



Annual Report and Financial Statements

For the year ended 31 March 2022



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Welcome from the Chair



Despite another difficult and unpredictable year, it is reassuring and humbling to see how robustly all our staff and volunteers have risen to the many challenges we have faced, enabling POhWER to emerge with greater resilience and a continuing determination to support those in our society who struggle to understand their rights, express their views and have their voices heard, and make things better for them. Our work is all the more important to our many service users, beneficiaries and their supporters and families given the extended period of disruption and change it has been necessary to confront.

We remember all those who have been affected by COVID-19 directly and indirectly, those who have lost loved ones and all who have suffered as a consequence of hardship, poor and deteriorating physical and mental health. We acknowledge and thank our people, our volunteers and our champions who have made so many sacrifices throughout the year to ensure our beneficiaries continued to be supported and represented.

I believe the role of charities as a catalyst for change and a force for good in society has been reinforced in the past year, both at home and internationally. POhWER is proud to be part of that momentum.

Without doubt, uncertainty, unpredictability and economic and financial volatility lie ahead. Along with the rest of our sector, we are experiencing changes and increases in demand as well as anxiety and alarm from commissioners experiencing their own financial pressures to reduce and contain delivery costs. In particular, the outcome of the Government's review of the Human Rights Act could create major social consequences and instability for many, including our beneficiaries and those whom we represent and support. POhWER will rise to this challenge, to be courageous in helping defend the rights of our beneficiaries and amplify their voice.

As part of this work, we intend to augment our campaigning and influencing efforts to change and uphold the laws that are important to enable our beneficiaries to live as equal people. The submission of strong and clear evidence-based qualitative and quantitative information and data to consultations and inquiries will be an essential part of our plan.

On behalf of the Board of Trustees, I want to gratefully and sincerely thank our staff, volunteers, supporters and partners, all of whom have contributed to our Charity's objectives and achievements over the past year and who have made personal sacrifices, repeatedly demonstrating generosity and unstinting commitment to make this possible. We will continue to invest in our people and recognise that our achievements and impact are possible only through their outstanding individual and collective efforts.

Finally, I want to thank our Trustees who, with passion, commitment to POhWER and good humour, have steadfastly supported me through a momentous year.

Antony Kildare
Chair of Board of Trustees

Welcome from the Chief Executive



We have been reminded this past year that POhWER's work remains significantly impactful and relevant in a year where human rights and entitlements have been tested, challenged and threatened. The advocacy, information and advice support that our staff, volunteers, trustees, partners and commissioners offer, delivers a 'level playing field' and social justice. Our Charity empowers people to have a voice, access information to make informed choices for themselves and offers a champion in their corner.

We continue to recognise that our role is paramount to supporting our beneficiaries to have their voices heard and rights upheld and safeguarding many vulnerable and marginalised people. As a Charity which does not have a typical beneficiary, we seek to widen entitlement for advocacy to as many people

as possible. We are changing and innovating in step with our beneficiaries offering new models of support this year.

I am very proud of what POhWER has achieved this past year – reaching 520,357 people who needed our support and faced extensive challenges in securing their rights and entitlements within public services and facing off to public authorities.

However, the fact remains that POhWER would not need to exist in a fair, free and equal world. The growth that we have experienced this past year is driven by the inequalities that exist and a sign that we don't live in a society where everyone is treated fairly or equally. The rising number of people accessing our support is due to the sheer scale of social inequality in the UK.

POhWER's aspiration is to create a level playing field and help our beneficiaries live as equal people. But we can only be part of the solution and we are seeing increased instances of people falling between the cracks which we think will increase if the Government replaces the Human Rights Act. The surge in demand for our services tells me human rights, entitlements and protections are not being respected in our everyday life.

For those who utilised our services – whether it was our national helpline, one-to-one advocacy services, community advocacy or self-advocacy digital resources we continue to fight for your dignity and equality through our independent role.

Thank you to everyone who was part of our POhWER story this past year.

Helen Moulinos
Chief Executive

Our Vision, Mission and Values

Our Vision

Upholding rights and tackling inequalities for those who need to have their voice heard.

Our Mission

To deliver high quality advocacy, information and advice services empowering people to have a voice and to make a real difference to their lives.

Our Values

Our values are our core principles, the qualities and beliefs that drive all of our work. We put people at the heart of everything we do in the way we work with our beneficiaries, partners and stakeholders and, equally importantly, with each other.

- **P**rofessional – We are committed to working in a confidential and person-centred way. Being professional, respectful, reliable, honest and independent.
- **E**mpowering – We will empower people to develop their skills and confidence, stand up for their rights and regain control. Thus creating a culture of enablement, not dependency.
- **O**pen, free and fair – We will deliver services that are free to use and accessible to all members of the community while encouraging and valuing differences and diversity and always working in a fair and open way.
- **P**ositive difference – We will ensure that our passion for our work results in a positive difference to people's lives and use the learning from our casework to have a positive impact on the delivery of services in the future.
- **L**ocal – We will engage with local communities in the areas that we serve, understanding their specific needs and determining the best way to meet these.
- **E**ngaging – We will meaningfully listen and engage with people and groups to ensure they are involved in the design, delivery and evaluation of our services, ensuring we are a pioneering client and needs led organisation.

What is Advocacy?

POhWER seeks to empower people through advocacy, information, advice and guidance, supporting them to have informed choice and an independent voice by understanding their rights and entitlements.

Advocacy seeks to give people the tools, help and support they need to allow them to be involved and make their own choices and decisions about their lives.

Our core advocacy services seek to empower people, not create dependency and are available to people who need a helping hand regardless of their lived experience or situation.

POhWER shapes its services around the needs of each individual, supporting them as a whole person not as a label, issue or problem statement.

How can POhWER staff or volunteers help you?

Our POhWER colleagues can help a person to:

- speak up for themselves or give their views
- understand the process they are going through, their rights and what choices are available to them
- be part of an important decision which is being made about them
- prepare for and take part in meetings and tribunals
- raise queries or concerns
- access information in the format which is most suitable
- access services that can support them
- advocates can also provide information and signpost people to other helpful services.

Types of advocacy

Statutory Advocacy

In certain circumstances a person has the legal right to an advocate including under the Care Act, Mental Capacity Act and Mental Health Act.

Care Act Advocacy

The Care Act says that local councils must involve people in decisions about their care and support needs. If it would be difficult for someone to be involved without support, the council must make sure they get the help they need. If the person doesn't have someone who can help them they have the right to have an independent Care Act Advocate.



NHS Complaints Advocacy

This is also called Independent Health Complaints Advocacy (IHCA). NHS Complaints Advocates help people to use the complaints process to raise a complaint about NHS funded treatment or care.



Independent Mental Capacity Advocacy (IMCA)

An IMCA is an advocate who has been specially trained to support people who are not able to make certain decisions for themselves (they lack the capacity) and do not have family or friends who are able to speak for them. IMCAs do not make decisions and they are independent of the people who do make the decisions.



Non-Statutory Advocacy

Non-statutory advocacy services help those who fall outside the eligibility criteria for statutory services.

Regulatory - Fitness to Practice Advocacy

Advocacy that can support people who are involved in complaints about the fitness to practice cases of a registered health or social care professional, overseen by the professions regulatory body.

Community Advocacy

Community Advocates can support people who find it difficult to put their views across or feel they aren't being listened to and help deal with an issue they are facing.



Deprivation of Liberty Safeguards (DoLS)/ Liberty Protection Safeguards (LPS)

If a person is deprived of their liberty under the Mental Capacity Act, an IMCA will be appointed to protect their human rights and make sure the deprivation is lawful, reasonable and in their best interests. The IMCA supports the person and collects information about them including their beliefs, values and previous behaviour in order to represent their wishes.



Relevant Person's Paid Representative Service (RPPR)

Everyone who is deprived of their liberty under the Mental Capacity Act must have a representative. This could be a family member or a friend, but if there is no one suitable it could be a Paid Representative also known as an RPPR. RPPRs are qualified advocates who have specialist knowledge of the Mental Capacity Act and Deprivation of Liberty Safeguards legislation.

Independent Mental Health Advocacy (IMHA)

An IMHA is an independent advocate who is trained in the Mental Health Act and supports people who are being treated under the Act to understand their rights and participate in decisions about their care and treatment. IMHAs can support people who are detained in hospital, and people living in the community who are receiving Supervised Community Treatment or are subject to Guardianship under the Act.



Children's and Young People's Advocacy including Child and Adolescent Mental Health Services (CAMHS)

CAMHS advocacy support is provided within both private and NHS hospitals across the country. Advocates provide drop-in services for the young people to access advocacy on a regular basis. Advocates support individuals to have their voice heard or work with groups of young people to raise issues they have identified.

Culturally Appropriate Advocacy

Advocates who ensure access to culturally appropriate IMHA and other forms of advocacy aiming to create an increased say and involvement in care and treatment during detention under the Mental Health Act for ethnic minority groups.



Citizen Advocacy

Citizen Advocates are trained volunteers. They provide one-to-one support to help people tackle the issues they are facing. Citizen Advocates may provide support in person, by telephone or by email and help people to access information, speak up and get their voice heard.

Peer Advocacy

Peer Advocates are volunteers with lived experience of using public authority services. They share their experience and provide practical support and encouragement. Peer Advocates are matched with someone who has similar needs and issues to support them to develop new skills and gain confidence.

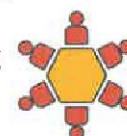


Self-Advocacy

Self-Advocacy is representing your own views and wishes and asking for what you need or want. It gives you the ability to make your voice heard and take part in important decisions which are being made about you including how and where you live.

Group Advocacy

Group Advocacy brings people with similar needs and issues together to support each other. These groups give people the opportunity to work together, share their experiences and raise joint concerns. Sometimes the group has a facilitator who supports the running of the group and sometimes these groups are self-supporting.



Instructed Advocacy

Instructed Advocacy is when a person is able to tell the advocate what their needs and wishes are and what support they need. They are able to ask the advocate for support and tell them what actions they would like to be taken on their behalf.

