

PIONEERING CARE PARTNERSHIP

England & Wales · Charity number 1067888

Details

Status Registered

Legal form Charitable company

Company number [03491237](#)

Registered 1998-02-02

Register [View on the Charity Commission register](#)

Contact

Address Pioneering Care Partnership
Pioneering Care Centre
Carers Way
Newton Aycliffe
DL5 4SF

Phone 01325 321234

Email enquiries@pcp.uk.net

Website www.pcp.uk.net

Activities

Objects: 2.1. The Charity's objects are restricted specifically, in each case only for the public benefit and mainly but not exclusively in North East England;2.1.1. the relief of need, hardship, poverty or distress including but without limitation the preservation, protection and advancement of good health and improvements of the qualities of life of people in need of assistance or support by reason of caring responsibilities, poverty, disability, age, ill health or substance addiction;2.1.2. the advancement of education of persons in need, hardship, poverty or distress; and2.1.3. developing the capacity and skills of service users and the community in such a way that they are better able to identify, and help meet, their needs and to improve their health and wellbeing to participate more fully in society.

Activities: PCP provides a range of projects & services promoting health, wellbeing & learning for all. Operating in the North East of England activities include management of a healthy living centre, delivery of social prescribing, counselling, Health Trainer interventions, Befriending projects & learning disability services. Employability assistance, community learning & classes & courses are also provided.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability, Economic/community Development/employment, Recreation
- **Who:** Children/young People, Elderly/old People, People With Disabilities

Geography

- **Area of benefit:** MAINLY BUT NOT EXCLUSIVELY IN COUNTY DURHAM AND DARLINGTON
- Darlington
- Durham
- Middlesbrough
- Redcar And Cleveland
- Stockton-on-tees
- Sunderland

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£4,598,103	£4,870,421	£4,972,565	136
2024-03-31	£5,683,373	£4,372,839	£5,248,543	129
2023-03-31	£3,366,663	£3,876,730	£3,922,045	113
2022-03-31	£4,069,203	£3,093,931	£4,449,189	104
2021-03-31	£3,972,529	£2,493,214	£3,460,090	98

Trustees

Name	Role	Appointed
Anna Marie Lynch		2024-12-09
Dame Dela Smith		2023-04-01
Dr Mark Johnston Sacco		2023-10-16
Evelyn Melanie Fordham		2024-10-14
Heather Brewster		2014-09-29
Ian Cameron		2024-10-14
Kevin Burton		2024-10-14
MARILYN MOHAN		2018-07-26
Philip Neil Hurst		2023-10-16

PIONEERING CARE PARTNERSHIP

England & Wales - Charity number 1067888

Accounts

Registered number: 03491237

Charity number: 1067888



Pioneering Care Partnership

Report of the Trustees and Financial Statements

For the year ended 31 March 2025

Pioneering Care Partnership

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Pioneering Care Partnership

Report of the Trustees

For the year ended 31 March 2025

The Trustees submit their report and the audited accounts for the year ended 31st March 2025. They confirm that the report and accounts conform with current statutory requirements and the charity's memorandum and articles, and also the requirements of the Statement of Recommended Practice - Accounting and Reporting by Charities.

Reference and administrative details

Company Number	3491237
Charity Number	1067888
Registered Office	Pioneering Care Centre, Carer's Way, Newton Aycliffe, County Durham DL5 4SF
Patron	Carol Briggs
Board of Trustees	Heather Brewster (Chair) Marilyn Mohan (Treasurer) Dame Dela Smith DL Dr Mark Sacco Neil Hurst Melaine Fordham (appointed 14th October 2024) Kevin Burton (appointed 14th October 2024) Ian Cameron (appointed 14th October 2024) Anna Lynch (appointed 9th December 2024)
Company Secretary	Carol Gaskarth
Principal Staff	Carol Gaskarth (Chief Executive) Liz Fisher (Deputy Chief Executive) Melanie Bear (External Partnerships Manager) Vicky Browning (Operations Manager) Jo Davies (Finance Manager) Helen Dent (Project Development Manager, appointed 28th October 2024) Gayle Goldsmith (Project Development Manager) Bobby Hewitson (Project Development Manager) Sandra Roberts (Governance and Development Manager) Lindsey Wood (Wellbeing for Life Manager), appointed 29th April 2024
Auditors	S&W Audit Partners Limited, 17 Queens Lane, Newcastle Upon Tyne, NE1 1RN
Bankers	NatWest, 29 Newgate Street, Bishop Auckland, Co Durham, DL14 7ET

Pioneering Care Partnership

Report of the Trustees (Continued)

For the year ended 31 March 2025

The Trustees submit their report and the audited accounts For the year ended 31 March 2025. They confirm that the report and accounts comply with current statutory requirements and the charity's memorandum and articles, and also the requirements of the Statement of Recommended Practice - Accounting and Reporting by Charities.

