

# Annual Report and Financial Statements

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For the year ended 31 March 2024



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# Welcome from the Chair



The past year has been one of continued change and economic uncertainty, with the most challenging cost of living crisis in decades, rising geopolitical tensions and declining health and social care provision. Local Authorities, faced with severe budget constraints and difficult choices over dwindling discretionary spending, are also reducing their spend on non-statutory activities to adjust for cost pressures elsewhere.

Although in real terms, funding for adult social care by local authorities and the NHS increased in 2023-2024, while this is beneficial, it is still unlikely to be sufficient to address the systemic problems in social care and comes at the expense of long-awaited charging reforms.

Throughout this period, POhWER has stayed focused on supporting our clients to navigate complex challenges, and we have used our expertise and resources to help make a positive impact to their lives.

We continue to work closely with the local authorities that commission our services to ensure that we are meeting all our obligations, and importantly we are achieving good outcomes for the people we are working with.

Our former Chief Executive, Helen Moulinos, left us during the year. With almost four years of service, Helen successfully steered POhWER through the challenges of the COVID-19 pandemic and promoted Human Rights through successful campaigning. We appointed Vicky Browning OBE as our interim Chief Executive and, through her calm and professional leadership, she has maintained a clear focus on the organisation's strategic priorities and brought strength to influence and motivate.

This year we were proud to provide advocacy support to over 60,000 people, often requiring multiple interventions per client. We saw a significant rise in the complexity of cases our advocates manage, reflecting the difficulty of supporting people to navigate services under severe financial pressure. As POhWER enters into the final year of its Strategy 2020-2025, our Trustees and Executive Team will be working on the development of our new Strategy with a new CEO to lead its delivery. This Strategy will provide direction and scope over the longer-term to create value and opportunity for the organisation and staff, and growth for our service users and colleagues.

Our dedicated staff are key to our success and the team continues to work tirelessly to ensure that people who have requested our support receive it and have their views and voices heard. We are especially conscious of the need to support our colleagues in the context of cost-of-living increases. That's why we took the decision to make a one-off payment in March 2024 in recognition of their hard work and contribution to delivering POhWER's mission over the year. Meanwhile, we are reviewing our pay, reward and recognition to enable us to continue to recruit and retain a talented, values-driven workforce.

Finally, I would like to record my heartfelt appreciation for the hard work and dedication of our colleagues, including volunteers; to our Board of Trustees, who generously donate their time, skills and wisdom, and to our supporters and partners, without whom we could not continue with our vital work: upholding rights and tackling inequalities for those who need to have their voice heard.

A handwritten signature in dark ink, appearing to read 'Antony Kildare'.

**Antony Kildare**  
Chair of Board of Trustees

# 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's mission is to empower people through advocacy, information, advice and guidance 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.

Any person at a point in their life may need support to navigate their own path and be supported to have choice and an independent voice.

Advocacy supports you to understand your rights and entitlements as given to us in the Human Rights Act 1998.

POhWER's advocates seek to empower people, not to create dependency but to promote independence. They walk alongside you to navigate life challenges at a particularly challenging time when anyone can need support regardless of their lived experience or situation.

## 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.

### Non-Statutory Advocacy

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

### 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.



### 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.



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 and understand the process they are going through. They can support them to understand what their rights are and what choices are available to them to ensure that they are central to important decisions being made about them. Advocates can also speak up for people when they are unable to do this for themselves.

They can support you to prepare for and take part in meetings and tribunals, raise queries or concerns and access information in the format which is most suitable for you. Advocates can also provide information and signpost people to other helpful services.

### 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.



### 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.







### **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.



### **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.

### **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.



### **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.



### **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.



# Strategic Report

This has been a year of both change and consolidation for POhWER.

Our former CEO, Helen Moulinos, left POhWER in December 2023 after nearly four years at the helm. We'd like to express our thanks for all she achieved in that time, particularly in campaigning for a fairer and more equal society, for meaningful change to tackle inequalities and to uphold the vital importance of human rights.

Our interim CEO, Vicky Browning, joined in January 2024 to offer stability and a continued push for progress towards our strategic objectives as POhWER looks for its next permanent executive leader to take us into a new strategic period beyond 2025.

What hasn't changed is our commitment to supporting people who engage with public services and, because of disability, illness, social exclusion and other marginalising challenges, find it difficult to express their views or get the support they need. This year we have focused on consolidating our core offer to ensure we maintain a quality service in the face of significant challenges.

Our mission to empower people to have a voice and make a real difference to their lives remains as vital as ever. We deliver it through providing a range of statutory and non-statutory advocacy, advice and guidance services to over 60,000 clients each year, many of whom have multiple needs, resulting in over 100,000 interventions on our clients' behalf. We ensure each person that we support has their views and wishes heard in a way that empowers and promotes choice and control.



POhWER is now in year four of our current five year strategy, which you can read here: <https://www.pohwer.net/strategy-2020-2025>. Once appointed, our next Chief Executive will be working with the Board and staff team to set the ambition and direction for the charity beyond 2025. In the meantime, we have continued to drive progress against our strategic targets.

Thank you for your time and understanding and for making me feel heard and helped as someone suffering incapacitating disability. I feel that you have advocated for me to a very professional and fair level and I am greatly appreciative of this.

POhWER beneficiary

## Areas of focus 2023-2024


Like many charities, POhWER has been operating in a difficult financial and social environment which has brought many challenges.

Our advocacy and advice services operate at the confluence of adult social care, the NHS and mental health provision, all of which are facing unprecedented pressures. The majority of our work is in providing statutory services to local authorities across England and some parts of Scotland, with councils also facing severe financial restrictions. In turn, our advocates are facing both huge levels of demand and a significant rise in the complexity of the cases they manage.

The ultimate aim of POhWER's advocacy is to try to support the whole person as opposed to merely addressing the legislative issues contained in contracts. Sometimes the biggest challenge for our advocates is the complex need of the client, which is often difficult to address due to funding issues. We have therefore paid particular attention to our contract performance this year, including successfully challenging commissioners regarding under-funding on some contracts, and exiting loss-making contracts or contracts where we have felt unable to maintain the full independence of our advocacy service.