Non-Instructed Advocacy

When a person is unable to communicate their wishes and needs for reasons such as temporary unconsciousness, brain injury, dementia etc, an advocate will use techniques such as observing the person, speaking to people who know them well or care for them to build a profile of the person's needs and wishes and use this to make sure their best interests are represented.



Strategic Report

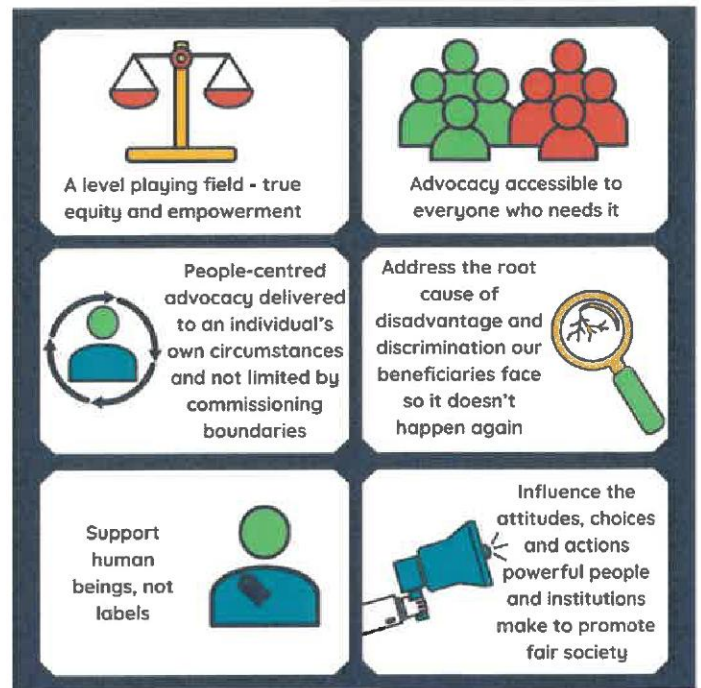
Strategic Direction 2020-2025

POhWER has been working to effect change in British society since 1996. Our strategy describes where we are heading to and how we will achieve our aims and objectives. For charities like POhWER who are driving rights-led change through advocacy, a strategy defines the long-term goals, influences, interventions, and factors involved in achieving them.

POhWER was established by a group of people who were fighting social injustice and challenges in their lives. POhWER still operates with these roots at the heart of everything it does; supporting marginalised, vulnerable and socially excluded people through its charitable work.

Our strategy is built upon six foundations or strategic themes we want to realise through POhWER's charitable work.

Our full strategy can be read here: <https://www.pohwer.net/strategy-2020-2025>



Areas of Focus

We continue to move further towards achieving our vision through six broad areas of focused activity included in our 5-year strategy:

- Deliver more to each client through greater expertise, efficiency, and digital development
- Grow income through mutually beneficial partnerships, fundraising and commercial enterprise
- Influence policy, public attitudes and legislation through campaigning, lobbying and influencing
- Grow client reach through new models of impact-led advocacy and geographical expansion
- Further embed co-production within the design and development of our services
- Strengthen culture, skills, finances, governance and infrastructure

During 2021-2022, we prioritised our strategic resources to deliver against three areas of activity which included growth, systemic change and awareness and operational strengthening.

Our growth and systemic change and awareness plans included investment focused on:

- Broadening our campaigning and influencing activity
- Piloting new innovative advocacy models
- Diversifying income and geographical expansion
- Re-designing our co-production and engagement models in line with our diverse beneficiary profiles
- Understanding unmet needs of our beneficiaries and the issues most important to them

Operational strengthening activity focused on strengthening our safeguarding skills, policies, procedures and relationships and restructuring our organisational structure. People and Culture focus included continuous improvement of our HR operation and the launch of our Equality Diversity & Inclusion Strategy and Plan.

Impact and Achievements

Through our planning, implementation focus and strategic investment, POhWER hopes to demonstrate improvement and impact over the remainder of the current strategy.

5-year Desired Outcome (before 2025)	2021-2022 Achievement
Beneficiary reach trebles to support people not supported by advocacy today	Supported 520,357 people who faced extensive challenges in securing their rights and entitlements within public services and provided in-person advocacy support to 148,203 people. Supported 372,154 people through our Help Hub information and support line.
Service users have an independent voice and are more empowered through POhWER's intervention Achieve >85% positive client quality outcomes every year	Feedback from our beneficiaries using our services has been broadly positive with 87% rating our services 5 out of 5. We conducted a review this year of our beneficiaries to understand their circumstances and lived experiences in more detail. This review has informed activity and new forums supporting our co-production. Through our local services we regularly canvas views on the suitability, quality and completeness of our services to ensure we continue to deliver value to the people we serve.
Embed structured co-production in service design and continuous development Aspirations and unmet needs are better understood and embedded in future service design and development	We continued to capture data to understand unmet needs of our beneficiaries, and for the first time this year we tracked and analysed these unmet needs to understand where our beneficiaries were 'falling between the cracks' of public services. We plan to study this analysis to co-produce new innovative pilots, non-statutory models of advocacy and information & advice to inform future service design. Increased frequency of the service user panel meetings and detailed design pathway for lived experience panels to be launched in 2022-2023.
British society becomes more inclusive and accepting and institutions value and understand the importance of equal treatment and access	We focused on awareness raising, relationship building, educational and informative public speaking, digital information content development including 5 new podcasts and 10 new informational videos and also launched new self-advocacy tools on our website to help influence the attitudes of the British public. We published our first Human Rights Attitudes & Opinions survey. Across the UK, we delivered Rights Strengthening Awareness Raising sessions in-person and digitally promoted education of the general public on equality, rights and entitlements in public services to promote self-advocacy.
The support and investment in our staff	Detailed under the 'People' section on pages 15 and 16.
To develop and implement six new models of non-statutory advocacy	These are listed on page 11 under Service Innovation..
Secure new diversified income through fundraising, corporate partnerships and civil society partnerships	Continued expansion of partnership working with 40+ civil society organisations; this is an increase on the prior year. Diversification of income through launch of digital fundraising channels.
Raise beneficiary reach and awareness of POhWER through face-to-face social media and digital information resources	We held peer advocacy groups to help people to share perspectives and empower them with information. Continued to restructure our digital offering and expanded our social media and information assets found on our website. Expanded our podcast series to include POhWER's 25th anniversary heritage celebration.

5-year Desired Outcome (before 2025)	2021-2022 Achievement
<p>Campaign for proposed changes to key legislation, influence public attitudes and develop our national parliamentary/policy making relationships</p> <p>Laws and human rights are upheld and new protections developed.</p>	<p>Our aim is to change laws and to uphold laws important to our beneficiaries enabling them to live as equal people through evidence led submissions to powerful people and institutions, ministerial engagement, external awareness raising and through telling the stories of our beneficiaries circumstances.</p> <p>During 2021-2022 we submitted nine written evidence submissions to Parliament, managed campaigns against the use of blanket DNARs, provided input into Mental Health Act Reform, Liberty Protection Safeguards and Human Rights Act Review.</p> <p>We raised awareness of the detrimental impacts of the proposed Bill of Rights, Voter ID and inequalities within healthcare and social care for marginalised groups. Our case work and research on break on applications of blanket DNACPRs and human rights breaches for over 800 cases was cited by several notable organisations.</p> <p>We supported long overdue reform of the Mental Health Act, informed proposals into social care, and contributed to impact reviews of COVID-19 pandemic.</p> <p>Our advocacy work continued to create precedent through case law in the Court of Protection.</p> <p>Through our public engagement we used our position within media channels and civil society to promote support for human rights in everyday British life, educate the general public on inequalities and unfair treatment for our beneficiaries.</p> <p>We deepened relationships with key policy-making units within the British Institute of Human Rights, Equality & Human Rights Commission and the Care Quality Commission. Our work was cited by several academic institutions, public authorities, regulators and rights organisations.</p>
<p>Champion local engagement and deliver social value within the communities we serve</p> <p>The support and investment in our staff is detailed under the 'People' section on page 15.</p>	<p>POhWER continues to strive to deliver social value in the areas in which we work, helping to build resilient communities. Among many other commitments this year we have:</p> <ul style="list-style-type: none"> • run community engagement and improvement programmes and groups • introduced a strategy and plan to reduce our carbon footprint • raised £684,372 through new funding to help us to expand our services to address unmet needs. <p>We launched the first phase of our grant fund in memory of Arthur Bate, to create a helpful intervention for new trustee support, campaigning, community advocacy and/or peer groups. We made three awards in our first grant phase to Disability Snowsport UK, Striving for Unity and Basingstoke and District Disability Forum.</p> <p>In Hertfordshire, we supported local people living in crisis with basic needs including food parcels, white goods and fuel vouchers through HertsHelp and HCNS partnerships. Our Shout About It events brought together local organisations working to improve lives and empower people living in Hertfordshire.</p> <p>In Birmingham, we supported Commonwealth Games accessibility planning and helped to fund local innovation projects via the Neighbourhood Network Grant Scheme.</p> <p>In Nottingham, we delivered women's self-advocacy workshops, COVID-19 pandemic check-ins and partnered with local charities to deliver information and awareness raising sessions.</p>

Our Services

This past year we saw a modest increase in new people seeking advocacy, information or advice support. Our existing clients required advocacy support for multiple cases often over a longer time frame which drove exponential demand for our services.

Data Measure	2020-2021	2021-2022	% Change
Number of new people supported by 1:1 advocacy support	64,312	66,875	3.99%
Number of existing people supported by 1:1 advocacy support	18,268	81,328	345.19%
Total number of people supported by 1:1 advocacy cases	82,580	148,203	79.5%



Information & Advice

The pandemic continued to create an increase in demand for our information & advice services managed by our Help Hubs.