Structure, Governance and Management Governing Document

The Pioneering Care Partnership (PCP) is a company limited by guarantee established on 7th January 1998 and a registered charity (registered 2nd Feb 1998). The company was established under a Memorandum of Association, which establishes the objects and powers of the charitable company and is governed under its Articles of Association. The governance structure was reviewed over the period 2019-2023 and new Articles of Association were adopted in October 2023. In the event of the company being wound up members are required to contribute an amount of £1 on the winding up of the organisation.

Governance Review

PCP was founded 26 years ago, and, over time, the organisation has developed and changed. Recognising **governance arrangements must be suitable for the specific charity**, PCP ensures proactive reviews take place regularly. As a growing charity, in 2019-20 PCP undertook a series of consultations and conversation with those involved in leadership, oversight and governance, fully considering the charitable aims and public benefit PCP strives to address. This led to a full refresh, consultation with Voting Members and ultimately a special resolution to adopt the new governing document.

As a result, the revised governing document reflects the current organisation and the charity's objects now read:

2.1. The Charity's objects are restricted specifically, in each case only for the public benefit and mainly but not exclusively in North East England;

2.1.1 the relief of need, hardship, poverty or distress including but without limitation the preservation, protection and advancement of good health and improvements of the qualities of life of people in need of assistance or support by reason of caring responsibilities, poverty, disability, age, ill health or substance addiction;

2.1.2. the advancement of education of persons in need, hardship, poverty or distress; and

2.1.3. developing the capacity and skills of service users and the community in such a way that they are better able to identify, and help meet, their needs and to improve their health and wellbeing to participate more fully in society.

Details on the Charity Commission register and with Company's House was updated in quarter 3 of 2023-24.

PCP continues to use the Good Governance Code to assess progress and organisational development. We Recognising good governance is fundamental to a charity's success, enabling and supporting compliance with the law and relevant regulations but also promoting a culture in which everything works towards fulfilling the charity's vision. The Good Governance Code has been used as the basis of reporting for several years. In November 2023, trustees and senior leaders conducted a comprehensive review of the organisations approach and progress against the self-assessment toolkit. Overall, this demonstrated good progress and generated ideas for continuous improvement. As a result, an organisation-wide action plan was developed and has been reviewed as part of the board activities in 2024-25.

Recruitment and Appointment of Trustees

The charity Trustees are also Company Directors for the purposes of company law. As a charity, under the requirements of the Articles of Association, one-third, or, if their number is not divisible by three, the number nearest to one-third must retire by rotation. These shall be those who have been longest in office since their last appointment or reappointment. In 2024-25 Heather Brewster, Dame Dela Smith and Dr Mark Sacco stood down and were re-elected.

The updated Articles changed the maximum tenure of service for Directors/Trustees. From 2023 no Director shall serve for more than six consecutive years, unless the Directors resolve it would be in the best interests of the Charity for that Director to continue to serve beyond that period. In which case the Director can be reappointed, in accordance with the Articles, for a maximum single period of three years, and thereafter for single periods of one year. This fits with the organisations desire to ensure good governance and maintain an appropriate mix of up-to-date and relevant experience on the board. No trustee will reach the 6-year point until 2029.

Pioneering Care Partnership

Report of the Trustees (*Continued*)

For the year ended 31 March 2025

PCP benefits from highly skilled trustees who bring a wealth of experience in different sectors and disciplines including finance, health and safety, governance, leadership, commissioning and education. Trustee skills are reviewed annually. No specific gaps have been identified however the charity aims to grow the number of trustees to ensure succession planning and aid diversity of thinking in decision-making.

Annually, PCP reviews Trustee skills and aspirations through a review with the Chair and Chief Executive and an anonymous survey. The last survey was undertaken in November 2024 reviewing trustee input and influence over a number of key areas.

Development opportunities or areas of focus identified through the survey included:

1. External environment – to ensure ongoing awareness of political and other policy changes affecting charities.
2. Trustee governance requirements- ensuring the emphasis was on governance related matters
3. Sub Committee structure – opportunity to review and refresh
4. Reporting – the charity is good at reporting impact; but how can this be used more effectively.
5. Remaining agile and competitive – recognising the changing landscape of funding and the need to have solid and effective partnerships in place.