Within this challenging climate of financial constraint and increased complexity, our focus this year has been on delivering high quality services to our beneficiaries, technology enablement, leveraging partnerships and developing our people. Following a period of rapid change and innovation, we have chosen this year to consolidate and improve the quality of what we already have in place. This approach has included:

- Doing more with digital technology
- Delivering improved quality in services
- Driving better value from partners and suppliers
- Delivering impact creatively
- Developing and retaining our people.



Everyone I have met at POhWER since I joined has been happy, friendly and willing to offer help and support. The company as a whole is very professional and I feel welcomed, listened to and treated as a professional myself. Thank you for making POhWER a joy to work for.

POhWER employee



## Outcomes and Achievements

### Financial performance

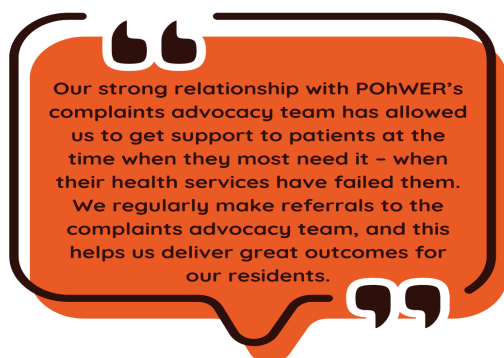
POhWER's income for 2023-2024 was £16.1m, with costs of £15.9m, yielding a surplus of £150k after awarding staff a one-off year end payment in thanks for all their hard work and commitment to the people we support.

### Beneficiary reach

This year we have reviewed the way we calculate our reach to be clear about the distinction between the number of beneficiaries we support, the number of cases that represents, and the volume of interventions this entails. Our updated figures represent this and we will continue to report in this way in future years. In 2023-24, we gave advocacy support to 61,439 people who faced extensive and often multiple challenges in securing their rights and entitlements within public services, including 33,926 new clients. Our Help Hub handled 127,871 requests for information and advice, and we had 31,787 downloads of information, self-help and referral documents from the POhWER website.

People contacted POhWER for help with a range of issues including aspects of clinical treatment, attitude of staff, complaints handling, safeguarding, needs assessment and more.

91% of the people we helped gave our services a rating of five out of five.



Healthwatch service manager, Brent, London

### Geographical reach

POhWER holds 71 contracts delivering information, advice, and advocacy services across the UK.

We hold 11 contracts with NHS or private providers to deliver Secure and Complex

Advocacy services in 66 units. We spot purchase on behalf of 48 additional areas across England and Wales, supporting individuals in an area outside of their usual funded local authority.



POhWER beneficiary

### Raising awareness

Broadcasting key messages and amplifying our beneficiary's experiences are important to POhWER with an aim to raise awareness, tell stories and educate others promoting a fairer and more equal society.

In the past year, POhWER received 25 pieces of media coverage with an estimated 618k views and a potential audience of 1.62m.

### External engagement and digital activity

This year we produced two new short informational videos attracting 29,200 views. We had 494 engagements with our podcasts, and 332,408 webpage views. 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>

### Campaigning and influencing

Our aim is to change or uphold as necessary laws which are important to our beneficiaries, enabling them to live as equal people. We achieve this through evidence-led submissions to powerful people and institutions, ministerial engagement, external awareness raising and

through telling the stories of our beneficiaries' circumstances.

As a charity we have now found our public voice, through our campaigning, relationship building, community engagement and public affairs efforts and have more firmly established our identity.

This year, following an invitation from civil society umbrella body NCVO, POhWER participated in the UK's first Power & Integrity Lab with four other charities. This was a new initiative launched to examine the negative impact power structures can have in the sector, and help voluntary organisations develop approaches that embody integrity.

## Safeguarding

At POhWER, we believe everyone who comes into contact with our organisation, including beneficiaries, staff and volunteers, should be safe from bullying, harassment and abuse and should be treated with dignity and respect. As a result, safeguarding is at the heart of our work.

Over this year, we continued to maintain and further strengthen our safeguarding processes and overarching framework by focusing on:

- Reviewing our safeguarding policies and the use of our data to support systemic issue escalation to the CQC. This is in order to effect improvement in systems of care provision and how a local authority discharges its safeguarding responsibilities;
- Reviewing our mandatory staff training and compliance alongside a focus on staff wellbeing from a safeguarding perspective. This is needed due to the impact this work can have on our staff and to fulfil our duty to safeguard our staff as well as the people we serve;
- Reviewing our recruitment framework and process to put safeguarding at its heart;
- Identifying trends to support escalation of systemic causes of harm and targeted awareness-raising of potentially unreported safeguarding issue types;
- Commissioning an external safeguarding audit due to report in 2024-2025.

Our safeguarding system was reviewed as part of the Quality Performance Mark (QPM) accreditation, and in February 2024 we passed our ISO 9001 accreditation with no non-conformities to the standard. This is a

positive indication that our policies, procedures, continuous improvement, and monitoring systems across all directorates of the charity are operating according to an industry recognised quality standard.

In 2023-2024 we raised 1,356 safeguarding alerts, of which 1,001 were raised to:

• Client Settings	276
• CQC	98
• a Local Authority	544
• Police	52
• Other	31

**"Evidence provided within the safeguarding section indicates a strong commitment and robust approaches towards supporting people to remain safe from harm and have their rights upheld. Sophisticated systemic and strategic approaches to safeguarding are evidenced extremely well."**

**QPM accreditor**

## New advocacy services


POhWER was successful in a one year grant funded application for an Autism Self Advocacy programme in Birmingham. This was a six-week autism self-advocacy program designed to empower individuals on the autism spectrum to take control of their own lives and speak up for themselves.

We also launched two new Culturally Competent Advocate services this year. Advocates for Change in Birmingham and Solihull is a Culturally Appropriate Advocacy Service which is designed and adapted to meet the individual cultural needs of people from racialised communities so that they can access support without encountering barriers, have improved experiences and achieve better outcomes. It is delivered by advocates trained to be aware of cultural and religious requirements and to adapt their practice to meet these needs. Advocates are also trained in understanding the impact of racism on mental health. Wherever possible advocates will have lived experience of the supported person's circumstances/personal experiences.

