that how we support people and how best to give them control over resources at a time of austerity is such a fundamentally important issue.

In her report below, Julie Stansfield, Chief Executive Officer, sets out in greater detail the development of activities from In Control.

As Julie reports, in its tenth year of operation as an independent entity, In Control has needed to shift and adapt to the circumstances we now face. Our statutory community, which includes individual and regional adult social care, children's social care, independent and voluntary providers of care and support and health organisations including Clinical Commissioning Groups, is working alongside our vast network of People Power, all of which are working together with the mission to make people's lives better. In Control continues to reorganise and develop to meet the challenges.

In Control is now building on the firm foundations which have been created.

I would also like to express my personal thanks to all the Trustees who have been involved in the work of the charity; their skills have assisted the charity to realise its plans. Thanks must also go to the dedication and commitment of the chief executive, Julie Stansfield, and her leadership team, who have relentlessly championed the cause and wellbeing of In Control with vigour and energy.

**Clenton Farquharson MBE**  
Chair of In Control Partnerships Board of Trustees

## Statement from the Chief Executive Officer

### For the year ended 31 March 2018

As one of the initial founders of In Control, I remain honoured and very proud to have played a key part in its development and the important work it carries out.

Our overarching aim is to help build a better world for those who by reason of their circumstances are in need of additional support. In Control's values are rooted in a deep appreciation of human rights and the value of human diversity. We believe in supporting citizenship and community at every level and having faith in the capacity of every individual with support to contribute to their own development and consequently create a better society for all. Our objectives are:

- to provide support to people who, by reason of disability, age, ill health or some similar cause, have need of additional support;
- to enable people who need additional support to lead an ordinary life; and
- to advance the education of the public in relation to the needs of people who need additional support.

I am happy to report that in our tenth year of operation we have continued to change and develop as an organisation. In particular, this year has been focused on the challenge between the rhetoric and the reality.

There seems to be universal agreement that we are facing an urgent crisis in long-term health and social care. In Control and our allies have positively influenced national policy and legislation, but there is much work to be done to close the "rhetoric-reality gap" in the context of the severe financial pressures being faced by statutory bodies. Failure to deliver the authentic self-direction promised by policy in social care, health and education is severely impacting on too many people and families. In Control run a support-line to advise people. Thankfully we are often able to help people to get better outcomes and help local professionals improve how they deliver. However, we are increasingly finding that even when individuals, families and professionals know the law and have the correct information, people are saying they are being ignored and their rights denied. Simply having good information is not enough; people are needing strong, independent, authoritative support behind them as well.

As well as helping individuals to realise the potential of self-directed support, we support local leaders on how to work through complex conflicts constructively so they feel more confident in supporting people on the ground to keep them included and in their own community, accessing the support they need. This work has often emerged via demand from statutory members wanting conflict resolution support or from families and local groups directly accessing our support. Whilst this can be tough going, we are already seeing benefits where local statutory bodies have changed their local policy or pathway based from the live experience. The relationships built during this kind of intervention can help build a positive loop to help make positive progress on other issues.

In Control over the year has started to shift the balance of our work towards:

- transfer of knowledge, skills and information to enable a large increase of peer support and shift power to people and communities;
- model methods of inclusive change which improve outcomes and use existing statutory resource better across public service boundaries;
- provide a stronger platform for groups forming alliances for inclusion and independent living

To achieve this we have started to set up and are further developing "In Control's National Network".

## Statement from the Chief Executive Officer For the year ended 31 March 2018

The basic idea works at two levels:

1. At local level: helping local groups and people who are helping others to get more control over their lives and support. Helping them to come together to help each other - with skills, time, ideas, connections. These local groups have access to the National Network for advice and support and are linked to other local groups for mutual support.
2. At national level: the network will provide facilities for advice and sharing issues and solutions, run a programme of webinars, develop and share practical resources. In some cases, direct help with particularly complex local situations will be offered. The national network will also take experience and issues from local groups and work to influence national policy and decision-making.

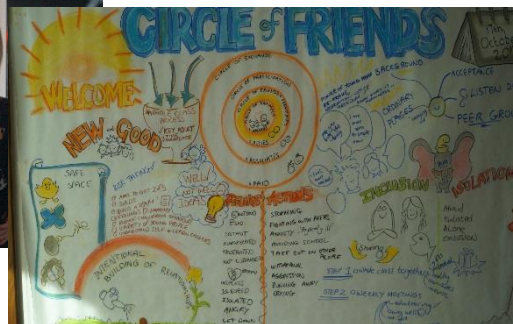
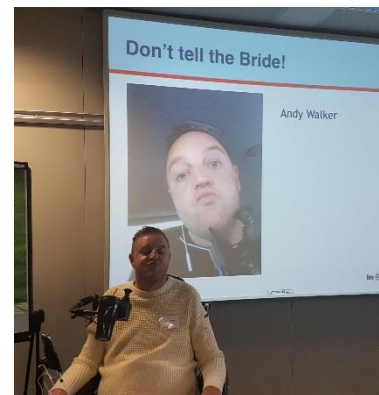


Many thanks go to the Ellerman Foundation for their support and to Esmée Fairbairn Foundation, who have given In Control essential additional funding support to continue to meet its objectives.