Trustee Induction and Training

Trustee recruitment took place over Summer 2024. PCP currently has 9 active trustees. 4 of whom were newly appointed in 2024-25. Inductions for the new trustees took place in March 2025.

Trustee induction processes are well-established, covering governance, leadership, charity guidance, PCP policies and procedures and expectations from the perspective of the organisation and the individual. This helps to orientate new trustees into the charity. Mentoring and peer support from experienced trustees is offered to newcomers. Often this is matched based on areas for development or where skills could be enhanced. The Chair and Chief Executive directly support trustee induction enabling new members to settle into the role well. New trustees commented:

- “The induction session provided me with specific details and information about the charity that helped me understand its place in the community. The Articles were particularly helpful and gave me further clarity about the charity and why it was established. The Chief Executive and Chair answered questions from trustees and the responsibilities regarding strategic direction and financial robustness were outlined. The responsibilities of the Senior Leadership Team were also detailed. I found the session very interesting and informative, and it was delivered in a professional manner.”
- “It was helpful to run through the key points of governance, and to signpost what's where in the documents. The Trustee's Information Pack, a one-stop file of documents also very useful for reference. Face to face chat offered opportunities for healthy question and challenge.”
- “The Trustee Induction was informative and greatly assisted me in understanding the expectations of the role, and the workings of PCP.”

PCP can appoint a maximum of 12 trustees, however there are no further plans for active recruitment in 2025-26 to allow time to embed and develop as a strong governance team.

Training and continuous professional development opportunities are offered to trustees. During 2024-25 these have been internally provided including governance awareness, financial awareness and ICT.

Annually trustees receive presentations from projects and services take place at the Business Development and Best Practice Sub Committee; all of which aids learning. Working with local infrastructure organisations, trustees are also offered the opportunity to participate in Safeguarding training.

Pioneering Care Partnership

Report of the Trustees *(Continued)*

For the year ended 31 March 2025

PCP ensures trustees have support with further learning and guidance from external consultants where this is appropriate. In addition to contracting independent HR and Health & Safety specialists PCP seeks legal advice for tenancy and legal matters, and engages other specialists as necessary.

PCP's Patron

Carol Briggs, along with a small group of local people, had an ambition of bringing health and social care services together to make them more accessible, and this is how the Pioneering Care Centre (PCC) and the charity, Pioneering Care Partnership was born. Appointed to the role of Patron in 2023 Carol enjoys this ambassadorial role which will continue to evolve. During 2024-25 Carol attended a number of events and activities including the formal opening of the PCC renovations alongside His Majesty's Lord Lieutenant and the local Member of Parliament.

Pioneering Care Partnership

Report of the Trustees *(Continued)*

For the year ended 31 March 2025

The Structure of the Organisation

Elected by voting members, the Board can have a maximum of 12 members, they have responsibility for strategic direction and policy ensuring PCP meets its legal requirements. The Board of Trustees meet quarterly, and their work is supported by a robust sub-committee structure.

Trustee attendance and commitment is excellent, they are dedicated to supporting the charity to grow and develop and provide effective constructive challenge, scrutiny and support. To do this they question, read and reflect. The Chief Executive reports include links to key documents and reference materials to help with overall knowledge and skills development which in turn assist to ensure PCP maintains good governance.

During 2024-25 five board meetings were held, 4 ordinary board meeting and specific budget board meeting. Written board reports provided details of trustee duties and obligations, ensuring full compliance. The board report structure continues to be based on the Charity Good Governance Code, this assists PCP trustees not only to embed the principles of sound governance but also to maintain a clear focus on the organisation's mission and objects. This approach continues to work well for PCP.

To support good governance PCP's Board of Trustees regularly review and update the organisation's Scheme of Delegation and Register of Interests; these documents were reviewed twice during 2024-25.

- Environmental Policy Statement
- Equality, Diversity & Inclusion Policy Statement
- Financial Controls Policy
- Fundraising, Raffles and Lotteries Procedure
- Information Governance Policy
- Whistleblowing Policy and Procedure
- Quality Policy
- Environmental Impact Report
- Investment Strategies and Portfolios

The Health and Safety Policy Statement, Equality Diversity and Inclusion Policy Statement and the Environmental Policy Statement are circulated to all staff and displayed in prominent places across PCP offices, demonstrating the organisational commitment to best practice. These and PCP Whistleblowing policy are publicly available on PCP website.

Furthermore, PCP Board of Trustees approved the organisation's Financial Strategy. During 2024-25 this work was strengthened with a comprehensive action plan to ensure progress is made across all areas of the Strategy.