Our Culturally Appropriate Independent Mental Health Advocacy at Mersey Care NHS Foundation Trust sees POhWER and Mary Seacole House working in partnership to provide a Culturally Appropriate Mental Health Advocacy Service for those of African and Caribbean descent, who experience unmet cultural needs or discrimination within mental health settings.

## Community engagement

Educating people to know their rights in public authorities is essential to empowering them. Since the start of the year we have attended over 102 local community engagement events promoting the role of advocacy in upholding people's rights.



"Your work has made a significant impact on the lives of our patients, and we are truly grateful for your presence and efforts. Your unwavering commitment to advocating for our patients and providing them with emotional support has been truly remarkable."

**Hospital professional**

## Equity, diversity and inclusion

POhWER aspires to be a leader of Equity, Diversity and Inclusion (EDI) practices within the charity sector by 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 here: [www.pohwer.net/edi](http://www.pohwer.net/edi)

This year we:

- Facilitated Anti-Racism Tea Break sessions to explore two topics with our workforce – how do we call out and speak up about

racism, and what are the disproportionate inequalities within the mental health system;

- Held micro aggressions sessions relating to race and people who identify as LGBTQIA+;
- Introduced new mandatory EDI and Unconscious Bias Training;
- Participated in Race Equality Week 2024 activities;
- Launched two new Culturally Appropriate Advocacy services with partner organisations.

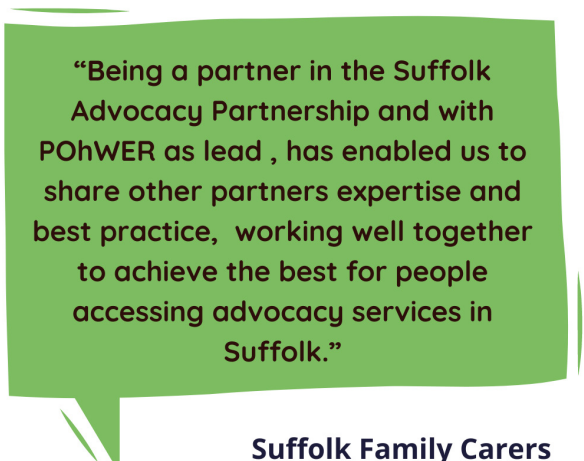


I am autistic neurodiverse and struggle to communicate with people who are not inclusive of this. My advocate was perfect – she listened, understood me and worked in the way I'm comfortable with. Our communication was very productive and the outcome of my case was achieved efficiently and quickly.

**POhWER beneficiary**

## Partnerships

In some areas we work in partnership with other organisations to provide services. This year we worked with 45 civil society partners who have enabled us to deliver tailored and relevant advocacy knowledge and skills to local people who benefited from these synergistic relationships. We have been grateful to these organisations for their support and ongoing commitment to collaboration for a more holistic provision.



"Being a partner in the Suffolk Advocacy Partnership and with POhWER as lead, has enabled us to share other partners expertise and best practice, working well together to achieve the best for people accessing advocacy services in Suffolk."

**Suffolk Family Carers**

## Support and investment in our staff

Our new main office in Stevenage became fully operational, offering a professional, spacious and modern location for staff and partners to work and meet. We have strengthened our commitment to our staff with the introduction of several staff “voice” groups representing the diversity of employees and lived experiences. We have empowered our workforce to speak up and out without fear of retribution and strengthened safeguards, keeping them free from harm and abuse.

## Plans, objectives and challenges 2024/2025

2023-2024 saw us take a single lens focus on POhWER's core operations. However, there is a strong appetite across the organisation to move forward strategically in the year ahead, which has seen the Trustee Board approve two pots of strategic reserves to enable investment in our digital capability and our People team and human resources processes.

Our strategic focus for the year ahead is on the four key areas of people, processes, systems and diversification.

- **People:** working with staff to make POhWER an even better place to work, including revamping our internal communications, developing a collaborative culture with empowered teams and leadership that encourages trust and continuous growth, and ensuring we actively live our values organisationally and as individuals. We are investing in our People team and HR processes through implementation of a dedicated HR Reserve fund.
- **Processes:** reviewing key policies and processes to improve performance and reduce risk.
- **Systems:** focusing on improving the five key platforms that POhWER uses:
  - Intranet
  - Case management system
  - Website
  - HR database
  - Finance system

We will be investing in a new website in order to separate out services from campaigning stakeholders so people can self-help and access the relevant content for their ask. We will look to improve the automation of professional referrals, and we will further develop POhWER's campaigning capability and capacity on an organisation-wide level through improved data collection via our case management system. This will also ensure that we are able to track and evaluate the impact of our services more effectively across all of our digital platforms.

- **Geographical and sector diversification:** including continuing to widen our geographical reach and developing new models that are transferable across sectors.

“

My advocate should be commended for her ongoing outstanding professionalism and being the very best of the best in her field...she is second to none and your organisation should be really proud of her

”

**POhWER beneficiary**



# 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 that our charitable objects are to relieve people in need, to promote social inclusion by preventing people from becoming socially excluded, and to promote human rights by raising awareness of human rights, in particular by providing advocacy, information, advice and guidance, to help people speak up and to be heard as well as securing their rights and entitlements.

## Public Benefit

The Trustees have a duty to report on how The Trustees have a duty to report on how POhWER's charitable objects have 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 objects in our Strategic Report and how POhWER has worked within its charitable objects in 2023/2024. We set out further specific details in our Impact Report, which demonstrates the impact of our work and which compliments this report. Our Impact Report can be found on our website: <https://www.pohwer.net/our-impact>

Understanding and measuring our impact is vitally important in making sure we achieve our Vision to empower all people to have a voice and make a real difference in their lives. We do this by speaking for them when they can't and supporting them to speak for themselves when they can.

## 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.

Members of the Board of Trustees serve a three-year term, after which they are eligible for a further three-year term. In exceptional circumstances, a trustee may serve an additional year to make sure that appropriate succession is in place.

Trustees are appointed through a transparent and rigorous recruitment and selection process. Newly appointed Trustees are provided with a comprehensive induction programme which 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 their experience meets POhWER's requirements. A skills audit is carried out annually and informs the skills required during any recruitment drive. We have dedicated safeguarding trustees who hold extensive experience and knowledge in relation to the safeguarding of children and vulnerable adults.

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.

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.