Highlights of some of our key achievements and activities are below.

### Community of change

We started the year with one of our many Community of change events. In Control currently have 28 members of the community. We engage many speakers with lived experience to share their expertise and generate good conversations.





## Statement from the Chief Executive Officer For the year ended 31 March 2018

### Partners in policymaking leadership programmes

With support and working with NHSE IPC and transforming care programme we delivered 2 “All together Better” programmes in London and Portsmouth.



We also worked jointly with Inclusion North to gather people into a Network of people and ran a course in Newcastle which became a spring board for a North east network



### Wider Influence

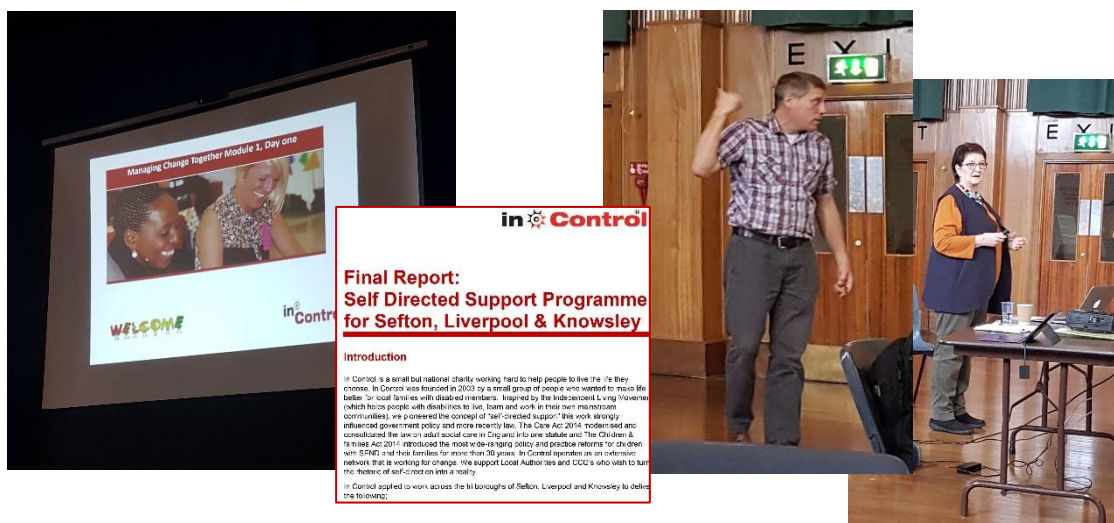


In Control continue to support the wider influence of self-directed support. In September 2017 a group of Korean ministers met with In Control to hear about our learning and experience of introducing a different model in England.

## Statement from the Chief Executive Officer For the year ended 31 March 2018

### More local bespoke work

Alongside our main work we also undertake specific bespoke work. In Mersey Tri-boroughs, John and Julie worked with the 3 sites to look at both cultural change via a leadership programme and systematic change via their resource allocation systems.



### Publications

#### POET & Prepayment cards docs

POET is utilised by 25 LA's the majority being in children services, where we provide individual local support based on the POET results. We continue to develop a national report with TLAP.

Over the year we have worked with the Independent Living Strategy Group, who are a network of disabled people's organisations and their allies. The group is chaired by Baroness Jane Campbell and includes disabled people who were part of the independent living movement from the 1970s, as well as younger activists, other individuals and organisations concerned with the future of independent living. Last year we produced a report on the Care Act including key messages people should know about the act. This year we focused on Payment Cards. Many people continue to be concerned about the use of the cards and we have been working with the Association of Adult Directors to improve practice in their use.





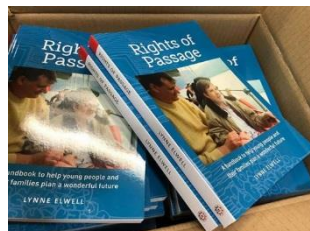
## Statement from the Chief Executive Officer For the year ended 31 March 2018

### National network & individual support

In December we had a large gathering of the National Network. People were able to share information but also highlight what they could offer to the network, what they needed and how this might be further supported to grow.



By the end of the year we were working on developing a new book authored by Lynne Elwell – this was being formally launched in May 2018.



**Julie Stansfield**  
Chief Executive Officer

20 November 2018

# **Treasurer's report**

## **For the year ended 31 March 2018**

### **Financial Review**

#### **Key Activities**

Our key activities and sources of income remain from the provision of support services, programmes and projects to families and to organisations in the health, education and social care sectors. The chief executive's report sets out in greater detail a description of key services delivered in 2017/18, some of which will continue to be delivered in 2018/19.