PCP's Sub-Committee structure continues to work well as is fit for purpose:

1. **Chief Executive Pay** - Transparency is the first principle of good pay and is crucial if the voluntary sector is to retain public trust. PCP takes its obligations seriously and to this end PCP prides itself on the efficient use of resources and ensures that pay rates are proportionate. PCP does not pay higher salaries than are necessary and/or reasonable whilst valuing the importance of talented and experienced staff to the fulfilment of the charity's public benefit objectives.

In agreement with the Chief Executive and Board the Chief Executives salary had not been reviewed since 2018. However, in order to ensure good governance during 2024-25 a full organisational pay review was undertaken. This was undertaken with independent external support and considered the use of pay ratios is recommended by NCVO alongside external benchmarking.

2. Sub Committee Structure

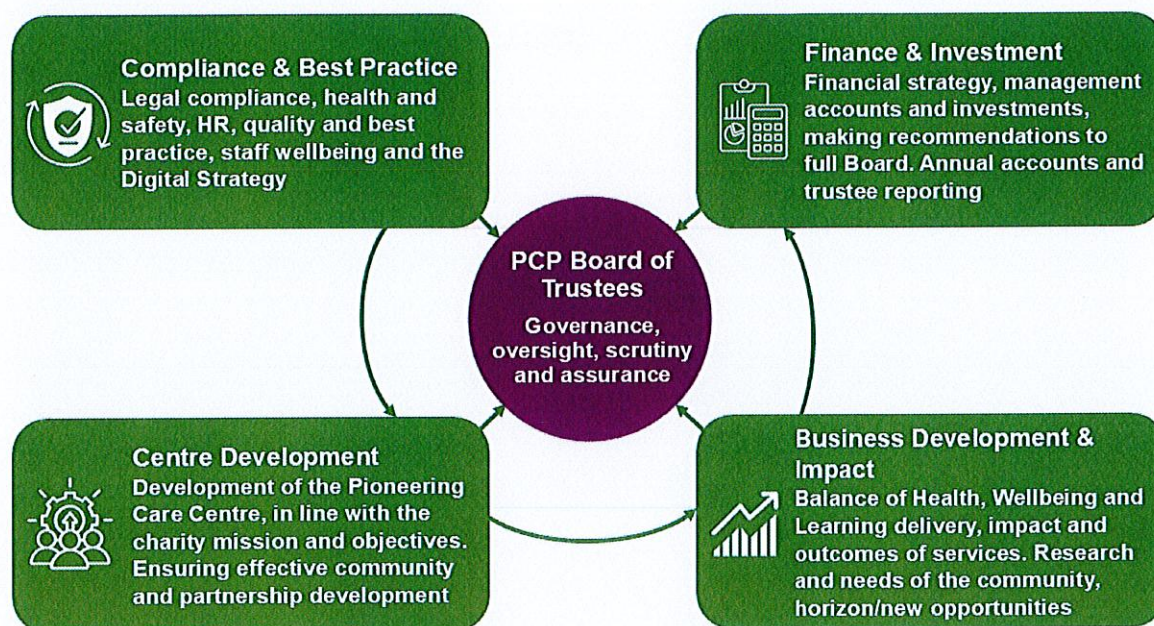
As a medium charity PCP recognises that good governance cannot happen purely at Board meetings and a solid sub committee structure has aided decision-making for several years. During 2024-25 PCP's Sub-Committee structure was refreshed to enable a clear emphasis on impact and improved oversight on organisational compliance. PCP's Sub Committee structure is designed to allow staff and trustees to utilise their knowledge and expertise to help with direction and growth. The sub committees also provide an additional layer of scrutiny at a governance level whilst providing opportunities for trustees to gain greater depth and insight into PCP delivery and operations.

Trustees are clear that the main Board retains responsibility for decision-making, the reporting structure ensures trustee feedback to the Board and enables all trustees to maintain full oversight and accountability.

Pioneering Care Partnership

Report of the Trustees (Continued) For the year ended 31 March 2025

The new structure is as follows



3. Chief Executive

The Board of Trustees delegates the responsibility of the running of the organisation to the Chief Executive, who takes full responsibility and accountability for the leadership, management and development of the Pioneering Care Partnership (PCP). This includes ensuring sound governance, strategic development, business generation, stakeholder relations, overall oversight and leading the full staff and volunteer teams across the North East, supporting the organisation workforce comprising of circa 135 staff and 251 volunteers.