Data Measure	2020-2021	2021-2022	% Change
Total number of contacts (phone calls, emails, video conferences)	340,619	372,154	9.3%



Digital Self-Advocacy

The expansion of our digital information resources available to the general public and investments in awareness building of human rights through public speaking and media grew our website reach.



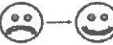






Data Measure	2020-2021	2021-2022	% Change
Number of webpage views	426,854	439,440	2.9%
Number of self-help and information resources downloaded from our website	35,072	35,594	1.5%



We routinely capture information about the outcomes that we help people achieve to ensure we are delivering benefits to the beneficiaries we serve. Our Impact Report can be found on our website:

<https://www.pohwer.net/our-impact>

During 2021-2022 POhWER supported the following:

Advocacy	148,203	total people supported		Information & Advice	372,154	calls, texts and emails handled by our Help Hubs	
	92,410	challenges and issues supported			8,618	people supported with basic needs including food parcels, utilities and white goods	
	66,875	new clients supported			44	information & advice staff	
	81,328	existing clients supported		Quality & Risk	87%	rated our services 5 out of 5	
	361	advocacy staff			1,149	safeguarding alerts raised	
	117	volunteers					

The most common reasons why people contacted POhWER vary by service. Complaints and attitude of staff were most common within NHS Complaints, while other Advocacy services focused predominantly on statutory cases and safeguarding with exception of community advocacy where many unmet needs arose.

Top five issues supported by service type

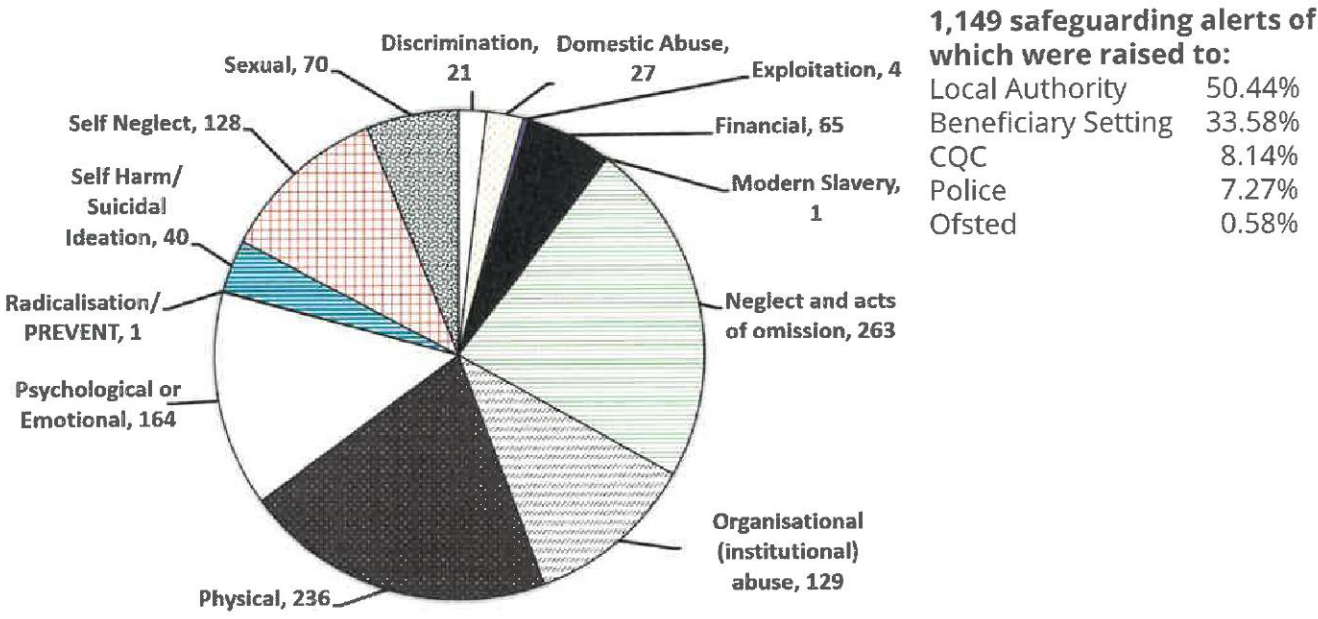


Service Innovation

We continued our service innovation through the launch of several new non-statutory advocacy pilots, projects and services:

Eating Disorder and Autism Spectrum Disorder Mental Health Discharge (ASD) Advocacy Service for Nottingham Healthcare NHS Foundation Trust	Community Equality & Diversity Lead for Gloucestershire County Council
Eating Disorder and Autism Spectrum Disorder Mental Health Discharge (ASD) Advocacy Service for Nottingham Healthcare NHS Foundation Trust	Mental Health Carers Advocacy for Gloucestershire County Council
Safeguarding Project for Nottinghamshire County Council	Expansion of Community Mental Health Project for Gloucestershire Health and Care NHS Foundation Trust
Household Support Fund for Birmingham City Council	Community Mental Health Consultation Leicester, Leicestershire and Rutland Clinical Commissioning Groups
Commonwealth Games Facilitator Programme Birmingham City Council	ASD Mental Health Community Discharge Project for NHS England Mersey Care Foundation Trust

Safeguarding our beneficiaries is paramount to protecting human rights and continued to be prominent in our work. We raised 1,149 alerts during 2021-2022 with the most significant issues relating to physical, psychological, emotional or institutional abuse cases.



Equality, Diversity and Inclusion

Our focus on Equality, Diversity and Inclusion this past year sought to understand the demographics and lived experiences of the beneficiaries we serve and our workforce. POHWER does not have a typical beneficiary and the diversity of the people who use our services to uphold rights and entitlements across public institutions reflects this. Our workforce mirrors this diversity.

As a charity, we are on a continuous journey and we aspire to be a leader of Equality, Diversity and Inclusion (EDI) practices within the charity sector by being known for going above and beyond the minimum baseline of equality laws in everything we do.

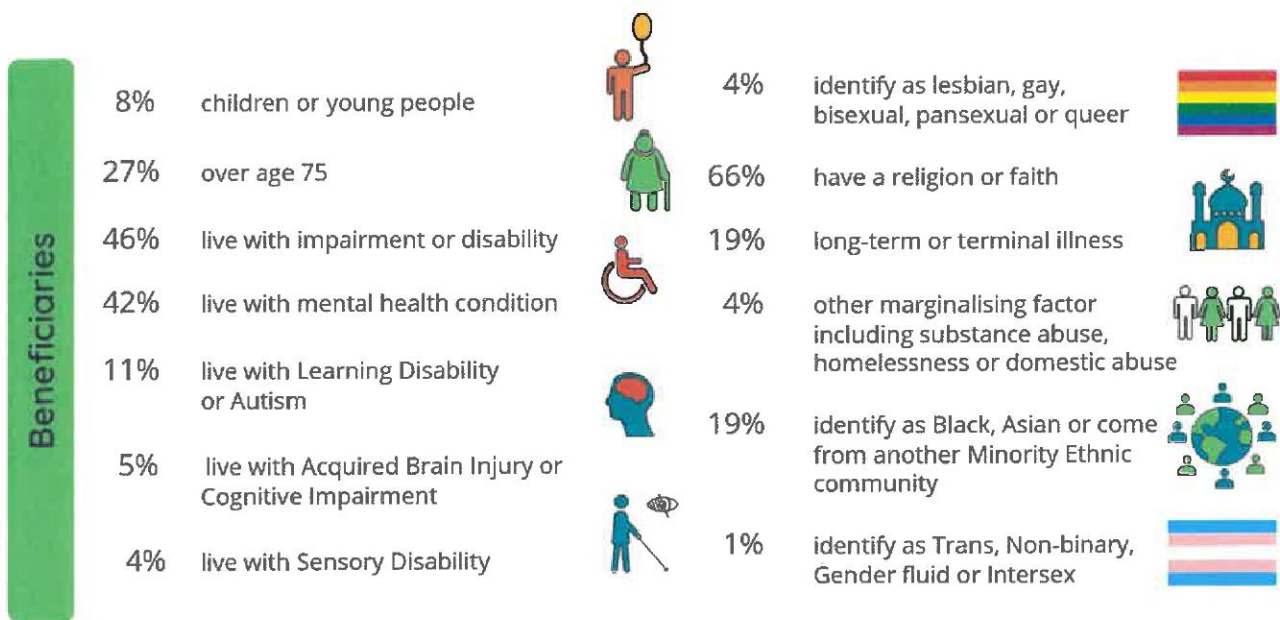
We believe everyone has a human right to be treated with respect and dignity.

Following on from a 2-year programme of actively engaging with our workforce and beneficiaries we have formally committed to an EDI strategy and plan which will further transform our organisation.