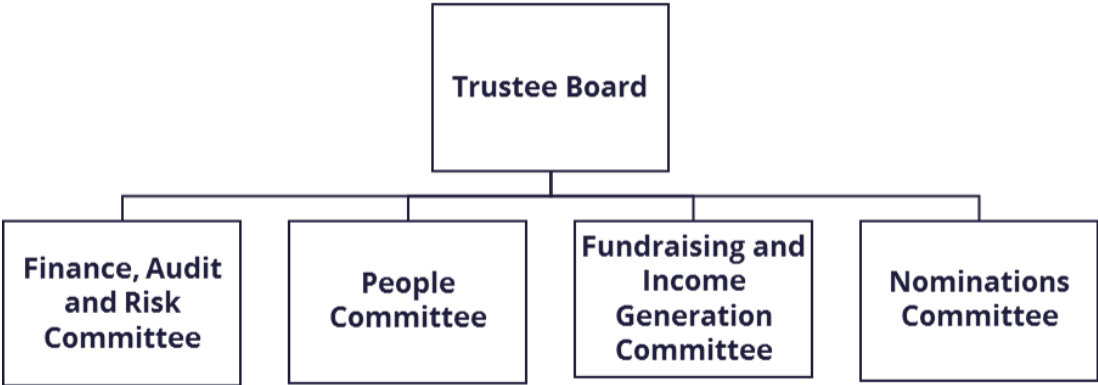
The Trustee Board meets a minimum of four times each year and in addition there is a Board Away Day which allows Trustees to focus, along with the Executive team, on key strategic issues. Trustees who served during the year are listed on page 37 together with information about their membership of Board Committees.

## Modern Slavery

As a human rights charity, POHwER is alert to the problem of modern slavery in society. Modern slavery can take the form of slavery, servitude, forced labour, and human trafficking, all of which severely violate basic human rights and deprive people of their liberty for commercial gain. We are committed to acting ethically and with integrity in all of our relationships by taking every reasonable opportunity to act within our direct operations and wider sphere of influence to make sure that slavery and human trafficking does not take place in the charity's operations.

## 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.



**Finance, Audit and Risk Committee**  
Is primarily responsible for all aspects of the charity's financial strategy and performance. It oversees the charity's resources and has the responsibility to protect the charity's assets and reserves. It also has the responsibility for ensuring the effectiveness of the audit function and adequacy of risk management process and internal control.

**People Committee**  
Is primarily responsible for monitoring the People Strategy and key People metrics to support an assessment of employee performance and health. To ensure that significant HR policies and practices are legal, up to date and reflect best practice. To ensure provision of an inclusive and equal opportunities environment, and positive progress on equality and diversity.

**Fundraising and Income Generation Committee**  
Is primarily responsible for monitoring the Fundraising and Income Generation Strategy and income generation reporting. To review product development initiatives and monitor Digital Strategy Development and projects. To review proposals from the Chief Executive for the appointment of Honorary Officers.

**Nominations Committee**  
Is primarily responsible for the review and assessment of the balance of skills and diversity of the Board and the responsibility to recruit new Trustees to vacancies. They are also responsible for the review of Executive salaries.



## People

Providing an efficient and effective HR function is key to POhWER being able to support all our hard-working staff in the delivery of our mission. This year we restructured our People Team and expanded our HR capacity by recruiting additional team members.

This included adding an additional HR Business Partner to oversee our central services and increasing the capability and capacity in our administration function by recruiting two new HR Administrators.

We have updated the new Sage HR database implemented in 2022 to capture training statistics. We have also spent time significantly upskilling the People Team to maximise our knowledge base and increase the effective use of Sage HR across the organisation.

Further progress of our EDI Strategy had been made during the year and our focus areas and achievements can be found on page 10.

Our training schedule was expanded to start building comprehensive training programmes for all colleagues in the organisation, ensuring that the entire employment lifecycle with POhWER supports and develops them.

We created a standard induction and onboarding presentation in a collaboration with our Community Managers and Heads of Service. Our recruitment policy was refreshed to bolster our safeguarding requirements, by including safer recruitment processes. All hiring managers are now required to undertake this mandatory training to ensure that our recruitment practices meet best practice moving forward.

Wellbeing continues to feature high in our priorities. Our first Mental Health First Aid programme was rolled out and generated considerable interest among colleagues wanting to know more about the support that has been put in place for them if/when needed, and colleagues continue to benefit from our extensive Employee Assistance Programme. We also ran a Men's Mental Health Forum where male colleagues were invited to a drop in session held during lunch to discuss issues they may have and to support each other's mental health.

## Remuneration

Our pay structure is benchmarked against other charities as part of our commitment to having a fair and equitable pay structure. The pay structure is underpinned by the Living Wage Foundation. The Trustee Board oversees the pay and benefits of the Chief Executive and the Executive Team through the work of its Nominations Committee. Pay and Benefits for all staff is underpinned by our Reward and Remuneration Strategy and decisions regarding remuneration are agreed by the Board of Trustees.

Thanks to a solid financial performance, we were able to make a one-off payment during the year in recognition of the contribution of our colleagues to the delivery of POhWER's mission, which was welcomed by staff.

## Fundraising and Income Generation

Like many charities during the tough economic climate of 2023-2024, POhWER faced a challenging fundraising environment. We continued to build on our legacy work and donations from the public, receiving several donations from beneficiaries who were delighted with our service and grateful to be supported by our amazing staff and volunteers.

**"My sincere gratitude for the extraordinary professionalism, kind nature and thoughtfulness I have been receiving which has truly touched my heart. You are making a rather remarkable difference in my life, as well as to other people like myself who are thankful to you both and your organisation as a whole."**

**POhWER Donor**

Social media, films and stories about our work continue to drive awareness about the need and impact of advocacy at a beneficiary, community and national level.