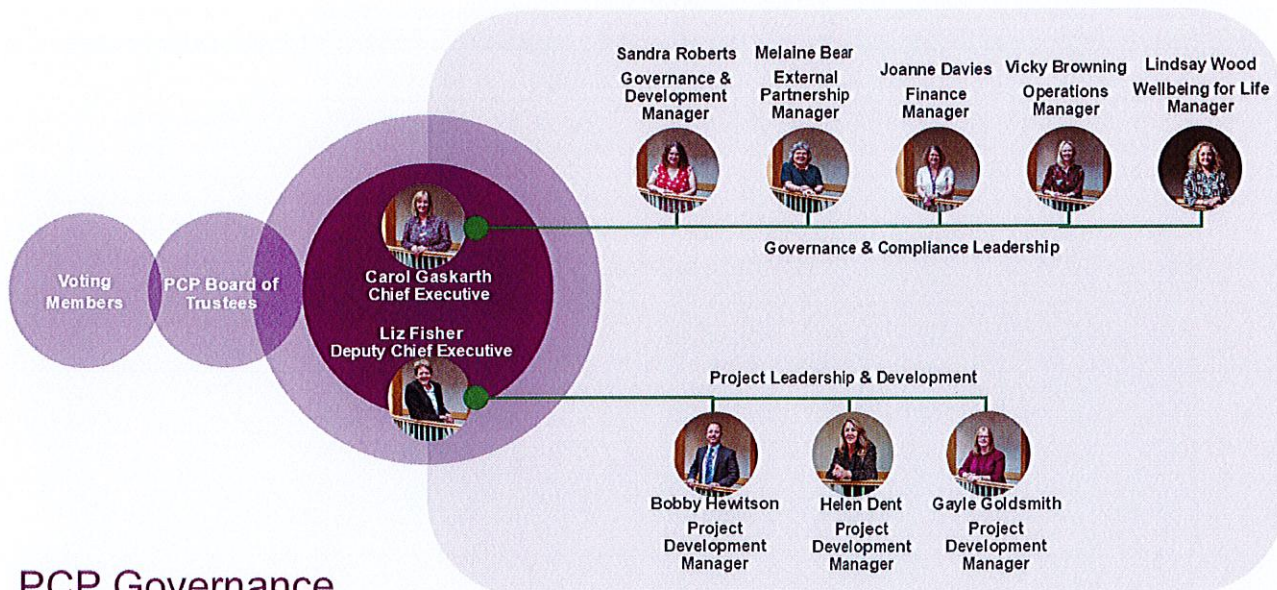
PCP's Chief Executive has been in post since 2013 and prior to that was part of the charities senior leadership structure, she therefore brings a wealth of knowledge spanning over 23 years in the sector and over 30 years supporting communities to thrive. In addition to the Chief Executive's experience, she has an MBA in leadership and is a qualified Coach and Mentor. She is committed to lifelong learning and is an Emotional Intelligence Practitioner and skilled in developing people, partnerships and projects.

PCP's external presence is strong and the Chief Executive chairs several strategic meetings and networks on behalf of statutory partners. She is a school governor, a trustee of VONNE (Voluntary Organisations Network North East) and enterprise advisor.

The Chief Executive works to ensure PCP strives towards the organisation's mission and purpose; effectively overseeing the organisation, ensuring systems and processes to govern the charity are robust, regularly reviewed and in line with best practice. The organisation continues to thrive, with strong track record of sustaining projects and services and fundraising. She remains a strong ambassador for the organisation.

Since her tenure as Chief Executive PCP's project and service delivery has grown with 51 projects provided across the Region and income has increased by 208% (£1,490,767 to £4,591,741).

PCP has created a strong, skilled and highly-effective Senior Leadership Team, the governance and leadership structure is shown below:



PCP Governance Structure

4. Deputy Chief Executive

PCP’s Deputy Chief Executive has been in post for 2 years and has made a significant positive impact on the organisations. Bringing a wealth of strategic development and operational insight from the voluntary and community sector at a regional and national level the Deputy Chief Executive is leading on Pioneering Care Centre developments, regional growth of projects with a focus on the Tees Valley, South Tyneside and North Tyneside. services and best practice. The Deputy Chief Executive also reporting into the Board of Trustees, chairs PCP’s Management Development Team (MDT) and is involved in a range of external partnerships including those with Greenwich Leisure Limited, Great Aycliffe and Middridge Area Action Partnership and Aycliffe Community Hub. She is also forging links with the North East Combined Authority and a range of health partnerships.