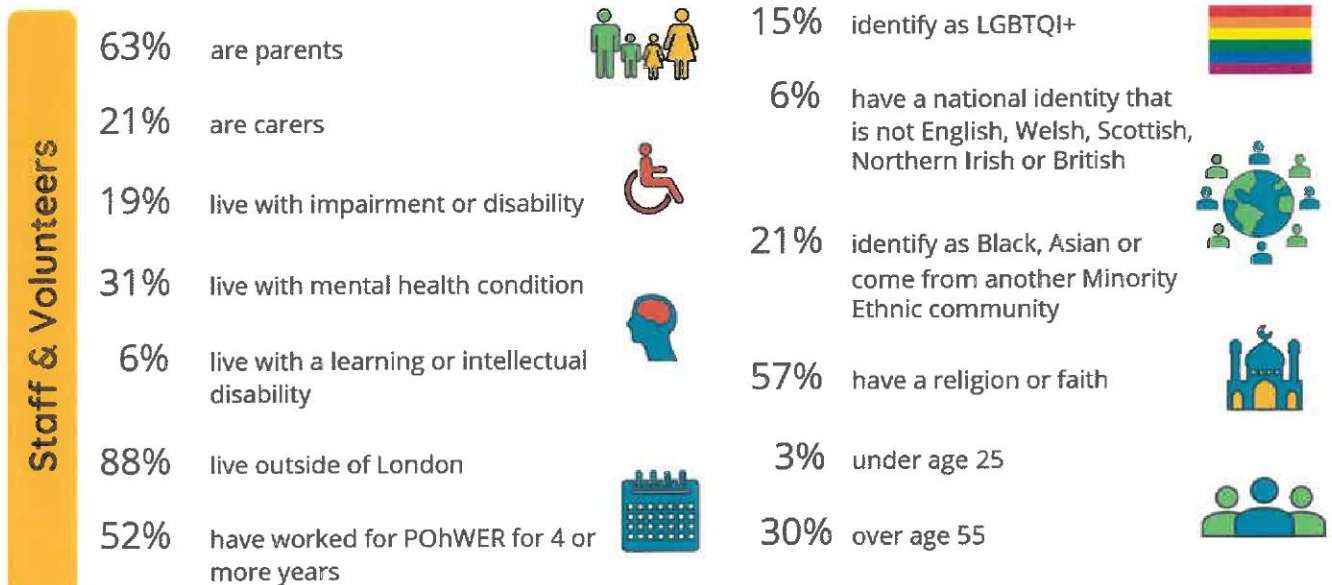
Our 2022-2025 EDI strategy and plan can be found on our website www.pohwer.net/edi



Diversity Profile of Beneficiaries 2021-2022

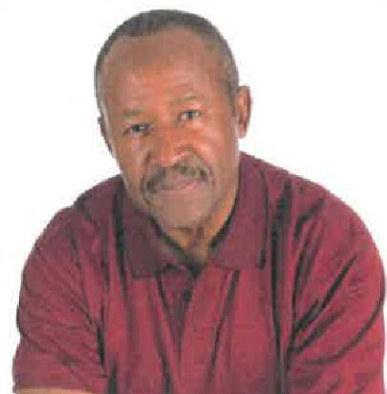


Diversity Profile of Staff and Volunteers 2021-2022



"Thank you for your support, you helped me to make sure I was receiving support from staff after being racially abused. It is more difficult for me to raise my voice when I have learning disabilities and mental health disabilities. Very pleased this service is available for us."

Otis



Governance, Structure and Management

Legal Status and Objects

POhWER is a charity registered with the Charity Commission in England and Wales under charity number 1061543 and registered in Scotland by the Office of the Scottish Charity Regulator under charity number SCO48858 and is also a company limited by guarantee.

Our organisation was established in 1996 and registered as a charity in 1997 and is governed by its Articles of Association which set out our objective to promote social inclusion for the public benefit by preventing people from becoming socially excluded, and relieving the needs of those people who are socially excluded. We do this by providing information, advice, support, empowerment and advocacy, and managing advocacy and user-involvement projects which help people to speak up and to be heard, as well as to secure their rights and entitlements.

Public Benefit

The Trustees have a duty to report on how POhWER's charitable object has been carried out for the public benefit and to follow guidance from the Charity Commission on the provision of Public Benefit requirement under the Charities Act 2011.

We demonstrate how we have met our principal objective in our Strategic Report and how POhWER has worked within its charitable objectives in 2021-2022. We set out further specific details in our Impact Report which demonstrates the impact of our work and which compliments this report.

Structure

The Trustee Board is responsible for the governance and strategic direction of the Charity, ensuring that the Charity upholds its values and core principles and delivers its key objectives. The Trustees of the Charity are also the Directors of the company for the purpose of company law, and any reference to Trustees is therefore also to Directors.

Trustees are appointed through a transparent and rigorous recruitment and selection process and are elected by the Members at our AGM.

Newly appointed Trustees are provided with a comprehensive induction programme which is tailored to their area of expertise and includes meeting the Executive team. All relevant documents to their role are provided to them including a comprehensive Trustee Handbook. A Trustee SharePoint site is regularly updated and all Trustees have private access to the site.

Trustees deploy a wide range of skills, knowledge and experience essential to good governance. The range of expertise held by our Trustees is regularly reviewed to determine that the experience meets POhWER's requirements. A skills audit is carried out annually and informs the skills required during any recruitment drive.

Operational management is delegated by the Trustees to the Chief Executive who is accountable to the Trustee Board. The Chief Executive and the Executive team normally attend Board and Committee meetings.

The Trustees, Chief Executive and Executive team are expected to behave with the utmost integrity and professionalism at all times and to adhere to POhWER's Code of Conduct and the Nolan Committee's Seven Principles of Public Life.

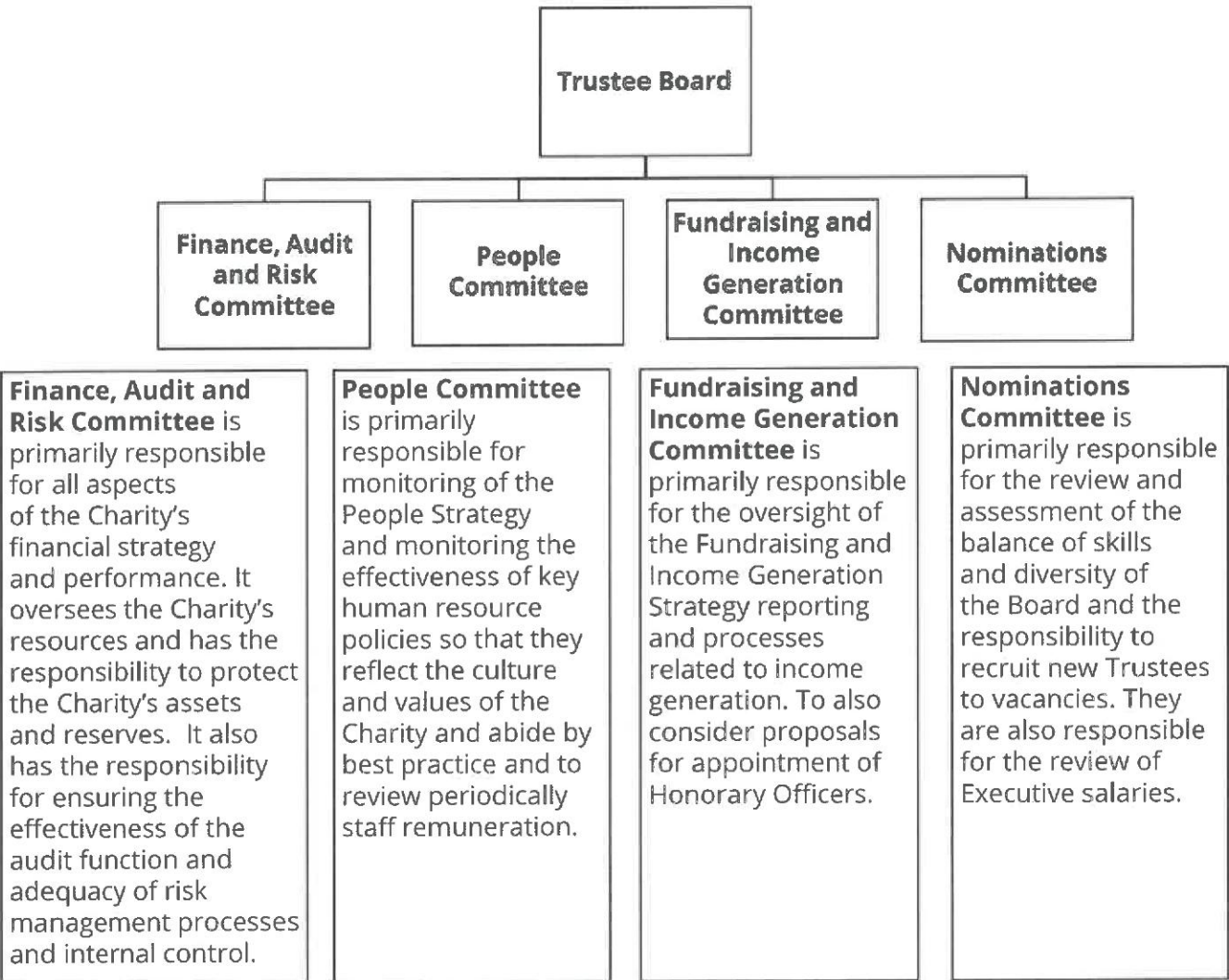
All Trustees of POhWER give their time voluntarily and receive no reward or benefit from POhWER.

The Trustee Board meets a minimum of four times each year and in addition there is a Board Away Day which allows Trustees to focus, along with the Executive team, on key strategic issues.

Trustees who served during the year are listed on page 40 together with information about their membership of Board Committees.

Delegation and Committees

The Board maintains a Scheme of Delegation and matters reserved for Board Committees are clearly defined in their Terms of Reference. The Committees report directly to the Board.



People

In 2021, we restructured our People Directorate and appointed a People Director as part of our commitment to the Charity.

Our People Strategy, launched in 2020, had eight strategic themes and during 2021-2022 we continued to strengthen our commitment to them.

All policies and procedures were reviewed and updated in 2021 and a number of different surveys were conducted with our colleagues throughout the year to gain a better understanding of the charity culture and the diversity of our colleagues.

In July 2021 we appointed a fixed term EDI Manager to bring a focus to our commitment of creating a level playing field. The EDI Manager worked with the People Director and CEO to create and implement an EDI strategy and

working plan that spans the next four years. We also supported a number of new staff groups which include a new LGBTQI+ group and Neuro Diversity group. They join our Anti-racism and UNIFY group, to ensure that all colleagues have safe spaces to discuss and raise concerns with peers that have similar lived experiences.

As restrictions following the pandemic were lifted we continued to adapt to a new way of working, with a majority of colleagues adopting a hybrid working pattern that will continue to be reviewed throughout 2022.



Wellbeing continues to feature high in our priorities and this has been supported with the introduction of a health and well-being package for all colleagues. We have also invested in training Mental Health First Aiders to ensure that our people have a number of avenues to explore to support positive mental health.

In early 2022 we started a comprehensive management training programme. This has been very well received, even with experienced managers seeking a recap of knowledge and ensuring that continuous professional development is embraced.