#### **Financial Results**

Our aim for 2017/18 was to operate across our programmes to a breakeven point, while seeking to reduce costs. Results for the year for 2017/2018 shows an overall surplus for the year of £2,690 (2017: deficit of £90,023). Income for the year was £487,770, a decrease of £125,081 compared to the previous year.

Income from membership activities have held up well, considering the challenging public sector budgets at £142,665 (2017: £213,408).

Grant income for the year was £214,962 (2017: £135,726) an increase largely due to NHS England Integrated Personal Commissioning and Esmée Fairbairn grants, of which we highly appreciate

The largest element of the decreased turnover was income for products and programmes which was £125,877 (2017: £257,360).

The largest part of In Control's expenditure continues to be staff (contracted and associate) costs at £291,820 (2017: £414,887). In addition, we continue to closely monitor associate rates in line with the market and client expectations.

#### **Reserves Policy**

We continue to monitor our reserves to ensure that they remain prudent in the light of our own circumstances and general economic conditions.

The charity reserve policy is to maintain a level of unrestricted funds that will enable the charity to ensure a continuity of activity and have the ability to adjust, in a measured way, to significant changes in the external economic environment and demands on the services provided by the charity. The Board of Trustees recognises that a level of unrestricted reserves sufficient to maintain the day to day operations of In Control for a period between 6 to 9 months is appropriate. At 31 March 2018 unrestricted reserves amounts to £360,304 which meets the policy requirements to hold sufficient unrestricted reserves to cover expenditure for a period of up to 9 months.

#### **Investment Policy**

The charity can make investments that are within the guidelines and regulations issued from time to time by the Charity Commission. The charity holds funds in interest bearing bank accounts.

Cash balances remains positive with year-end cash £540,873 (2017: £632,517). The decrease is accounted for by a decrease in customer payments in advance.

Our cash balances remain on deposit primarily with four financial institutions. Interest income remains low due to current market interest rates though we believe we have achieved a prudent balance between income and guarding against the risk of failure of any one institution.

- As a smaller charity, we benefit from the protection offered by the Financial Services Compensation Scheme of £85,000 per institution. In the later part of 2017, we have moved our primary banking relationship from the Co-operative Bank plc to Barclays Bank plc, retaining a small current account with the Co-operative Bank plc.

## **Treasurer's report**

### **For the year ended 31 March 2018**

#### **Governance and Control**

The Finance and Business Committee met four times during 2017/18. Its purpose is to review budget preparation and management accounts, including progress against budgets, in order both to monitor performance and make recommendations to management as required. We have recently introduced a project exception report to enhance our control of project expenditure.

In Control's financial position and forecast is also reported formally to the Board of Trustees which also meets four times each year, which includes an Outcome Impact focus – trustees are keen and passionate to see resources making a difference to the mission.

Our control systems ensure sign-off of all contracts against certain criteria built into a project template and which ensure that each project remains financially viable. Due to the new controls and reviews introduced last year, bad debt remains at very low levels and is thoroughly and tightly managed. I commend and thank the team for their very efficient and effective running of the charity.

**Loredana Guetg-Wyatt**  
Honorary Treasurer

20 November 2018

## **Trustees' report**

### **For the year ended 31 March 2018**

The Trustees present their report and the financial statements of the charity for the year ended 31 March 2018.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: 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 (FRS102) (effective 1 January 2015).

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

#### **Principal aims and activities**

In Control's mission is to create a fairer society where everyone needing additional support has the right, responsibility and freedom to control that support.

The main objectives of In Control are set out in the Chief Executive Officer's report, which also details In Control's achievements and the plans for next year. In Control's legal and administrative details are set out on page 1.

There are a number of factors that are critical to the achievement of In Control's objectives including relationships with our programme subscribers, suppliers, employees, contracted staff, members of the public, government, funders and the wider sector.

#### **Structure, governance and management legal structure**

In Control Partnerships is a company limited by guarantee, which was registered as a charity on 27 July 2009 with the Charity Commission. It is referred to throughout this report as "In Control". It is governed by memorandum and articles adopted on the date of incorporation (9 October 2007), as amended by special resolution on 21 May 2009. It started to operate as an independent organisation from 1 April 2008.

#### **History**

In Control was founded in 2003 by a small group of people who wanted to make life better for people needing support. It was responsible for pioneering the concept of self-directed support and developed individual/personal budgets as a way for people to take charge of their support.

Inspired by the Independent Living and Inclusion Movement, In Control piloted the self-directed support model across six areas of England - bringing real, sustainable benefits with no increase in costs.

Between 2005 and 2007, this work strongly influenced government policy and resulted in 'Putting People First', a national policy which introduced personal budgets. In Control is continuing to influence government policies affecting a wide range of support systems, including personal health budgets, criminal justice, and homelessness and continuing development in children's services and adult social care.