5. Senior Leadership Team (SLT)

PCP’s fully embedded Senior Leadership Team is a strong, progressive and forward-looking dynamic team. They ensure all key areas/disciplines are represented at a strategic level including, governance, project development, external partnerships, HR, marketing, finance, quality and business development. In addition to strategic development and day-to-day management of the organisation, this broader range of skills, knowledge and expertise provides appropriate and effective cross-organisational support, whilst driving forward improvements at all levels. In 2025-26 SLT members will support Trustees with the oversight of the new sub committee structure further extending their knowledge of charity governance.

6. Management Development Team (MDT)

PCP’s middle-management structure ‘Management Development Team (MDT), involves senior leaders and all project and service leads working together to improve communication, support developments and share best practice. This helps to generate new ideas, review operational policies and supports the organisations approach to quality. During 2024-25 this group has reviewed a number of key procedures, provided insights into community needs and supported the development of best practice.

PCP Project and Service leads play a crucial role in ensuring the quality and consistency of delivery, ensuring evidence-based practice is embedded, support the workforce (staff and volunteers) to develop and thrive and maintain excellent strategic connections with commissioners.

7. Staff Team/Wider Workforce

As a user-led charity PCP relies upon its experienced, skilled and knowledgeable team of staff and volunteers to work with people, organisations and communities; sharing with us their thoughts and ideas for project/service development. We are privileged with an excellent dedicated workforce right across the organisation. Some teams are based at the Pioneering Care Centre, others work in blended approach with a mix of home and office working from our offices in County Durham, Stockton, Sunderland and Middlesbrough. We also have a growing number of staff who work predominantly from home. Regular full day staff meetings provide essential time to come together and PCP's well-developed health and wellbeing policies enable people to take time out of their working week for themselves. We are proud to support our workforce with their learning and development and last year 100% undertook some form of development.

Through their compassionate and highly effective approach to supporting people PCP has an excellent track record in sustaining services. Our outstanding commissioner relationships, solid reporting mechanisms and success in delivering engaging and innovative provision often results in projects and services being extended. This is a clear testament to the wider-team's effectiveness, sound leadership and overall strong governance.

8. Volunteers

The organisation has a successful volunteer recruitment and support strategy, and volunteers support projects and services across the whole organisation. In 2024-25 PCP continued to review our policies and procedures around volunteering to ensure they are updated and provide a positive and supportive volunteer environment, which is in line with our mission of 'Health, Wellbeing and Learning for All'.

During 2024-25 PCP was supported by 251 active volunteers who gave 9,502 hours (an increase from 2023-24). Volunteers assist with projects and activities run by the organisation, provide governance support and also help with areas such as reception and coffee shop. Using the real living wage as a benchmark, this is an in-kind equivalent of £143,670 (an increase of £30,810 or 27% from the previous year). Many of the volunteers have been service users themselves in the past and have progressed on to supporting the delivery of activities.

Volunteering remains at the heart of what PCP is about and PCP is proud to hold the County Durham Volunteer Kitemark.

Risk Management

The Chief Executive leads a process with the Board of Trustees to conduct a bi-annual review of the risks which the organisation is exposed to, through assessing every area of the organisation's activity. The Risk Register covers high-level areas including; the environment, governance and management, operational issues, financial and compliance. The Risk Register considers the potential 'impact' and 'likelihood' to provide an overall rating. Should there be any significant changes or additional risks outside of the bi-annual review schedule the system is flexible to enable a review at any point, ensuring a robust approach.

During 2024-25 the main organisational risks were associated with trustee recruitment and on-boarding a new senior leadership team. Both of these risks have been mitigated and downgraded in 2024-25. A new risk was added at the mid-year review in relation to the changes to Employer National Insurance and Minimum/Living Wage. PCP was proud to become a Real Living Wage Employer again in 2024 and both trustees and leaders are committed to maintaining this standard for our staff. During 2025-26 PCP will be undertaking a pay structure review to ensure, where possible, PCP pay is in line with industry standards and to future-proof the pay structure in readiness for further increases to the Real Living Wage.

PCP's Health and Safety Policy is reviewed annually along with the fire risk assessment and other organisational, building and activity risk assessments. PCP is compliant with CHAS the Contractors Health and Safety Assessment Scheme, this was successfully renewed in December 2024 and will be assessed again in December 2025.

Pioneering Care Partnership

Report of the Trustees (*Continued*)

For the year ended 31 March 2025

Safeguarding

Many of PCP's projects and services support children or people who may be vulnerable therefore PCP ensures the leadership team is trained and equipped to manage any safeguarding concerns effectively. This incorporates training across all local authority areas where the organisation works to ensure local processes are followed. During 2024-25 a trustee Safeguarding lead was identified and Level 3 Safeguarding Training will be provided for Senior Leaders and the designated trustee in 2025-26. The Designated Safeguarding Lead (DSL) responsibilities will then be shared between the leadership team, under the guidance of the Chief Executive.