We developed five Kickstart placements to help 16-24 year olds into work.

As an encouragement to colleagues to become engaged with their local communities, we introduced an extra days leave for staff to enable them to volunteer in their local community and also introduced a paid day's leave to support a charity of the colleague's choosing.

Remuneration

During 2021, as part of our strategic commitment to create a level playing field for all, POhWER undertook an extensive Pay and Benefits review using creditable market data to benchmark all roles within the Charity.

This extensive data allowed us to create specific job families and set pay spine points associated with each role.

Our pay also continues to be underpinned by the Living Wage Foundation.

The Board of Trustees made a commitment to work with the Executive team to review remuneration on an annual basis, based on financial performance and stability of the Charity at that time, and conduct external benchmarking every three years, to ensure we continue to set salaries in line with the sector. The next benchmarking will take place in 2023.

Fundraising and Income Generation

POhWER has been working to identify new sources of funding and to diversify income. We continue to expand into new areas of fundraising and voluntary donations through the website,

individual fundraising activity and partnerships. In 2021-2022 we established multiple partnerships which has enhanced our fundraising capacity significantly through a variety of platforms. This has included efforts in legacy giving, events and challenges, seasonal campaigns and patron support.

During 2022-2023, we will further explore and employ fundraising opportunities in payroll giving, micro donations, streaming events and corporate giving. This will expand our core supporter base, gain new audiences and make donor support more accessible to everyone.

We implemented a robust external engagement policy which clarifies how we engage with audiences, such as fundraisers and donors, in an appropriate, respectful and effective manner.

We have also interacted more frequently with our network of dedicated and committed supporters, through email and social media, to strengthen relationships and showcase our impact on our beneficiaries. This has been effective as evidenced by an increase in fundraising through legacy giving and direct donations.

During the financial year we did not work with any fundraising agencies or commercial participators. No complaints were received in respect of our fundraising activity.

POhWER is grateful to our commissioners for their contract funding of our services and to all the other individuals and organisations who have donated or fundraised. We value renewed support from those who fund us already and continue to identify new income so that we can respond to the growing numbers who need our help.

POhWER is registered with the Fundraising Regulator and is committed to responsible and ethical fundraising practices. POhWER complies with the Code of Fundraising Practice and the Fundraising Promise.

GDPR

We are committed to maintaining the trust and confidence of the people we support, those we work with, those who support us and those we come into contact with in other ways. We do this in line with POhWER's values and with the law.

Risk Management

The Trustees have a responsibility for ensuring that the Charity maintains a comprehensive risk management system and that appropriate actions are taken to manage and mitigate risks. The Finance, Audit and Risk Committee monitors and reviews these reports and reports to the Board on their effectiveness.

The principal risks identified through their likelihood and impact on the Charity are:

Risk	Examples of mitigating actions
A safeguarding failure results in harm to a beneficiary or staff member	<ul style="list-style-type: none"> Continue to develop and embed best practice throughout the Charity Specialist Safeguarding Resource in place Safeguarding training, reinforcement and education for all staff, volunteers and Trustees Safer recruitment implemented Review and refresh safeguarding monitoring systems regularly Refreshed reporting and escalation procedure in place
Covid-19 adversely affects commissioners funding at current levels or to renew contracts at viable levels	<ul style="list-style-type: none"> Tight cost control mechanisms in place Rigorous retention and tender scoping process in place Diversification of funding
The UK government removes the challenge and independent scrutiny right in the Human Rights Act or replaces the Human Rights Act.	<ul style="list-style-type: none"> Campaigning and influencing in the public domain through digital, media and social media outlets Sharing evidence with public bodies such as Parliament, CQC and EHRC Responding to Government's consultation paper, including evidence of impact of advocacy in upholding Human Rights Engage beneficiaries and general public awareness raising and impacts of losing rights and entitlements
Unable to translate strategic intent into operational reality	<ul style="list-style-type: none"> Ensure business plans and budget are robust Close monitoring of Strategy 2020-2025 Implementation Plan Continue to strive to improve efficiency and effectiveness of all of the Charity's teams and services

Financial Review

Despite the prolonged disrupting effects of the Covid-19 pandemic during the financial period, POhWER are able to report another year of growth and increased financial stability.

Total income for 2021-22 increased by 2% to £15,934,026 (2020-21: £15,624,829). POhWER have continued to pursue a strategy of bidding for financially viable contracts with public and private institutions while also working to diversify income streams by inviting grants, private donations and developing emerging advocacy models.

Costs for the period were contained against a backdrop of a competitive recruitment market

and suppressed travel costs compared to pre-pandemic levels. The overall effects were an increase in surplus to £1,618,650 (2020-21: £1,065,176).

In accordance with the surplus reported, cash balances held including on short-notice deposit accounts totalled £3,568,242 (2020-21: £2,324,212). POhWER operates with disciplined debtor and supplier management to ensure that working capital is tightly controlled.

Reserves Policy and Going Concern

At 31 March 2022, POhWER held total reserves of £4,074,465 (2020/21 £2,455,815). Of this amount, £3,729,109 represents the Charity's free reserves (2020/21 £2,214,826). Free reserves are the

unrestricted reserves of the Charity that are not designated by the Trustees or that represent the value of fixed assets used by the Charity.

In February 2022 the Trustees reviewed the Charity's reserves policy and amended it in line with the Charity's latest circumstances, giving regard to regulatory guidance. Reserves are held, in summary, to provide working capital, ensure continuation of services and/or to ensure that the Charity can wind down in an orderly fashion and/or retain an essential administrative function in case of a crisis. The current reserves policy is to hold free reserves representing between 1.5 and 4 months of operating expenditure.

At the reporting date, the Charity held reserves totalling £4,074,465 of which £3,729,109 were free from restriction and were not designated for specific purposes (2020/21: £2,455,815 total, of which £2,214,826 were free). Free reserves represent 3.1 months of operating expenditure

(2020/21: 1.8 months) so the Trustees are satisfied that free reserves are within the confines of the policy.

Our position post-year end is that we are able to meet all of our financial commitments on time and POhWER remains a going concern. The Charity has a strong record of both winning and retaining contracts, against a backdrop of a strengthening financial position. The Trustees have made this assessment in respect to a period one year from the date of approval of these accounts.

"At a time of need I was listened to, treated with respect and promptly offered appropriate support. I found POhWER to be highly professional, knowledgeable and reliable."

Suzanne



"I can only express my gratitude to POhWER for their dedication and diligence, which without, me and my families' voices would be quelled."

Emree



Statement of Trustee Responsibilities

The Charity trustees (who are also the directors of POhWER for the purposes of company law) are responsible for preparing the annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the 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);
- 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 Charity will continue in business.

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

Each of the trustees confirms that:

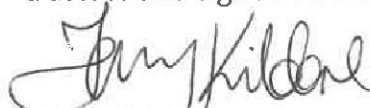
- so far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware;
- the Trustee has taken all steps that he or she ought to have taken, as a trustee, in order to be aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s148 of the Companies Act 2006.

The trustees had no beneficial interests in, or contracts with, the charitable company during the year. Trustees may reclaim the expenses incurred in fulfilling their duties as trustees, and these are disclosed in notes 7 and 18 of the financial statements. All the trustees are required to be Members of the charitable company, but this entitles them only to voting rights. The trustees have no beneficial interest in the charitable company.

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 Trustees' Annual Report, incorporating the Strategic Report, was approved by the board of trustees and signed on their behalf by:



Antony Kildare
Chair of Board of Trustees

7 July 2022

Independent Auditor's Report to the Members of POhWER

Opinion

We have audited the financial statements of POhWER for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' 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 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. The other information comprises the information included in the Trustees' Annual Report and the Welcome from our Chair and Chief Executive. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' 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' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

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

- adequate accounting records have not been kept by the charitable company; or
- the charitable company 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 for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 19, 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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to company law in England and Wales, and charity law in England and Wales and in Scotland, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts

(Scotland) Regulations 2006 and payroll taxes. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to management override of controls. Audit procedures performed by the engagement team included:

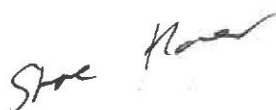
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and 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, for our audit work, for this report, or for the opinions we have formed.



Steven Harper (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP,
Statutory Auditors
10 Queen Street Place
London EC4R 1AG

Date: 22 August 2022

Financial Statements

Statement of financial activities

For the year ended 31 March 2022

(Including an Income & Expenditure Account)

	Note	Restricted 2022 £	Unrestricted 2022 £	Total 2022 £	Restricted 2021 £	Unrestricted 2021 £	Total 2021 £
Income from:							
Donations & Legacies	2	1,336	21,239	22,575	-	35,663	35,663
Charitable Activities:							
- Contract Income	3	-	15,190,016	15,190,016	-	14,945,770	14,945,770
- Grants	3	703,126	-	703,126	562,829	-	562,829
Investment Income	4	-	2,100	2,100	-	761	761
Other Sources	5	-	16,209	16,209	-	79,806	79,806
Total income		704,462	15,229,564	15,934,026	562,829	15,062,000	15,624,829

Expenditure on:							
Cost of raising funds		-	(84,824)	(84,824)	-	(7,319)	(7,319)
Charitable Activities:	6						
-Statutory services		-	(10,142,934)	(10,142,934)	-	(9,790,267)	(9,790,267)
-Non Statutory Services		(657,007)	(2,024,213)	(2,681,220)	(577,620)	(2,421,492)	(2,999,112)
-Secure services		-	(1,406,398)	(1,406,398)	-	(1,758,182)	(1,758,182)
-Other services		-	-	-	-	(4,773)	(4,773)
Subtotal – Charitable Act		(657,007)	(13,573,545)	(14,230,552)	(577,620)	(13,974,714)	(14,552,334)
Total expenditure		(657,007)	(13,658,369)	(14,315,376)	(577,620)	(13,982,033)	(14,559,653)

		Restricted 2022 £	Unrestricted 2022 £	Total 2022 £	Restricted 2021 £	Unrestricted 2021 £	Total 2021 £
Net income/(expense)	7	47,455	1,571,195	1,618,650	(14,791)	1,079,967	1,065,176
Transfers between funds		(1,388)	1,388	-	-	-	-
Net movement between funds		46,067	1,572,583	1,618,650	(14,791)	1,079,967	1,065,176
Reconciliation of Funds							
Total funds brought forward		12,384	2,443,431	2,455,815	27,175	1,363,464	1,390,639
Total funds carried forward	15	58,451	4,016,014	4,074,465	12,384	2,443,431	2,455,815

All of the above results are derived from continuing activities. All recognised gains and losses are included in the above statement of financial activities.