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 continue to work with funders as we identify unmet needs and together develop and implement pilot schemes to address gaps in services, further supporting the growing numbers of people 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"> <li>• Continuous reviewing, strengthening and embedding of Safeguarding policies, process and practice</li> <li>• Independent External Safeguarding Audit of Safeguarding practices and procedures</li> <li>• Mandatory safeguarding training and reinforcement for all staff, volunteers and trustees</li> <li>• Focus on identification of trends to support escalation of systemic causes of harm</li> </ul>
Threat of Local Authorities' s114 Notices having an impact on income	<ul style="list-style-type: none"> <li>• Tight cost control mechanisms in place</li> <li>• Rigorous contract retention and tender scoping processes in place</li> <li>• Diversification of funding to reduce dependence on local authority statutory advocacy services</li> <li>• Investigate in more detail, volunteer model</li> </ul>
Economic climate	<ul style="list-style-type: none"> <li>• Monitoring business plans and budget for robustness and ensuring efficiency in all departments.</li> </ul>

# Financial Review

Despite the challenges of the current economic climate, POhWER can report another year of surplus and increased financial sustainability.

Total income for 2023/2024 decreased by 5% to £16,086,520 (2022/2023: £16,911,291). The decrease relates to a structured exit from activities which did not generate a surplus. POhWER has continued to pursue a strategy of bidding for financially viable contracts with public and private institutions, whilst also working to diversify income streams.

Costs have decreased proportionately to income reduction, despite significant inflationary pressures, which were offset by carefully structured cost reductions. The overall effects were a decrease in surplus to £149,837 (2022/2023: £267,949).

In accordance with the surplus reported, cash balances held, including on short-notice deposit accounts, totalled £3,132,987 (2022/2023: £3,238,682).

POhWER operates with disciplined debtor and supplier management to ensure that working capital is tightly controlled.

## Reserves Policy and Going Concern

In September 2023, the Trustees reviewed the Charity's reserves policy and given there had been no change in circumstance, a light touch review of the designated reserves was undertaken. 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 £4,492,251 of which £3,369,196 were free from restriction and were not designated for specific purposes (2022/2023: £4,342,414 of which £3,981,041 were free). Free reserves represent 2.5 months of operating expenditure (2022/2023: 2.9 months) so the Trustees are satisfied that free reserves are within the confines of the policy.

Our position post-year end is that we can meet all 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 financial position that has strengthened through reserves growth over the past few financial years. The Trustees have made this assessment in respect to a period one year from the date of approval of these accounts.

# Statement of Trustees' 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

11th July 2024

# Independent Auditor's Report to the Members of POhWER

## Opinion

We have audited the financial statements of POhWER for the year ended 31 March 2024 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 2024 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. 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 17, 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 safeguarding and fundraising regulations, GDPR and 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; 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](http://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.



Lee Stokes (Senior Statutory Auditor)  
For and on behalf of haysmacintyre LLP,  
Statutory Auditors  
10 Queen Street Place  
London EC4R 1AG  
Date: 19th July 2024

# Statement of Financial Activities

## For the year ended 31 March 2024

(Including an Income & Expenditure Account)

	Note	Restricted 2024 £	Unrestricted 2024 £	Total 2024 £	Restricted 2023 £	Unrestricted 2023 £	Total 2023 £
<b>Income from:</b>							
Donations & Legacies	2	-	4,015	4,015	28,742	6,436	35,178
<i>Charitable Activities:</i>							
- Contract Income	3	-	15,599,094	15,599,094	60,000	16,209,601	16,269,601
- Grants	3	414,629	-	414,629	558,949	8,000	566,949
Investment Income	4	-	67,602	67,602	-	33,625	33,625
Other Income	5	-	1,180	1,180	-	5,938	5,938
<b>Total income</b>		<b>414,629</b>	<b>15,671,891</b>	<b>16,086,520</b>	<b>647,691</b>	<b>16,263,600</b>	<b>16,911,291</b>
<b>Expenditure on:</b>							
Cost of raising funds		-	(499)	(499)	-	(2,986)	(2,986)
<i>Charitable Activities:</i>							
- Statutory services	6	-	(12,081,490)	(12,081,490)	-	(11,130,729)	(11,130,729)
- Non Statutory Services		(457,451)	(1,996,448)	(2,453,899)	(654,858)	(3,494,522)	(4,149,380)
- Secure services		-	(1,400,795)	(1,400,795)	-	(1,360,247)	(1,360,247)
Subtotal – Charitable Activities		(457,451)	(15,478,733)	(15,936,184)	(654,858)	(15,985,498)	(16,640,356)
<b>Total expenditure</b>		<b>(457,451)</b>	<b>(15,479,232)</b>	<b>(15,936,683)</b>	<b>(654,858)</b>	<b>(15,988,484)</b>	<b>(16,643,342)</b>
		<b>Restricted 2024 £</b>	<b>Unrestricted 2024 £</b>	<b>Total 2024 £</b>	<b>Restricted 2023 £</b>	<b>Unrestricted 2023 £</b>	<b>Total 2023 £</b>
Net income/(expenditure)	7	(42,822)	192,659	149,837	(7,167)	275,116	267,949
Transfers between funds		(4,127)	4,127	-	(4,335)	4,335	-
Net movement between funds		(46,949)	196,786	149,837	(11,502)	279,451	267,949
Reconciliation of Funds							
Total funds brought forward		46,949	4,295,465	4,342,414	58,451	4,016,014	4,074,465
<b>Total funds carried forward</b>	<b>15</b>	<b>-</b>	<b>4,492,251</b>	<b>4,492,251</b>	<b>46,949</b>	<b>4,295,465</b>	<b>4,342,414</b>

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 25 - 36 form part of these financial statements.

# Balance Sheet

**As at 31 March 2024**

	<b>Note</b>	<b>Total 2024 £</b>	<b>Total 2023 £</b>
Fixed assets			
Intangible fixed assets	10	165,720	-
Tangible fixed assets	11	261,335	284,424
		<u>427,055</u>	<u>284,424</u>
Current assets			
Debtors	12	1,862,329	2,021,194
Cash at bank and in hand		3,132,987	3,238,682
		<u>4,995,316</u>	<u>5,259,876</u>
Current liabilities			
Creditors: amounts due within one year	13	(922,620)	(1,201,886)
		<u>4,072,696</u>	<u>4,057,990</u>
Net current assets		<u>4,072,696</u>	<u>4,057,990</u>
Total assets less current liabilities		<u>4,499,751</u>	<u>4,342,414</u>
Provisions for liabilities and charges		(7,500)	-
Net assets		<b>4,492,251</b>	<b>4,342,414</b>
Restricted funds		-	46,949
Unrestricted funds			
Designated funds	15	696,000	30,000
Fixed asset funds	15	427,055	284,424
General funds	15	3,369,196	3,981,041
Total funds		<b>4,492,251</b>	<b>4,342,414</b>

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



**Antony Kildare**

Chair of Board of Trustees

11 July 2024

Registered number: 03323040

The notes on pages 25 - 36 form part of these financial statements.