Financial Risk and Safeguarding

Annually Trustees, the Chief Executive and senior staff complete an Automatic Disqualification Declaration, this process ensures PCP is confident those who are appointed to govern or lead the organisation are not disqualified from acting as a charity trustee or holding a senior leadership position. The Charity Commission guidance suggests that this check should be conducted periodically, PCP has chosen to do this annually. The Charity Commission refers to 'senior leaders' as the Chief Executive, Finance Director and Chief Operating Officer, however PCP has deemed it appropriate that all leadership team members should renew the declaration form for completeness. This forms part of PCP's processes and is updated every February.

Aims, objectives and activities:

The Pioneering Care Partnership (PCP) is a multi-award-winning organisation whose mission is: "Health, Wellbeing and Learning for All," and PCP operates across the North East of England.

PCP's purpose is: **'To improve health, wellbeing and quality of life for people disadvantaged by disability, age, ill health and/ or caring responsibilities, and reduce inequalities in health.'**

The long-term outcomes the PCP is seeking to support are:

- To promote independence, choice & control
- To improve lifestyle
- To increase knowledge & skills
- To improve physical health
- To improve confidence, self-esteem & well-being
- To improve economic well-being
- To build community capacity
- To improve access to services for disadvantaged communities & groups
- To promote social inclusion

As a Charity and Company Limited by Guarantee PCP exists to serve local people and our customer-base is wide ranging. PCP supports groups and communities through projects and services which aim to build capacity and cohesion particularly with those who may be disadvantaged in localities, businesses with employee health and wellbeing and other charities through mentoring support.

Following successful previous delivery, during 2024-25 PCP continued to support smaller voluntary and community sector organisations with grant funding. This funding supported the development of community activities with a particular emphasis on mental health and wellbeing and improving access to services.

PCP supports the wider determinants of health, these are the diverse range of social, economic and environmental factors which influence people's mental and physical health. An individual's health is not simply the result of individual behaviours, genetics and health care. The difference in health outcomes is due to the social, economic and environmental factors which shape people's lives. PCP considers health in its widest sense and to progress towards our mission of 'Health, Wellbeing and Learning for All, we support people in the community with learning/education, employability, physical health, family and social connections, and mental and emotional resilience.

Partnership is in our name, because we aim to bring people together, working collectively to help but importantly we do this with local people and communities, so they are a key stakeholder in all we do. During 2024-25 PCP was also proud to partner with several VCSE's (Voluntary Community & Social Enterprises) to develop and deliver services, harnessing their expertise for the benefit of the people we aim to support.

Pioneering Care Partnership

Report of the Trustees *(Continued)*

For the year ended 31 March 2025

Principal Activities

The Pioneering Care Partnership is a multi-award-winning organisation whose impact spans across the North East.

PCP's first achievement was the development of a unique healthy living centre, bringing together voluntary and statutory services under one roof; the Pioneering Care Centre in Newton Aycliffe opened in 1999. The Pioneering Care Centre (PCC), is seen as a beacon on best practice and has been replicated across the Country.

The Pioneering Care Centre is home to a range of accessible activities designed to bring people together and support healthier lifestyles. A community hub that provides a range of health and wellbeing activities including community events, exercise classes, learning workshops, a community garden, community coffee shop, hydrotherapy pool, natural therapies, employability support services, and disability projects. The Centre also houses a GP Practice, Pharmacy, Mental Health Services, Children's Nursery, Speech and Language Service and other health and social care services making it a real community hub and hive of activity.

Activities based at the Pioneering Care Centre includes

- Health and wellbeing activities
- A fully accessible Hydrotherapy Pool
- Community garden and allotments
- Conference, meeting, room hire facilities and hospitality services
- The Garden Kitchen, community coffee shop
- Community courses and adult learning opportunities, lifestyle and exercise classes and activities
- Wellbeing/lifestyle support services
- Non-clinical cancer support

The Centre also houses services delivered by other partners as follows:

- Jubilee Medical Practice/Group
- The Village Pharmacy
- NHS clinics (Podiatry and Speech & Language)
- NHS Mental Health Services
- House of Eden Children's Nursery
- Great Aycliffe & Middridge Area Action Partnership (GAMP)
- Improving Access to Psychological Therapies (IAPT) Services
- The Reflex Clinic

2024-25 was an exciting year for the Pioneering Care Centre, as it saw the fruition of centre development and renovation plans. On the 18 October 2024 the His Majesty's Lord Lieutenant of County Durham, Mrs Sue Snowdon and Alan Strickland MP joined PCP to celebrate and officially open the new Hydrotherapy Pool facilities and Options room. Both facilities are already having a positive impact and during 2025-26 the organisation will consider further centre renovation plans.