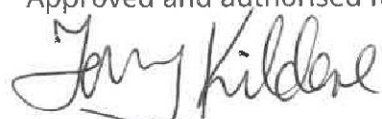
The notes on pages 27 - 39 form part of these financial statements.

Balance Sheet

For the year ended 31 March 2022

	Note	Total 2022 £	Total 2021 £
Fixed assets			
Intangible fixed assets	10	1,605	4,815
Tangible fixed assets	11	236,304	165,094
		<u>237,909</u>	<u>169,909</u>
Current assets			
Debtors	12	1,554,898	1,693,160
Cash at bank and in hand		3,568,242	2,324,212
		<u>5,123,140</u>	<u>4,017,372</u>
Current liabilities			
Creditors: amounts due within one year	13	(1,286,584)	(1,731,466)
		<u>3,836,556</u>	<u>2,285,906</u>
Net current assets			
Total assets less current liabilities		<u>4,074,465</u>	<u>2,455,815</u>
Net assets		4,074,465	2,455,815
Restricted funds		58,451	12,384
Unrestricted funds			
Designated funds	15	48,996	58,696
Fixed asset funds	15	237,909	169,909
General funds	15	3,729,109	2,214,826
Total funds		4,074,465	2,455,815

Approved and authorised for issue by the Trustees and signed on their behalf by:



Antony Kildare
Chair of Board of Trustees

7 July 2022

The notes on pages 27 - 39 form part of these financial statements.

Statement of cash flows

For the year ended 31 March 2022

	Total 2022 £	Total 2021 £
Cash flow from operating activities A		
Net cash provided by/(used in) operating activities	1,421,901	1,870,684
Cash flows from investing activities		
Purchase of tangible and intangible fixed assets	(177,871)	(123,985)
Change in cash and cash equivalents in the year	1,244,030	1,746,699
Cash and cash equivalents at 1 April 2021	2,324,212	577,513
Cash and cash equivalents at 31 March 2022 B	3,568,242	2,324,212

Notes to the statement of cash flows

For the year ended 31 March 2022

A. Reconciliation of net income (expenditure) to net cash provided by operating activities	2022 £	2021 £
Net income (expenditure) (as per the statement of financial activities)	1,618,650	1,065,176
Adjustments for:		
Depreciation charge	106,150	74,957
Amortisation charge	3,210	18,419
Loss on disposal of assets	511	-
(Increase) decrease in debtors	138,262	300,546
Increase (decrease) in creditors	(444,882)	411,586
Net cash provided by/(used in) operating activities	1,421,901	1,870,684

B. Analysis of cash and cash equivalents

Cash in hand	535	436
Cash at bank	807,367	212,407
Cash on instant access deposit accounts	1,756,616	2,055,540
Cash in notice accounts	1,000,000	-
Cash held in supplier client accounts	3,724	55,829
Total cash and cash equivalents	3,568,242	2,324,212

B. Analysis of movement in net funds

	2021 £	Movement £	2022 £
Cash in hand	436	99	535
Cash at bank	212,407	594,960	807,367
Cash on instant access deposit accounts	2,055,540	(298,924)	1,756,616
Cash in notice accounts	-	1,000,000	1,000,000
Cash held in supplier client accounts	55,829	(52,105)	3,724
Total cash and cash equivalents	2,324,212	1,244,030	3,568,242

The notes on pages 27 - 39 form part of these financial statements.

Notes to the Financial Statements

For the year ended 31 March 2022

1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of Preparation

The financial statements have been prepared for the year to 31 March 2022 with comparative information provided in respect of the year to 31 March 2021. They are presented in sterling and rounded to the nearest whole pound.

The financial statements have been prepared under the historical cost convention with items initially recognised at cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

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 Standards applicable in the UK and Republic of Ireland (FRS 102) ('Charities SORP FRS 102') (Second Edition, effective 1 January 2019) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

Entity Status

POhWER is a company limited by guarantee registered in England Wales (company number 03323040). It is a registered charity, registered with the Charity Commission for England and Wales (registered charity number 1061543), and the Office of the Scottish Charity Regulator (registered charity number SC048858). Its registered address is Hertlands House, Primett Road, Stevenage, Hertfordshire, SG1 3EE.

Critical accounting estimates and areas of judgement

Preparation of the accounts requires the trustees and management to make significant judgements and estimates.

The items in the accounts where these

judgements and estimates have been made include:

- the useful economic lives attributed to tangible and intangible fixed assets to determine the appropriate depreciation and amortisation charges;
- the basis on which support cost have been allocated across expenditure headings;
- the estimated value of accrued income and work in progress; and
- the recoverability of trade debtors.

Assessment of going concern

The charity recorded a surplus of £1,618,650 in the year, and a net cash inflow of £1,244,030. At the balance sheet date, the charity held cash balances of £3,568,242 and free reserves of £3,729,109.

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these accounts. The trustees have made this assessment in respect to a period of one year from the date of approval of these accounts, taking into account the expected commercial effects of the ongoing COVID-19 pandemic.

The trustees of the charity have concluded that there are no material uncertainties relating to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the accounts are detailed on the previous section. In the context of budgets and forecasts used to assess going concern, there is an additional judgement which is the success rate of winning and retaining advocacy contracts. This is typical of charities such as POhWER operating in the advocacy sector and as a larger charity there is a less dependency on a small number of contracts. With regard to the year from the approval of these accounts, the most significant risk relates to managing the charity's working capital. The charity manages this risk through the interrogation and negotiation of client payment terms offered, proactive credit control, daily cash monitoring and forecasting and an arranged overdraft facility for contingency use. Forecasts have been prepared to March 2022 and accordingly the trustees are satisfied that there will be sufficient cash flows to support the charity's operations for a minimum period of one year from the date of the accounts.

Income

All types of income are recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably, and it is probable that the income will be received. Income comprises contract income receivable for the delivery of charitable activities, supplemented by voluntary donations, investment and other miscellaneous income.

Income from voluntary donations comprises donations, legacies and gifts which are recognised in the statement of financial activities when received. Gift Aid is recognised and claimed where the eligibility criteria are met. 'In kind' donations are measured at the lower of arms-length valuation or value to the charity should the goods or services have been procured at market rates.

Contract income arises from the provision of advocacy services according to the terms of contracts and service level agreements with contract commissioners which comprise local authorities and other organisations. Contract income is recognised in the statement of financial activities over the period for which advocacy services are provided. Where contract income is subject to service level agreements and subject to the quantity of services provided, it is recognised to the extent that chargeable services have been provided.

Investment income is recognised where the charity has entitlement and the amount can be reliably measured.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. All expenditure is stated inclusive of irrecoverable VAT.

Expenditure comprises direct costs, support costs and fundraising costs. All direct costs and support costs are allocated or apportioned to the main categories of charitable activity, these are non-statutory advocacy, statutory advocacy, secure and complex services, and other. Costs of raising funds are shown on the Statement of Financial Activities.

Support costs are those costs that, whilst necessary to enable the charity to deliver

charitable services, do not themselves produce charitable outputs. These support costs include management and administration, human resources, business development, finance and IT.

Direct costs are allocated to the particular activity to which the cost relates. Support costs are apportioned on the basis of income for each category of charitable activity.

Governance costs are the costs associated with the constitutional and statutory requirements of the charitable company. Such costs include external audit, preparation of statutory accounts, trustees' meetings, including specialist access and support costs to enable our volunteer trustees from our service users/members groups to participate and any costs associated with risk management and compliance.

Volunteers

POhWER deeply values the contribution from all those who volunteer their time, commitment and expertise for POhWER. The number of volunteers is rising and includes current and former service users who use their experience and skills to help others (see 'Making a difference' for examples). Volunteer roles range from the provision of advocacy services to administrative support services, and their contribution enables POhWER to increase the number of clients reached.

In accordance with the guidance in the Charities SORP FRS 102, the value of volunteers is not included in the statement of financial activities.

Taxation

The charitable company is a registered charity and is exempt from the taxation of income falling within chapter 3 part 11 of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that this income is used to achieve its charitable objectives. No charge to taxation for the year has arisen as a result of the activities of the charity.

Value Added Tax is not recoverable by the charitable company and is included within the relevant costs in the statement of financial activities.

Operating Leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities in equal annual amounts over the lease term.

Defined Contribution Pension Schemes

The defined contribution pension scheme costs charged in the statement of financial activities represent the employer's pension contributions payable by the charitable company during the financial year.

Intangible Fixed Assets

Intangible fixed assets represent the cost of developing bespoke advocacy case management software. Intangible assets costing more than £1,000 are capitalised. The cost of intangible assets includes incidental acquisition costs. Intangible fixed assets are stated at cost less accumulated amortisation. Amortisation is provided at rates calculated to write down the cost or valuation of each intangible fixed asset, once brought into use, on a straight-line basis to its estimated residual value over its expected useful life. The amortisation rate is as follows:

Bespoke software 25.00%

Intangible fixed assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Tangible Fixed Assets

Tangible fixed assets costing more than £1,000 are capitalised. The cost of tangible assets includes incidental acquisition costs. Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write down the cost or valuation of each tangible fixed asset, once brought into use, on a straight-line basis to its estimated residual value over its expected useful life. The depreciation rates are as follows:-

Office Equipment:	33.33%
Fixtures and Fittings:	20.00%
Computer Equipment:	33.33%

Tangible fixed assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. Debtors are discounted to the present value of the future cash receipt where such discounting is material.