In 2011, together with the Centre for Disability Research at Lancaster University, we developed the Personal Outcome Evaluation Tool (POET) and published the results of the First National Personal Budget Survey, identifying the outcomes and experiences of people using personal budgets,

## **Trustees' report**

### **For the year ended 31 March 2018**

and those of their family carers, to better understand what improvements were needed. We repeat the POET survey on an annual basis and have since developed it for personal health budgets, as well as for use in children's services to measure the impact of Education, Health and Care Plans and personal budgets for children and young people with special educational needs and/or disabilities.

In 2014 the Care Act modernised and consolidated the law on adult social care in England into one statute, and the Children and Families Act introduced the most wide-ranging policy and practice reforms for children with SEND and their families for more than 30 years. In response we produced two reports, reviewing how local authorities were performing and highlighting a set of key messages.

#### **Network and subscription structure**

In Control is able to support and advise a large number of statutory and non-statutory organisations through a variety of services, free and low-cost networks and fee-based services.

#### **Governance and management**

##### **The Board of Trustees**

The affairs of In Control are governed by a Board of Trustees who are also the directors for the purposes of the Companies Act 2006 and the Trustees of the charity for the purposes of charity legislation. They are referred to collectively in this report as "the Trustees" or "the board".

The board met four times in the year. It has overall ownership and responsibility for In Control and meets at least quarterly to approve budget, to monitor financial and operational activity, to review policies and services, delegate operational activity to the chief executive and plan for the future. The board has also set up one sub-committee, Finance, Audit and Business, in order to work closely with In Control's staff.

Within the board, Trustees have specific areas of responsibility including the treasurer and company secretary. Any exceptional decisions not related to general operations or business will be presented to the board by the chief executive officer to approve.

The Trustees, all of whom served throughout the year were:

Susan Bott CBE  
Andrew Cozens CBE  
Gillian Crosby  
Paul Davies  
Clenton Farquharson MBE (Chair)  
Loredana Guetg-Wyatt – (Treasurer)  
Stuart Lane (resigned 3 October 2017)  
Joanna Webber  
Elaine Cotterill (resigned 3 October 2017)  
Kevin Williams  
Richard Williams (resigned 3 October 2017)



## **Trustees' report**

### **For the year ended 31 March 2018**

#### **Appointment and terms of office of Trustees**

A person first appointed as a trustee by the Trustees must retire at the next annual general meeting and is then eligible for re-election by the members. Each trustee is assigned to serve for three-year renewable terms. The trustees may review the activities and service at the time of re-election. There is no limit to the number of terms to which trustees may be elected.

None of the Trustees has any beneficial interest in the company other than the declaration of related party transactions noted herein. All of the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

#### **Trustee induction**

Most new Trustees are already familiar with In Control, with its activities and with charitable operations in general because they are drawn from partner connection or member agencies, most of which are, or deal with, charities. However, all new Trustees are offered a personalised programme of induction to enable them to be fully conversant with the organisation, the operation of the board, obligations under charity and company law, the memorandum and articles, the way the charity and its members operate, the operating environments, staffing structure, staff, financial monitoring and future plans.

#### **Operations and staffing**

The chief executive officer, Julie Stansfield, is responsible for In Control's operations through delegated authorities. The chief executive officer, in turn, delegates areas of operation to those overseeing particular work areas. The current staff structure and persons used on a self-employed, seconded or contracted basis during the year for the delivery of services are set out below:

#### **Employees of In Control during the year**

Gaynor Cockayne, office manager \*

Lynne Elwell, citizen leadership lead

Wendy Kellett, finance assistant

Martin Routledge, Policy advisor \*

Julie Stansfield, chief executive officer \*

John Waters, research and evaluation manager \*

Philippa Barker, web and digital content administrator

\* Members of key management

#### **Self-employed, seconded or contracted staff used during the year**

Tricia Nicoll

Richard Holland

Nic Crosby

Nick Dixon

## Trustees' report

### For the year ended 31 March 2018

#### Staff involvement

In Control's staff has comprised a mixture of employees, seconded, contractors and self-employed individuals. In Control seeks to fully engage its entire staff in pursuit of its objectives and vision. An employee handbook which includes policy, practice and a communications and support plan set out the organisation's values. Routine internal communication takes place which includes regular meetings, conference calls, video conferencing, one-to-one meetings with line managers and a bi-monthly staff newsletter.

#### Staffing policies

In Control contracts an independent HR service for employment law and advice on a retainer basis, which supports a personnel review and strategy. In Control reviews its personnel policies and procedures at least annually, and has updates on personnel at each board meeting.

#### Remuneration

Trustees give of their time freely so do not receive any remuneration or benefits from In Control though they may claim travel and accommodation expenses.

The pay and remuneration strategy for Key Management Personnel and employees was set in 2011 by a Remuneration Committee. A number of criteria are used in setting pay levels including:

- the nature of the role and responsibilities;
- trends in pay;
- a benchmarking exercise with comparable organisations to ensure suitable rates of salary are paid to staff;
- the needs of the organisation.

We take inflation into account by considering yearly increments based on available finances and pay trends. Rates of pay are reviewed by The Treasurer, the Chair and the Chief Executive annually.