# Statement of Cash Flows

For the year ended 31 March 2024

		<b>Total 2024 £</b>	<b>Total 2023 £</b>
<b>Cash flow from operating activities</b>	<b>A</b>		
Net cash provided by/(used in) operating activities		<b>105,290</b>	(168,842)
<b>Cash flows from investing activities</b>			
Purchase of tangible and intangible fixed assets		<b>(278,587)</b>	(194,520)
Interest income		<b>67,602</b>	33,802
Net cash provided by/(used in) investing activities		<b>(210,985)</b>	(160,718)
<b>Change in cash and cash equivalents in the year</b>		<b>(105,695)</b>	(329,560)
<b>Cash and cash equivalents at 1 April 2023</b>		<b>3,238,682</b>	3,568,242
<b>Cash and cash equivalents at 31 March 2024</b>	<b>B</b>	<b>3,132,987</b>	3,238,682

# Notes to the Statement of Cash Flows for the Year Ended 31 March 2024

<b>A. Reconciliation of net income (expenditure) to net cash provided by operating activities</b>	<b>2024 £</b>	<b>2023 £</b>
<b>Net income (expenditure) (as per the statement of financial activities)</b>	149,837	267,949
<b>Adjustments for:</b>		
Depreciation charge	135,889	144,082
Amortisation charge	-	1,605
Loss on disposal of assets	67	2,318
Interest income	(67,602)	(33,802)
Decrease (Increase) in debtors	158,865	(466,296)
(Decrease) in creditors and provisions	(271,766)	(84,698)
<b>Net cash provided by/(used in) operating activities</b>	<b>105,290</b>	<b>(168,842)</b>
<b>B. Analysis of cash and cash equivalents</b>		
Cash in hand	404	419
Cash at bank	698,350	432,602
Cash on instant access deposit accounts	684,233	1,014,233
Cash in notice accounts	1,750,000	1,750,000
Cash held in supplier client accounts	-	41,428
<b>Total cash and cash equivalents</b>	<b>3,132,987</b>	<b>3,238,682</b>

The notes on pages 25 - 36 form part of these financial statements.

# Notes to the Financial Statements

**For the year ended 31 March 2024**

## 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 2024 with comparative information provided in respect of the year to 31 March 2023. 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 and 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 Suite 4, Middlesex House, Meadway Corporate Centre, Stevenage, Hertfordshire, SG1 2EF.

## 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 costs have been allocated across expenditure headings;
- the estimated value of provisions for liabilities;
- the estimated value of accrued income;
- and the recoverability of trade debtors.

## Assessment of going concern

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 current economic climate.

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.

## 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 grant income, 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.

Grant income is recognised in the statement of financial activities when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable the income will be received and the amount can be measured reliably and is not deferred. Performance-related grants that are conditional upon the delivery of a specific level of service are deferred where the conditions have not yet been met.

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. Irrecoverable VAT is charged against the expenditure category for the charitable activities for which it was incurred.

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 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 those who volunteer their time, commitment and expertise for POhWER. Our current volunteers include current and former service users who use their experience and skills to help others.

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.

The charity is VAT registered (since 1 May 2023) and charges output VAT on eligible income and is able to reclaim input VAT incurred on eligible expenditure.

## 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 Scheme

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.

### 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 results 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

	<b>2024 Restricted £</b>	<b>2024 Unrestricted £</b>	<b>2024 Total £</b>	<b>2023 Total £</b>
Donations and gifts	-	4,015	4,015	35,178
<b>Total</b>	<b>-</b>	<b>4,015</b>	<b>4,015</b>	<b>35,178</b>

2023: Restricted income from donations and gifts was £28,742. All other income was unrestricted.

## 3. Income from Charitable Activities

	<b>2024 Restricted £</b>	<b>2024 Unrestricted £</b>	<b>2024 Total £</b>	<b>2023 Total £</b>
Statutory Services	-	11,690,185	11,690,185	11,260,363
Non Statutory Services	414,629	2,249,778	2,664,407	3,693,898
Secure & Complex Services	-	1,659,131	1,659,131	1,882,289
<b>Total</b>	<b>414,629</b>	<b>15,599,094</b>	<b>16,013,723</b>	<b>16,836,550</b>

2023: Restricted income from non statutory services was £608,949 and from statutory services was £10,000. All other income was unrestricted.

## 4. Investment Income

	<b>2024 Unrestricted £</b>	<b>2023 Unrestricted £</b>
Bank Interest Receivable	<b>67,602</b>	33,625

## 5. Other Income

	<b>2024 Unrestricted £</b>	<b>2023 Unrestricted £</b>
Other fees & recharged services	<b>1,180</b>	5,938

## 6. Expenditure on Charitable Activities

Current year:	2024 Statutory services £	2024 Non Statutory services £	2024 Secure services £	2024 Total £
<b>Direct operating costs</b>	10,501,710	2,093,837	1,176,585	13,772,132
<b>Support costs</b>				
Management and Administration	453,847	103,440	64,413	621,700
Human Resources	427,310	97,392	60,646	585,348
Business Development	268,832	61,272	38,154	368,258
Finance	308,872	70,398	43,836	423,106
IT	67,229	15,323	9,541	92,093
Governance	53,690	12,237	7,620	73,547
	1,579,780	360,062	224,210	2,164,052
<b>Total Costs</b>	12,081,490	2,453,899	1,400,795	<b>15,936,184</b>
<i>Prior Year Comparison:</i>	2023 Statutory services £	2023 Non Statutory services £	2023 Secure services £	2023 Total £
Direct operating costs	9,815,449	3,712,974	1,137,869	14,666,292
<b>Support costs</b>				
Management and Administration	425,265	141,102	71,901	638,268
Human Resources	367,221	121,843	62,086	551,150
Business Development	286,840	95,173	48,497	430,510
Finance	120,034	39,827	20,295	180,156
IT	63,156	20,955	10,678	94,789
Governance	52,764	17,506	8,921	79,191
	1,315,280	436,406	222,378	1,974,064
<b>Total Costs</b>	11,130,729	4,149,380	1,360,247	16,640,356