Work in Progress

Where income is earned at the end of a referral, the value of work in progress is estimated based on the number of open cases at the year end and the average extent of completeness. Work in progress is included in the accounts only to the extent that the value is material, and judged to be recoverable

Cash at Bank and in Hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or available on notice accounts of no more than 95 days.

Creditors and Provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Financial Instruments

Financial instruments are classed as basic, including debtors and creditors. If arrangement with the debtor or creditor constitutes a financing transaction, it is measured at the net present value of future payments, discounted at market rates to the extent where such discounting is material.

Fund Accounting

Unrestricted funds comprise accumulated surpluses and deficits on the general fund which are available for use in furtherance of the objectives of the Charity and which have not been restricted by the donor or designated by the Trustees for a specific purpose.

Designated funds are funds transferred from unrestricted funds that the trustees have set aside for a specific purpose.

Restricted funds are those where income has been received from a donor who places specific restrictions on how the funds must be spent. Restricted funds are only expendable in relation to the purposes set out by the donor.

2. Income from Donations

	2022 Restricted £	2022 Unrestricted £	2022 Total £	2021 Unrestricted £
Donations and gifts	1,336	9,196	10,532	12,230
Legacies	-	-	-	500
Donations in kind	-	12,043	12,043	22,933
Total	1,336	21,239	22,575	35,663

2021: All income from donations was unrestricted

3. Income from Charitable Activities

	2022 Restricted £	2022 Unrestricted £	2022 Total £	2021 Total £
Statutory Services	-	10,682,159	10,682,159	10,708,954
Non Statutory Services	703,126	2,611,923	3,315,049	2,853,127
Secure & Complex Services	-	1,895,934	1,895,934	1,923,823
Other	-	-	-	22,695
Total	703,126	15,190,016	15,893,142	15,580,599

2021: Restricted income from non-statutory services was £562,829. All other income was unrestricted

4. Investment Income

	2022 Unrestricted £	2021 Unrestricted £
Bank Interest Receivable	2,100	761

5. Income from Other Sources

	2022 Unrestricted £	2021 Unrestricted £
Other fees & recharged services	11,607	25,129
CJRS grants	4,602	54,677
Total	16,209	79,806

6. Expenditure on Charitable Activities

Current year:	2022 Statutory services £	2022 Non Statutory services £	2022 Secure services £	2022 Other services £	2022 Total £
Direct operating costs	9,158,300	2,375,653	1,231,639	-	12,765,592
Support costs					
Management and Administration	294,805	91,488	52,324	-	438,617
Human Resources	250,808	77,835	44,515	-	373,158
Business Development	178,282	55,327	31,643	-	265,252
Finance	163,755	50,819	29,064	-	243,638
IT	62,159	19,291	11,032	-	92,482
Governance	34,825	10,807	6,181	-	51,813
	984,634	305,567	174,759	-	1,464,960
Total Costs	10,142,934	2,681,220	1,406,398	-	14,230,552
Prior Year Comparison:	2021 Statutory services £	2021 Non Statutory services £	2021 Secure services £	2021 Other services £	2021 Total £
Direct operating costs	8,878,757	2,756,264	1,594,432	2,842	13,232,295
Support costs					
Management and Administration	304,105	81,020	54,632	644	440,401
Human Resources	192,132	51,189	34,516	406	278,243
Business Development	158,267	42,166	28,432	336	229,201
Finance	158,556	42,243	28,484	337	229,620
IT	66,656	17,759	11,974	141	96,530
Governance	31,794	8,471	5,712	67	46,044
	911,510	242,848	163,750	1,931	1,320,039
Total Costs	9,790,267	2,999,112	1,758,182	4,773	14,552,334

7. Net Income / (Expenditure) for the Year

Net income / (expenditure) is stated after charging:

	2022 £	2021 £
Depreciation and amortisation	109,361	93,376
Operating lease rentals	125,570	126,728
<i>Auditor's remuneration</i>		
- Audit provision for current year	22,530	22,260
Trustees' remuneration	-	-
Trustees' reimbursed expenses	312	1,702

8. Staff Costs and Remuneration of Key Management Personnel

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	9,392,015	9,316,907
Redundancy payments (including payments in lieu of notice)	10,455	39,554
Social security costs	790,242	771,828
Pension contributions	251,994	253,766
Total Staff Costs	10,444,706	10,382,055

The number of employees whose emoluments exceeded £60,000 was as follows:

	2022 Number	2021 Number
£60,000 to £70,000	4	2
£80,000 to £90,000	1	1

The company made contributions to the pension plans of 5 employees whose emoluments exceeded £60,000 in 2021/22 of £9,094 (2020/21 £6,405, 3 employees).

The key management personnel of the Charity comprise the Trustees and the Executive team.

None of the Trustees receive any remuneration in connection with their services to the Charity (2020/21: £nil). The total remuneration including employer's pension contributions of the Executive team for the year was £365,110 (2020/21: £305,118).

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

	2022 Number	2021 Number
Charitable activities	407	381
Management, support services and administration	25	22
Total	432	403

In accordance with the relevant accounting standards, employee numbers are counted irrespective of hours worked. POhWER benefits from the services of part time employees, and the headcount expressed in full time equivalents would be 346 for charitable activities (2020/21: 323) and 23 in management, support services and administration (2020/21: 21).

9. Defined Contribution Pension Schemes

The charitable company opened a defined contribution pension scheme provided by the NOW: Pensions Trust effective from the staging date of 1 April 2016, we subsequently moved to The Peoples Pension on 1 April 2019, both schemes satisfy the requirements of automatic enrolment pension legislation. The charitable company pays employer's contributions of 3% of pensionable salary into this defined contribution pension scheme provided that an employee pays employee contributions of at least 5% of pensionable salary. The charitable company pays employer's contributions exceeding 3% in a limited number of cases in order to comply with contractual obligations. At the year end, amounts of £57,085 were due to the pension scheme provider (2020/21: £55,682).

10. Intangible Fixed Assets

	Bespoke Software £
Cost or valuation	
At the start of the year	202,273
Additions in the year	-
Disposals in the year	40,196
At the end of the year	162,077
Depreciation	
At the start of the year	(197,458)
Charge for the year	(3,210)
Disposals in the year	(40,196)
At the end of the year	(160,472)
Net book value	
At the end of the year	1,605
At the start of the year	4,815

11. Tangible Fixed Assets

	Office Equipment £	Fixtures and Fittings £	Computer Equipment £	Total £
Cost or valuation				
At the start of the year	77,886	25,062	503,751	606,699
Additions in the year	-	-	177,871	177,871
Disposals in the year	-	-	(191,000)	(191,000)
At the end of the year	77,886	25,062	490,622	593,570
Depreciation				
At the start of the year	(64,964)	(20,267)	(356,374)	(441,605)
Charge for the year	(5,538)	(1,129)	(99,484)	(106,151)
Disposals in the year	-	-	190,490	190,490
At the end of the year	(70,502)	(21,396)	(265,368)	(357,266)
Net book value				
At the end of the year	7,384	3,666	225,254	236,304
At the start of the year	12,922	4,795	147,377	165,094

12. Debtors

	2022 £	2021 £
Trade debtors	1,300,640	1,496,778
Accrued income	70,954	74,313
Prepayments	165,270	96,923
Other debtors	18,034	25,146
Total Debtors	1,554,898	1,693,160

13. Creditors: Amounts Due Within One Year

	2022 £	2021 £
Trade creditors	228,171	259,767
Taxation and social security	196,865	189,835
Accrued expenses	229,731	191,502
Other creditors	58,637	62,276
Deferred income	573,180	1,028,086
Total Creditors	1,286,584	1,731,466

Income received in advance of the provision of services is deferred. Deferred income recognised during the year is as follows:

	£
Deferred income brought forward	1,028,086
Deferred income released during the year	(1,028,086)
Income deferred during the year	573,180
Deferred income carried forward	573,180

14. Movement in Restricted Funds

	Start of year 01.04.2021 £	Income £	Expenditure £	Transfers between funds £	End of year 31.03.2022 £
Restricted funds					
- Birmingham NNS	103	350,916	(310,350)	(695)	39,974
- Herts Community Navigator Service	-	181,297	(180,370)	(927)	-
- Oxfordshire Community Advocacy	12,281	-	(131)	-	12,151
- Nottingham Peer Advocacy	-	986	(986)	-	-
- Hertfordshire Members Event	-	350	(350)	-	-
- Family Action Birmingham Household Support	-	18,338	(18,338)	-	-
- East Herts District Council Hub Training	-	1,000	(1,000)	-	-
- Herts Help at Home – Emergency Grant	-	750	(750)	-	-
- Nottinghamshire Mental Health Discharge	-	78,907	(78,907)	-	-
- Leicester Health Surveys	-	298	(298)	-	-
- Birmingham Covid Support	-	3,897	(3,897)	-	-
- Islington Covid Support	-	1,477	(1,427)	(50)	-
- Bedford Infection Control	-	6,000	(6,000)	-	-
- Barnet Infection Control	-	6,300	(6,300)	-	-
- Hertfordshire Suicide Prevention Podcast	-	3,000	(3,000)	-	-
- Bedfordshire Infection Control	-	28,400	(28,400)	-	-
- Allen & Overy	-	8,000	(1,674)	-	6,326
- Bedford Covid Support	-	6,000	(6,000)	-	-
- Kickstart	-	8,546	(8,829)	284	-
Total Funds	12,384	704,462	(657,007)	(1,388)	58,451

Prior Year Comparison

	Start of year 01.04.2020	Income	Expenditure	Transfers between funds	End of year 31.03.2021
	£	£	£	£	£
Restricted funds					
- Birmingham NNS	12,495	390,335	(402,727)	-	103
- Herts Community Navigator Service	-	136,744	(136,743)	(1)	-
- Management Funding	-	13,750	(13,750)	-	-
- Oxfordshire Community Advocacy	14,680	-	(2,399)	-	12,281
- Herts CEV Grant	-	10,000	(10,001)	1	-
- Nottingham Social Prescribing Pilot	-	12,000	(12,000)	-	-
Total Funds	27,175	562,829	(577,620)	-	12,384

Restricted Funds**Birmingham NNS (Neighbourhood Network Scheme)**

Working on behalf of Birmingham City Council to support citizens over 50 in the community to live healthy, independent lives. The Neighbourhood Network Scheme helps connect older people to individuals, groups, organisations, activities, services and places in their neighbourhoods.