#### Health and safety

The office manager is the appointed health and safety coordinator who, together with other members of staff, undertakes an audit and review of risks, takes appropriate actions under delegated authority and makes any recommendations necessary to the executive group. The chief executive officer ensures any causes for concern are included on the company risk register.

#### Risk Management

The Trustees have a risk management strategy involving a regular review of the major risks to which In Control is exposed and approval systems and actions for managing and mitigating them, including the maintenance of a risk register which is updated on a regular basis. The board recognises In Control operates at significant risk of failing to achieve adequate income to meet its commitments and pursue its objectives. The risk is monitored and actively managed by the employees who report through the Finance, Audit and Business Committee to the Trustees of In Control.

The key elements in the management of this risk have been as follows;

- a) diversification of income minimised by actively shifting the balance of reliance on public service funding by seeking trust funds and exploring partnerships with other groups to share resource to meet the same outcomes.
- b) Surplus reserves have not been utilised over the last year to invest in development activity. In Control has a reserves policy in place and mitigate risks by ensuring it is discussed as a standing agenda item at every Board of Trustee meeting.
- c) Internal control risks are minimised by the procedures in place for authorisation of expenditure and commitments. Insurance is in place.

## Trustees' report

### For the year ended 31 March 2018

#### Financial control

Through the Finance, Audit and Business Committee, the board monitors all aspects of financial performance and financial management through its regular meetings. It sets annual budgets and requires reporting against them at least quarterly. It reviews internal financial management and reporting arrangements at least annually. In terms of day-to-day financial control, a comprehensive and robust set of financial procedures is in place. It is the policy of In Control that funds which have not been designated for a specific use should be maintained at a level equivalent to between three and nine month's expenditure. The Trustees consider that cash balances at this level will ensure that, in the event of a significant drop in funding, In Control's current activities will continue while consideration is given to ways in which additional funds may be raised. This level of cash balances has been maintained throughout the period.

#### Financial review

The financial review is set out in the Treasurer's report on pages 8 and 9. A breakdown of charitable expenditure can be found in note 4 to the financial statements. The Trustees confirm that the performance of these activities undertaken during the year sufficiently met those objectives of the charity set out in the Chief Executive Officer's Report on page 3.

The full Statement of Trustees' Responsibilities is set out below.

#### Statement of responsibilities of the trustees

The trustees (who are also directors of In Control Partnerships 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 Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

The opinion of the directors is that the company is entitled to the exemptions conferred by Section 477 of the Companies Act 2006 relating to small companies.

## **Trustees' report**

### **For the year ended 31 March 2018**

The directors acknowledge the following responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts

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

The trustees' annual report has been approved by the trustees on 20 November 2018 and signed on their behalf by

**Loredana Guetg-Wyatt**  
**Trustee**

## Independent examiner's report to the Members of In Control

I report to the trustees on my examination of the accounts of In Control Partnerships for the year ended 31 March 2018.

This report is made solely to the trustees as a body, in accordance with the Charities Act 2011. My examination has been undertaken so that I might state to the trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the trustees as a body, for my examination, for this report, or for the opinions I have formed.

### Responsibilities and basis of report

As the charity trustees of the Company you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act')/Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Company's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Charities Act 2011 ('the 2011 Act').

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accounts in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. Accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. The accounts do not accord with those records; or
3. The accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. The accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities - applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed:

Name: Jonathan Orchard, FCA

Independent Examiner

Address: Sayer Vincent LLP, Invicta House, 108-114 Golden Lane, London, EC1Y 0TL

Date: 18 December 2018



# Statement of financial activities

(incorporating an income and expenditure account)

For the year ended 31 March 2018

	Note	Unrestricted £	Restricted £	2018 Total £	Unrestricted £	Restricted £	2017 Total £
<b>Income from:</b>							
Donations	2	157	–	157	447	–	447
Charitable activities							
Membership	3	142,665	–	142,665	213,408	–	213,408
Products and programmes	3	125,877	–	125,877	256,404	1,226	257,630
Grants received	3	–	214,962	214,962	–	135,726	135,726
Other trading activities		175	–	175	–	–	–
Investments		3,934	–	3,934	5,640	–	5,640
<b>Total income</b>		<b>272,808</b>	<b>214,962</b>	<b>487,770</b>	<b>475,899</b>	<b>136,952</b>	<b>612,851</b>
<b>Expenditure on:</b>							
Charitable activities							
Memberships	4	123,303	–	123,303	243,857	–	243,857
Products and programmes	4	177,470	184,307	361,777	322,065	136,952	459,017
<b>Total expenditure</b>		<b>300,773</b>	<b>184,307</b>	<b>485,080</b>	<b>565,922</b>	<b>136,952</b>	<b>702,874</b>
<b>Net income/(expenditure) for the year</b>	5	<b>(27,965)</b>	<b>30,655</b>	<b>2,690</b>	<b>(90,023)</b>	<b>–</b>	<b>(90,023)</b>
<b>Net movement in funds</b>		<b>(27,965)</b>	<b>30,655</b>	<b>2,690</b>	<b>(90,023)</b>	<b>–</b>	<b>(90,023)</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		388,269	–	388,269	478,292	–	478,292
<b>Total funds carried forward</b>		<b>360,304</b>	<b>30,655</b>	<b>390,959</b>	<b>388,269</b>	<b>–</b>	<b>388,269</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 16 to the financial statements.