## 7. Net Income / (Expenditure) for the Year

Net income / (expenditure) is stated after charging:

	2024 £	2023 £
Depreciation and amortisation	135,889	145,687
Operating lease rentals	133,749	132,450
Auditor's remuneration		
- Audit provision for current year	24,720	22,500
Trustees' remuneration	-	-
Trustees' reimbursed expenses	667	415

## 8. Staff Costs and Remuneration of Key Management Personnel

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	9,507,504	9,277,917
Severance payments (including payments in lieu of notice)	88,331	14,748
Social security costs	806,883	819,980
Pension contributions	255,231	256,502
<b>Total Staff Costs</b>	<b>10,657,949</b>	<b>10,369,147</b>

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

	2024 Number	2023 Number
£60,000 to £70,000	2	-
£70,000 to £80,000	2	3
£80,000 to £90,000	-	-
£100,000 to £110,000	-	1

The company made contributions to the pension plans of 4 employees whose emoluments exceeded £60,000 in 2023/24 of £8,241 (2022/23 £8,456, 4 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 (2022/23: £nil). The total remuneration including employer's pension contributions of the Executive Team for the year was £412,411 (2022/23: £371,942).

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

	2024 Number	2023 Number
Charitable activities	413	395
Management, support services and administration	30	33
<b>Total</b>	<b>443</b>	<b>428</b>

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 331 for charitable activities (2022/23: 328) and 28 in management, support services and administration (2022/23: 30).

## 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 2014, 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 £55,751 were due to the pension scheme provider (2022/23: £56,335).

## 10. Intangible Fixed Assets

	Bespoke Software £
<b>Cost or valuation</b>	
At the start of the year	141,364
Additions in the year	165,720
At the end of the year	307,084
<b>Depreciation</b>	
At the start of the year	(141,364)
Charge for the year	-
At the end of the year	(141,364)
<b>Net book value</b>	
At the end of the year	165,720
At the start of the year	-



## 11. Tangible Fixed Assets

	Office Equipment £	Fixtures and Fittings £	Computer Equipment £	Total £
<b>Cost or valuation</b>				
At the start of the year	7,372	102,683	543,841	653,896
Additions in the year	-	-	112,867	112,867
Disposals in the year	(7,372)	-	(12,868)	(20,240)
<b>At the end of the year</b>	<b>-</b>	<b>102,683</b>	<b>643,840</b>	<b>746,523</b>
<b>Depreciation</b>				
At the start of the year	(7,372)	(3,263)	(358,837)	(369,472)
Charge for the year	-	(6,140)	(129,749)	(135,889)
Disposals in the year	7,372	-	12,801	20,173
<b>At the end of the year</b>	<b>-</b>	<b>(9,403)</b>	<b>(475,785)</b>	<b>(485,188)</b>
<b>Net book value</b>				
<b>At the end of the year</b>	<b>-</b>	<b>93,280</b>	<b>168,055</b>	<b>261,335</b>
At the start of the year	-	99,420	185,004	284,424

## 12. Debtors

	2024 £	2023 £
Trade debtors	1,662,315	1,839,903
Accrued income	31,166	31,615
Prepayments	153,606	129,454
Other debtors	15,242	20,222
<b>Total Debtors</b>	<b>1,862,329</b>	<b>2,021,194</b>

## 13. Creditors: Amounts Due Within One Year

	2024 £	2023 £
Trade creditors	214,321	281,599
Taxation and social security	192,589	185,215
Accrued expenses	298,410	237,718
Other creditors	58,430	124,303
Deferred income	158,870	373,051
<b>Total Creditors</b>	<b>922,620</b>	<b>1,201,886</b>

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

	£
Deferred income brought forward	373,051
Deferred income released during the year	(338,447)
Income deferred during the year	124,266
Deferred income carried forward	158,870

## 14. Movement in Restricted Funds

	Start of year 01.04.2023	Income	Expenditure	Transfers between funds	End of year 31.03.2024
	£	£	£	£	£
<b>Restricted funds</b>					
- Birmingham NNS Grants	9,264	170,254	(193,485)	13,967	-
- Birmingham NNS	25,837	173,166	(165,824)	(33,179)	-
- Herts Community Navigator Service	-	65,460	(68,019)	2,559	-
- Oxfordshire Community Advocacy	11,848	-	(11,848)	-	-
- Birmingham All Age Autism	-	5,749	(18,275)	12,526	-
<b>Total Funds</b>	<b>46,949</b>	<b>414,629</b>	<b>(457,451)</b>	<b>(4,127)</b>	<b>-</b>

### Prior Year Comparison

	Start of year 01.04.2022	Income	Expenditure	Transfers between funds	End of year 31.03.2023
	£	£	£	£	£
<b>Restricted funds</b>					
- Birmingham NNS Grants	39,974	175,000	(205,710)	-	<b>9,264</b>
- Birmingham NNS	-	179,598	(153,761)	-	<b>25,837</b>
- Herts Community Navigator Service	-	159,350	(152,155)	(7,195)	-
- Oxfordshire Community Advocacy	12,151	-	(303)	-	<b>11,848</b>
- Heart of England Food Bank	-	10,000	(10,000)	-	-
- NHS Bristol Members Event	-	50,000	(50,000)	-	-
- Family Action Birmingham Household Support	-	35,000	(35,000)	-	-
- Shout About It	-	1,150	(1,150)	-	-
- Training grant Luton	-	10,001	(10,018)	17	-
- Hertfordshire Suicide Prevention Podcast	-	3,000	(3,000)	-	-
- Allen & Overy	6,326	-	(6,326)	-	-
- Kickstart	-	24,592	(27,435)	2,843	-
<b>Total Funds</b>	<b>58,451</b>	<b>647,691</b>	<b>(654,858)</b>	<b>(4,335)</b>	<b>46,949</b>

## 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.

### 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.

### Oxfordshire Community Advocacy

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

### Birmingham All Age Autism

A grant to support autistic people learn self-advocacy skills.