Management Funding

Funding from Hertfordshire County Council and NHS Herts Valleys CCG towards the HertsHelp service Manager.

Hertfordshire Navigator Service

A grant for a Community Navigator who provides face to face support to help with a variety of issues including practical support to help arrange bill payments, sorting domestic paperwork and reviewing benefit entitlement in Hertfordshire.

Hertfordshire CEV Grant

A grant to support clinically extremely vulnerable clients in Hertfordshire

Nottingham Community Mental Health

A pilot to develop a community mental health service in Nottingham.

Oxfordshire Community Advocacy

A grant from Oxfordshire Advocacy, known as Getting Heard, to deliver community advocacy in Oxfordshire.

Nottingham Peer Advocacy

Grants and donations from local partners in Nottingham to support peer advocacy.

Hertford Members Event

A corporate donation towards events for members in Hertfordshire.

Family Action Household Support Fund

A funding programme to support households in most need in Birmingham with food, energy, water bills and other essential costs.

East Herts District Council Hub Training

A grant towards training for our Hub employees.

Herts Help at Home

A crisis payment on behalf of a beneficiary.

Herts Help at Home

A crisis payment on behalf of a beneficiary.

Nottinghamshire Healthcare NHS Trust Mental Health Discharge

A grant to support the integration of community mental health in Nottinghamshire.

Leicester

A grant for conducting telephone surveys.

Birmingham Covid Support

A local authority grant to support with additional costs associated with the Covid-19 pandemic.

Islington Covid Support

A local authority grant to support with additional costs associated with the Covid-19 pandemic.

Bedford Borough Council Infection Control

A local authority grant to support with additional costs associated with the Covid-19 pandemic.

Barnet Infection Control

A local authority grant to support with additional costs associated with the Covid-19 pandemic.

Hertfordshire Suicide Prevention Podcast

A grant to produce a suicide awareness & prevention podcast.

Central Bedfordshire Infection Control

A local authority grant to support with additional costs associated with the Covid-19 pandemic.

Allen & Overy

A grant to advance parents' advocacy to help navigate child protection proceedings, either through 1-2-1 support or through the development of self-advocacy tools.

Bedford Covid Support

A local authority grant to support with additional costs associated with the Covid-19 pandemic.

Kickstart

A government grant towards the cost of workers employed on the Kickstart scheme.

15. Movement in Unrestricted Funds

	Start of year 01.04.2021	Income	Expenditure	Transfers between funds	End of year 31.03.2022
	£	£	£	£	£
Unrestricted funds					
- General fund	2,214,826	15,229,563	(13,655,169)	(60,111)	3,729,109
Designated funds					
- Arthur Bate fund	39,730	-	(3,200)	-	36,530
- PR fund	-	-	-	-	-
- Staff training	6,500	-	-	(6,500)	-
- Technology development fund	-	-	-	-	-
- Community fund	12,466	-	-	-	12,466
- Fixed assets fund	169,909	-	-	68,000	237,909
Total Funds	2,443,431	15,229,563	(13,658,369)	1,389	4,016,014

Prior Year Comparison

	Start of year 01.04.2020	Income	Expenditure	Transfers between funds	End of year 31.03.2021
	£	£	£	£	£
Unrestricted funds					
- General fund	1,091,094	15,049,534	(13,895,193)	(30,609)	2,214,826
Designated funds					
- Arthur Bate fund	39,730	-	-	-	39,730
-PR fund	5,000	-	(5,000)	-	-
-Staff training development fund	17,500	-	(11,000)	-	6,500
-Technology development fund	70,840	-	(70,840)	-	-
-Community fund	-	12,466	-	-	12,466
Fixed assets fund	139,300	-	-	30,609	169,909
Total Funds	1,363,464	15,062,000	(13,982,033)	-	2,443,431

15. Movement in Unrestricted Funds (continued)

Unrestricted Funds

General fund

The General Fund comprises the accumulated surpluses and deficits which have neither been restricted by conditions imposed by donors, nor have been designated by the trustees for specific purposes.

Designated funds

The Arthur Bate fund

In memory of Arthur Bate, a founding trustee of POhWER and campaigner for the rights of people with disabilities, the Arthur Bate fund was created to provide support for people who:

- wish to become trustees of charities
- seek to set up self-advocacy groups
- want to set up peer support groups
- want to set up advocacy groups
- seek to start other kinds of advocacy activity

PR Fund

A seed fund to buy in specialist PR and media

support to further develop the charity's campaigning activities.

Staff Training Development Fund

A fund to purchase supplementary advocacy training and materials over and above the general budget for NAQ-level training.

Technology Development Fund

A fund for investment in (1) automation development and (2) ongoing improvements to the charity's operational management system.

Community Fund

A fund to develop community advocacy and engagement.

Fixed assets fund

The fixed assets fund reflects the carrying net book value of the charity's tangible and intangible fixed assets and has been separated from the charity's general unrestricted funds in recognition of the fact that these assets are essential to the day-to-day operations of the charity and should not be considered realisable to meet future commitments.

16. Analysis of Net Assets between Funds

Current Year	General funds	Designated funds	Fixed assets fund	Restricted Funds	Total 2022
Intangible Assets	-	-	1,605	-	1,605
Tangible Assets	-	-	236,304	-	236,304
Cash	3,460,795	48,996	-	58,451	3,568,242
Debtors	1,554,898	-	-	-	1,554,898
Creditors	(1,286,584)	-	-	-	(1,286,584)
Total	3,729,109	48,996	237,909	58,451	4,074,465
Prior Year Comparison	General funds	Designated funds	Fixed assets fund	Restricted Funds	Total 2021
Intangible Assets	-	-	4,815	-	4,815
Tangible Assets	-	-	165,094	-	165,094
Cash	2,253,132	58,696	-	12,384	2,324,212
Debtors	1,693,160	-	-	-	1,693,160
Creditors	(1,731,466)	-	-	-	(1,731,466)
Total	2,214,826	58,696	169,909	12,384	2,455,815

17. Operating Lease Commitments

The total commitment under non-cancellable operating leases at 31 March 2022 is analysed according to the periods in which the leases expire:-

	2022 Land & Buildings £	2021 Land & Buildings £
Less than 1 year	110,510	126,199
2-5 years	224,345	202,725
Total	334,855	328,924

Lease costs expensed during the year amounted to £125,570 (2020/21: £126,728).

18. Related Party Transactions

During the financial year 7 trustees were reimbursed £312 (2020/21: 7 trustees reimbursed £1,702) for travel and incidental expenses which related to carrying out their duties as Trustees of the charitable company. Trustees are based in a wide geographical area in a reflection of the areas we work in.

Trustees made voluntary donations of £2,187 including Gift Aid (2020/21: £598).

There were no other related party transactions during the financial year (2020/21: none).

Expenditure includes £3,032 (2020/21: £2,088) in respect of trustees' indemnity insurance which provides cover of up to a maximum of £5,000,000.

19. Managed Funds

During the financial period the charity ended its remaining direct payment service contract, meaning that the Charity held no funds as custodian as at 31st March 2022 (2020/21: £19,431). These funds are not included in the prior year comparative in the financial statements.

"I was really struggling after an incident with the Hospital & my GP. I would not have mentally coped without the advocate, they were amazing & helped me when I was at a very low time. You helped me survive."

Ingrid



Corporate Information

POhWER

A company limited by guarantee

Registered Office
Hertlands House
Primett Road
Stevenage
Hertfordshire SG1 3EE

Registered in England and Wales with the Charity Commission under charity number 1061543

Registered in Scotland by the Office of the Scottish Charity Regulator under charity number SCO48858

Registered company number 03323040

www.pohwer.net

Trustees

Antony Kildare (Chair)
Andrew McGrath (a)(d) from April 2021
Bridget Flint (a)(b)
Genna Harwood-Armitage (b) (resigned March 2022)
Geoff Gibbs (a)(d) (Deputy Chair)
Ian Holland (c) from April 2021
Jackie Kinsey (b)(c)
Lauren McGurk (resigned March 2022)
Mitch Miller (b)
Sandra Harding (a)(c)
Sundera Kumara-Moorthy (a)(c)
Toby Cotton (a)(d)

- a. Member of the Finance, Audit and Risk Committee
- b. Member of the People Committee
- c. Member of the Fundraising and Income Generation Committee
- d. Member of the Nominations Committee

Executive Team

Helen Moulinos - Chief Executive
Elyzabeth Hawkes - Deputy Chief Executive
Tim Jarvis - Company Secretary and Chief Finance Officer
Fiona McArthur-Worbey - Director of Fundraising and Engagement
Julie Born - People Director

Patrons

Lord Michael Cashman CBE
Peter Duncan
Nitu Shah
Samantha Lee Howe
Professor Deirdre Kelly CBE (retired July 2021)
Lorraine Kelly CBE (retired October 2021)
Dr Melrose Stewart (from July 2021)

Vice Presidents

Aruna Patel
Carol Lee MBE
Gary Blaker
Iris Lusack
Judith Smart
Phil Lawrence
Steven Rathbone
Tim Anfilogoff

Auditors

Haysmacintyre LLP
10 Queen Street Place
London EC4R 1AG

Legal Advisors

Stone King LLP
Boundary House
91 Charterhouse St
Barbican, London EC1M 6HR

Bankers

The Co-operative Bank plc
PO Box 101
1 Balloon Street
Manchester M60 4EP