# Balance sheet

As at 31 March 2018

COMPANY REGISTRATION NUMBER 06393960

	Note	£	2018 £	£	2017 £
<b>Fixed assets:</b>					
Tangible assets	10		<u>2,743</u>		<u>5,682</u>
			<b>2,743</b>		<b>5,682</b>
<b>Current assets:</b>					
Debtors	11	66,550		71,228	
Short term deposits		413,591		411,246	
Cash at bank and in hand		<u>127,282</u>		<u>221,271</u>	
			<b>607,423</b>	<b>703,745</b>	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	12	<u>(209,124)</u>		<u>(316,219)</u>	
<b>Net current assets</b>			<u><b>398,299</b></u>		<u><b>387,526</b></u>
<b>Total assets less current liabilities</b>			<b>401,042</b>		<b>393,208</b>
Creditors: amounts falling due after one year	13		<u>(10,083)</u>		<u>(4,939)</u>
<b>Total net assets</b>			<u><b>390,959</b></u>		<u><b>388,269</b></u>
<b>The funds of the charity:</b>	16				
Restricted income funds			30,655		–
Unrestricted income funds:					
General funds		<u>360,304</u>		<u>388,269</u>	
<b>Total unrestricted funds</b>			<u><b>360,304</b></u>		<u><b>388,269</b></u>
<b>Total charity funds</b>			<u><b>390,959</b></u>		<u><b>388,269</b></u>

The opinion of the directors is that the company is entitled to the exemptions conferred by Section 477 of the Companies Act 2006 relating to small companies

The directors acknowledge the following responsibilities:

- (i) The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,
- (ii) The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts

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

Approved by the trustees on 20 November 2018 and signed on their behalf by

Loredana Guetg-Wyatt  
Trustee

# Statement of cash flows

For the year ended 31 March 2018

	Note	2018 £	£	2017 £	£
Cash flows from operating activities	17				
Net cash provided used in operating activities			(95,578)		(65,941)
Cash flows from investing activities:					
Interest from investments		3,934		5,640	
Net cash provided by investing activities			3,934		5,640
Change in cash and cash equivalents in the year			(91,644)		(60,301)
Cash and cash equivalents at the beginning of the year			632,517		692,818
Cash and cash equivalents at the end of the year			540,873		632,517

# Notes to the financial statements

## For the year ended 31 March 2018

### 1 Accounting policies

#### a) Statutory information

In Control Partnerships is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is Carillon House, Chapel Lane, Wythall, B47 6JX.

#### b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (September 2015) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

#### c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

#### d) Going concern

The charity is heavily funded by central government grants, membership income and income generated from products and programmes. Whilst some of this income is guaranteed for the year to 31 March 2019 the remainder is subject to uptake/renewal of memberships and uptake of participation in programmes and the associated products.

The charitable company's activities have always been funded in this way and the trustees' are confident that sufficient income will be generated in the period for the charity to continue as a going concern. As a result, the trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern and the accounts have been prepared on this basis.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

#### e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

#### f) Interest receivable

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

# Notes to the financial statements

## For the year ended 31 March 2018

### 1 Accounting policies (continued)

#### g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

#### h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

#### i) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on percentage of charitable expenditure, of the amount attributable to each activity.

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.



# Notes to the financial statements

## For the year ended 31 March 2018

1 Accounting policies (continued)

j) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Office equipment 33% straight
- Fixtures and fittings 25% straight

k) Debtors

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

l) Cash at bank and in hand

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

m) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

o) Pensions

In Control Partnerships operates a defined contribution scheme for its employees.

2 Income from donations

	Unrestricted £	Restricted £	2018 Total £	2017 Total £
Donations	157	–	157	447
	157	–	157	447