### Heart of England Food Bank

Hertfordshire crisis funding for a beneficiary.

### NHS Bristol Members Event

Training grant ring fenced to south west used to upskill advocates in courage leadership.

### 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.

### Shout About It

Network event, fees, grants and donations received as part of the annual event to fund future network events.

### Luton Training Grant

Training grant to upskill advocates.

### Hertfordshire Suicide Prevention Podcast

A grant to produce a suicide awareness & prevention podcast.

### 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.

### Kickstart

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

## 15. Movement in Unrestricted Funds

	Start of year 01.04.2023	Income	Expenditure	Transfers between funds	End of year 31.03.2024
	£	£	£	£	£
<b>Unrestricted funds</b>					
- General fund	3,981,041	15,671,891	(15,479,232)	(804,504)	<b>3,369,196</b>
<i>Designated funds</i>					
- Arthur Bate fund	30,000	-	-	-	<b>30,000</b>
- People & Culture fund	-	-	-	166,000	<b>166,000</b>
- Strategic fund	-	-	-	500,000	<b>500,000</b>
- Fixed assets fund	284,424	-	-	142,631	<b>427,055</b>
<b>Total Funds</b>	<b>4,295,465</b>	<b>15,671,891</b>	<b>(15,479,232)</b>	<b>4,127</b>	<b>4,492,251</b>

*Prior Year Comparison*

	<b>Start of year 01.04.2022</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers between funds</b>	<b>End of year 31.03.2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Unrestricted funds</b>					
- General fund	3,729,109	16,263,600	(15,988,484)	(23,184)	3,981,041
<i>Designated funds</i>					
- Arthur Bate fund	36,530	-	-	(6,530)	30,000
-Community fund	12,466	-	-	(12,466)	-
Fixed assets fund	237,909	-	-	46,515	284,424
<b>Total Funds</b>	<b>4,016,014</b>	<b>16,263,600</b>	<b>(15,988,484)</b>	<b>4,335</b>	<b>4,295,465</b>

## 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

### People & Culture fund

The people and culture fund has been designated to fund additional HR resources and people related projects, including training.

### Strategic fund

The strategic fund has been designated to fund internal projects as well as externally facing work ensuring POhWER has the appropriate building blocks in place to facilitate future direction.

### 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.

### Community Fund

A fund to develop community advocacy and engagement.

## 16. Analysis of Net Assets between Funds

<b>Current Year</b>	<b>General funds</b>	<b>Designated funds</b>	<b>Fixed assets fund</b>	<b>Restricted Funds</b>	<b>Total 2024</b>
Intangible Assets	-	-	165,720	-	165,720
Tangible Assets	-	-	261,335	-	261,335
Debtors	1,862,329	-	-	-	1,862,329
Cash	2,436,987	696,000	-	-	3,132,987
Creditors	(922,620)	-	-	-	(922,620)
Provisions	(7,500)	-	-	-	(7,500)
<b>Total</b>	<b>3,369,196</b>	<b>696,000</b>	<b>427,055</b>	<b>-</b>	<b>4,492,251</b>

<b>Prior Year Comparison</b>	<b>General funds</b>	<b>Designated funds</b>	<b>Fixed assets fund</b>	<b>Restricted Funds</b>	<b>Total 2023</b>
Intangible Assets	-	-	-	-	-
Tangible Assets	-	-	284,424	-	284,424
Debtors	2,021,194	-	-	-	2,021,194
Cash	3,161,733	30,000	-	46,949	3,238,682
Creditors	(1,201,886)	-	-	-	(1,201,886)
<b>Total</b>	<b>3,981,041</b>	<b>30,000</b>	<b>284,424</b>	<b>46,949</b>	<b>4,342,414</b>

## 17. Operating Lease Commitments

The total commitment under non-cancellable operating leases at 31 March 2024 is analysed according to the periods in which the leases expire:-

	<b>2024</b>	<b>2023</b>
	<b>Land &amp; Buildings</b>	<b>Land &amp; Buildings</b>
	<b>£</b>	<b>£</b>
Less than 1 year	124,995	126,549
2-5 years	186,512	292,902
<b>Total</b>	<b>311,507</b>	<b>419,451</b>

Lease costs expensed during the year amounted to £133,749 (2022/23: £132,450).

## 18. Related Party Transactions

During the financial year 3 trustees were reimbursed £667 (2022/23: 3 trustees reimbursed £415) 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 no voluntary donations in the financial year (2022/23 £nil).

There were no other related party transactions during the financial year (2022/23: none).

Expenditure includes £3,118 (2022/23: £3,118) in respect of trustees' indemnity insurance which provides cover of up to a maximum of £5,000,000.

# Corporate Information



## POhWER

A company limited by guarantee

## Registered Office

Suite 4, Middlesex House  
Meadway Corporate Centre  
Stevenage  
Hertfordshire SG1 2EF

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](http://www.pohwer.net)

## Auditors

haysmacintyre LLP  
10 Queen Street Place  
London EC4R 1AG

## Legal Advisors

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

## Bankers

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

## Patrons

Lord Michael Cashman CBE  
Peter Duncan  
Nitu Shah  
Samantha Lee Howe  
Dr Melrose Stewart

## Vice Presidents

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

## Trustees

Antony Kildare (Chair) (d)  
Abdi Mohamed (d)  
Alex Cisneros (d)  
Andrew McGrath (a)(d)  
Corinne Mils (b)(d)  
Gemma Hope (c)  
Ian Holland (a)  
Jackie Kinsey (b)  
Mitch Miller (b) (retired 31 March 2024)  
Paul Robinson (a)  
Rachael Gilthorpe (c)  
Sandra Harding (a)(c) (retired 31 March 2024)

- 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

### Chief Executive

Helen Moulinos (resigned 31 December 2023)

### Interim Chief Executive

Vicky Browning (from 2 January 2024)

### Deputy Chief Executive

Elyzabeth Hawkes

### Director of Finance and Resources

Vicky Hilpert (resigned 1 March 2024)  
Marie Perry (from 19 February 2024)

### Director of Fundraising and Engagement

Fiona McArthur-Worbey

### People Director

Julie Born (resigned 15 December 2023)

### Head of People

Karen Williams (from 18 December 2023)

### Company Secretary

Janet Douglas