# Notes to the financial statements

## For the year ended 31 March 2018

### 3 Income from charitable activities

	Unrestricted £	Restricted £	2018 Total £	2017 Total £
<b>Membership income:</b>				
Community of Change	142,665	–	<b>142,665</b>	213,408
Sub-total for membership income	142,665	–	<b>142,665</b>	213,408
<b>Income from products and programmes:</b>				
Southern Ireland Health care	14,750	–	<b>14,750</b>	–
Children's services	–	–	–	4,559
Citizen leadership	33,464	–	<b>33,464</b>	51,951
Health Programme	8,634	–	<b>8,634</b>	3,051
Community of Change NHSE Secondment	–	–	–	55,524
Events	–	–	–	2,150
POET	–	–	–	33,316
Publications & DVDs	–	–	–	24
Other income	–	–	–	198
Other contracts	69,029	–	<b>69,029</b>	106,587
Sub-total for products and programmes	125,877	–	<b>125,877</b>	257,360
<b>Grants received</b>				
NHS: Me, my family, my home	–	71,902	<b>71,902</b>	40,589
Integrated personal care – All together better	–	83,250	<b>83,250</b>	16,650
POET	–	2,210	<b>2,210</b>	22,154
John Ellerman Grant income	–	–	–	25,000
Esmee Fairbairn Grant Income	–	57,600	<b>57,600</b>	31,333
Sub-total for grants received	–	214,962	<b>214,962</b>	135,726
Total income from charitable activities	<b>268,542</b>	<b>214,962</b>	<b>483,504</b>	606,494

# Notes to the financial statements

For the year ended 31 March 2018

## 4 Analysis of expenditure

	Charitable activities					
	Membership	Products and Programs £	Governance costs £	Support costs £	2018 Total £	2017 Total £
Staff costs (Note 6)	36,628	128,100	43,827	83,265	291,820	414,887
Advertising	–	–	–	2,636	2,636	1,609
Audit and accountancy	–	–	5,361	–	5,361	7,998
Consultancy	–	9,750	1,000	–	10,750	1,435
Events	37,317	78,781	7,280	1,061	124,439	219,639
Other expenses	–	–	6,608	4,668	11,276	15,187
Premises expenses	–	–	–	37,529	37,529	37,045
Stationery and other office costs	23	396	17	4,326	4,762	5,425
Taxation	–	–	–	(3,493)	(3,493)	(351)
	73,968	217,027	64,093	129,992	485,080	702,874
Support costs	33,043	96,949	–	(129,992)	–	–
Governance costs	16,292	47,801	(64,093)	–	–	–
<b>Total expenditure 2018</b>	<b>123,303</b>	<b>361,777</b>	<b>–</b>	<b>–</b>	<b>485,080</b>	
<b>Total expenditure 2017</b>	<b>243,857</b>	<b>459,017</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>702,874</b>

Of the total expenditure, £300,773 was unrestricted (2017: £565,922) and £184,307 was restricted (2017: £136,952).

# Notes to the financial statements

## For the year ended 31 March 2018

5 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2018 £	2017 £
Depreciation	2,939	2,742
Operating lease rentals:		
Land and buildings	34,297	34,699
Auditors' remuneration (excluding VAT):		
Audit	-	8,748
Other services	-	1,200
Accounts preparation	1,900	-
Independent examination fee	1,500	-

6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2018 £	2017 £
Salaries and wages	230,428	327,101
Social security costs	24,792	35,812
Employer's contribution to defined contribution pension schemes	32,072	44,898
Redundancy costs	-	1,175
Other forms of employee benefits	4,528	5,901
	291,820	414,887

The following number of employees received employee benefits (excluding employer's pension costs) during the year between:

	2018 No.	2017 No.
£70,000 – £79,999	1	1

The total employee benefits (including employer's pension contributions and employer's national insurance) of the key management personnel were £202,024 (2017: £202,044).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2017: £nil). No charity trustee received payment for professional or other services supplied to the charity (2017: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £646 (2017: £690) incurred by 3 (2017: 4) members relating to attendance at meetings of the trustees.

# Notes to the financial statements

## For the year ended 31 March 2018

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 5 (2017: 7).

The average number of full time equivalent staff analysed over the activities of the organisation are:

	2018 No.	2017 No.
Membership	1.5	1.7
Products and Programs	2.0	2.3
Support and governance	1.5	3.0
	<u>5.0</u>	<u>7.0</u>

8 Related party transactions

There are no related party transactions to disclose for 2018 (2017: none).

9 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10 Tangible fixed assets

	Fixtures and fittings £	Computer equipment £	Total £
<b>Cost</b>			
At the start of the year	1,389	26,777	28,166
At the end of the year	<u>1,389</u>	<u>26,777</u>	<u>28,166</u>
<b>Depreciation</b>			
At the start of the year	1,300	21,184	22,484
Charge for the year	–	2,939	2,939
At the end of the year	<u>1,300</u>	<u>24,123</u>	<u>25,423</u>
<b>Net book value</b>			
At the end of the year	<u>89</u>	<u>2,654</u>	<u>2,743</u>
At the start of the year	<u>89</u>	<u>5,593</u>	<u>5,682</u>

All of the above assets are used for charitable purposes.



Notes to the financial statements  
For the year ended 31 March 2018

11 Debtors

	2018 £	2017 £
Trade debtors	57,636	69,952
Prepayments and accrued income	8,914	1,276
	<u>66,550</u>	<u>71,228</u>

12 Creditors: amounts falling due within one year

	2018 £	2017 £
Trade creditors	3,620	25,877
Taxation and social security	19,288	24,557
Other creditors	133	25,259
Accruals	6,071	10,819
Deferred income (note 14)	180,012	229,705
	<u>209,124</u>	<u>316,219</u>

13 Creditors: amounts falling due after one year

	2018 £	2017 £
Deferred income	10,083	4,939
	<u>10,083</u>	<u>4,939</u>

14 Deferred income

	2018 £	2017 £
Balance at the beginning of the year	234,646	296,400
Amount released to income in the year	(234,646)	(296,400)
Amount deferred in the year	190,095	234,646
	<u>190,095</u>	<u>234,646</u>

Deferred income movement

		£
Balance at the beginning of the year	234,646	296,400
Amount deferred in the year	190,095	234,646
	<u>190,095</u>	<u>234,646</u>

Deferred income represents deferred membership fees of £83,083, family leadership of £4,166, other project income of £60,983, integrated personal care £30,655, citizen leadership £5,333 and POET £5,875.

# Notes to the financial statements

For the year ended 31 March 2018

## 15a Analysis of net assets between funds (current year)

	General unrestricted £	Restricted £	Total funds £
Tangible fixed assets	2,743	–	2,743
Net current assets/(liabilities)	428,954	(30,655)	398,299
Long term liabilities	(10,083)	–	(10,083)
<b>Net assets at 31 March 2018</b>	<b>421,614</b>	<b>(30,655)</b>	<b>390,959</b>

## 15b Analysis of net assets between funds (prior year)

	General unrestricted £	Restricted £	Total funds £
Tangible fixed assets	5,682	–	5,682
Net current assets	387,526	–	387,526
Long term liabilities	(4,939)	–	(4,939)
<b>Net assets at 31 March 2017</b>	<b>388,269</b>	<b>–</b>	<b>388,269</b>

## 16a Movements in funds (current year)

	At 1 April 2017 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2018 £
<b>Restricted funds:</b>					
NHS England	–	–	–	–	–
Children's Services	–	–	–	–	–
NHS: Me, My Family, My Home	–	71,902	(71,902)	–	–
NHS England (POET)	–	2,210	(2,210)	–	–
IPC ATB	–	83,250	(52,595)	–	30,655
Esmee Fairbairn Foundation	–	57,600	(57,600)	–	–
<b>Total restricted funds</b>	<b>–</b>	<b>214,962</b>	<b>(184,307)</b>	<b>–</b>	<b>30,655</b>
<b>Total unrestricted funds</b>	<b>388,269</b>	<b>272,808</b>	<b>(300,773)</b>	<b>–</b>	<b>360,304</b>
<b>Total funds</b>	<b>388,269</b>	<b>487,770</b>	<b>(485,080)</b>	<b>–</b>	<b>390,959</b>

# Notes to the financial statements

## For the year ended 31 March 2018

16b Movements in funds (prior year)

	At 1 April 2016 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2017 £
<b>Restricted funds:</b>					
NHS England					
Childrens Services	-	1,226	(1,226)	-	-
Me, My Family, My Home	-	40,589	(40,589)	-	-
NHS England (POET)	-	22,154	(22,154)	-	-
IPC ATB	-	16,650	(16,650)	-	-
John Ellerman Foundation Trust	-	25,000	(25,000)	-	-
Esmee Fairbairn Foundation	-	31,333	(31,333)	-	-
<b>Total restricted funds</b>	-	136,952	(136,952)	-	-
<b>Total unrestricted funds</b>	478,292	475,899	(565,922)	-	388,269
<b>Total funds</b>	478,292	612,851	(702,874)	-	388,269

Purposes of restricted funds

- NHS – Me, My Family, My Home – a grant was received from the NHS to support a programme of work to develop a viable alternative to high cost / out of area placements for children and young people with individual and complex support needs and/or complicated home lives.
- NHS England POET – a grant was received to support In Control to continue to provide an evaluation tool for personal health budgets and collect data from CCGs, leading to an independent national report on experience and outcome for personal budget holders and their families.
- Integrated personal Care – All together better – relates to transforming a care agenda to deliver a leadership programme for recipients and their families.
- Esmee Fairbairn – This grant is towards the cost of work to explore and improve the uptake of direct payments among disadvantaged groups.
- John Ellerman Foundation Trust – The grant is used to support the work of the Chief Executive Officer.

Notes to the financial statements  
For the year ended 31 March 2018

17 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2018 £	2017 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	2,690	(90,023)
Depreciation charges	2,939	2,742
Interest from investments	(3,934)	(5,640)
Decrease in debtors	4,678	186,346
Decrease in creditors	(101,951)	(159,366)
Net cash provided by / (used in) operating activities	(95,578)	(65,941)

18 Analysis of cash and cash equivalents

	At 1 April 2017 £	Cash flows £	Other changes £	At 31 March 2018 £
Short term deposits	411,246	2,345	–	413,591
Cash at bank and in hand	221,271	(93,989)	–	127,282
Total cash and cash equivalents	632,517	(91,644)	–	540,873

19 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Property 2018 £	2017 £
Less than one year	39,396	34,297
	39,396	34,297

20 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.