Pioneering Care Partnership

Report of the Trustees (*Continued*) For the year ended 31 March 2025

PCP provides several projects across the North East. Working in collaboration with a range of other voluntary or statutory organisations, PCP now provides over 50 projects and services these include:

- Options, supporting adults with learning and physical disabilities
- Together 21, supporting children with Down syndrome and their families
- County Durham and Sunderland Workplace Health
- The Adult Wellbeing service, which includes
 - Wellbeing for Life
 - Community Wellbeing Training Team
 - Joining the Dots MacMillan Cancer Support and Cancer Awareness
 - Wellbeing for the Time Being/Waiting Well
 - Health Squad
 - Treating Tobacco Dependency Service
- Stockton Community Connect/Social Prescribing Service
- Stockton Independent Complaints Advocacy Service
- Joining the Dots MacMillan Cancer Support
- Wellbeing for the Time Being
- Healthwatch in County Durham, Redcar & Cleveland, Middlesbrough, Stockton and Sunderland
- ESF Building Better Opportunities Reaching Out Across Durham
- SafeHaven 'Happiness Hubs' Grants Programme
- Community Mental Health Pop Up Cafes
- County Durham Resilience Service
- Peer Support Workers
- Cancer Champions
- Stockton COVID-19 Community Champion Programme
- Primrose Lodge Events Worker
- Peer Support and Befriending Research
- Learning Disability & Autism Research
- Physical Health Workers
- Lived Experience Leads
- ICB Sub Regional Support
- Men's Pie Clubs

Further plans are in progress for additional project and services in 2025-26 including Digital Cancer Champions, Workplace Health Training, Community Commissioners Research, Pregnancy/Maternity Social Prescribers, Workplace Health Checks and Men's Pie Clubs, we also continue to support with the development of the Poverty Truth Commission in County Durham.

Partnership working is an essential part of PCP's success. PCP is recognised for its expertise in health and wellbeing and the Chief Executive plays a key role in developing community adult mental health wellbeing services across County Durham. Chairing the external County Durham Resilient Communities Group and Poverty Truth Commission which are sub-committees of the Mental Health Strategic Partnership Board, leading the Adult Wellbeing Service Partnership Board and co-chairing County Durham's Mental Health Transformation Steering Group. PCP's work aligns with the 'County Durham Together' agenda and links with the ICB and other areas are forming. At a local level PCP has been a key partner in the concept scoping of a town centre community hub, this work is being led by the Deputy Chief Executive on behalf of PCP and this exciting development will come to fruition in 2025-26 through VCSE partners Lifeline Community Acton.

For further information please refer to PCP's Annual Report which can be found on the website:

www.pcp.uk.net

Pioneering Care Partnership

Report of the Trustees *(Continued)*

For the year ended 31 March 2025

Achievements and performance

PCP Strategic Plan

In June 2019 PCP's Board of Trustees approved the Strategic Plan. This informs the direction of the charity, feeds into the Chief Executive's objectives and supports the operational delivery and management of PCP. Annually PCP Board of Trustees receives a progress update; this annual assessment helps to determine where the organisation's energy and resources should focus for the coming year. The Strategic Plan runs until 2026 and is designed as a cross-cutting document to direct organisational focus, enable continuous development and to instil confidence in PCP's governance arrangements as a Charity and Company Limited by Guarantee.

The Strategic Plan covers 10 main areas:

- a. PCP Mission and Purpose
- b. Health, Wellbeing and Learning for All - targeting support
- c. Governance
- d. Leadership
- e. Core Values
- f. Finance
- g. Quality, Human Resources & Volunteering
- h. Marketing, Communications & Engagement
- i. Digital Strategy
- j. Environmental Management

Specific progress has been made in the following areas during 2023-24

- k. Board membership strengthened through recruitment of additional trustees;
- l. Impact and ongoing commissioner reporting improvements;
- m. Leadership structure embedded along with development programme;
- n. Operational improvements to internal processes ongoing;
- o. Financial Strategy action plan implementation;
- p. Investing in the Environment assessment completed and PCP awarded silver
- q. Annual environmental impact and carbon emission report created.

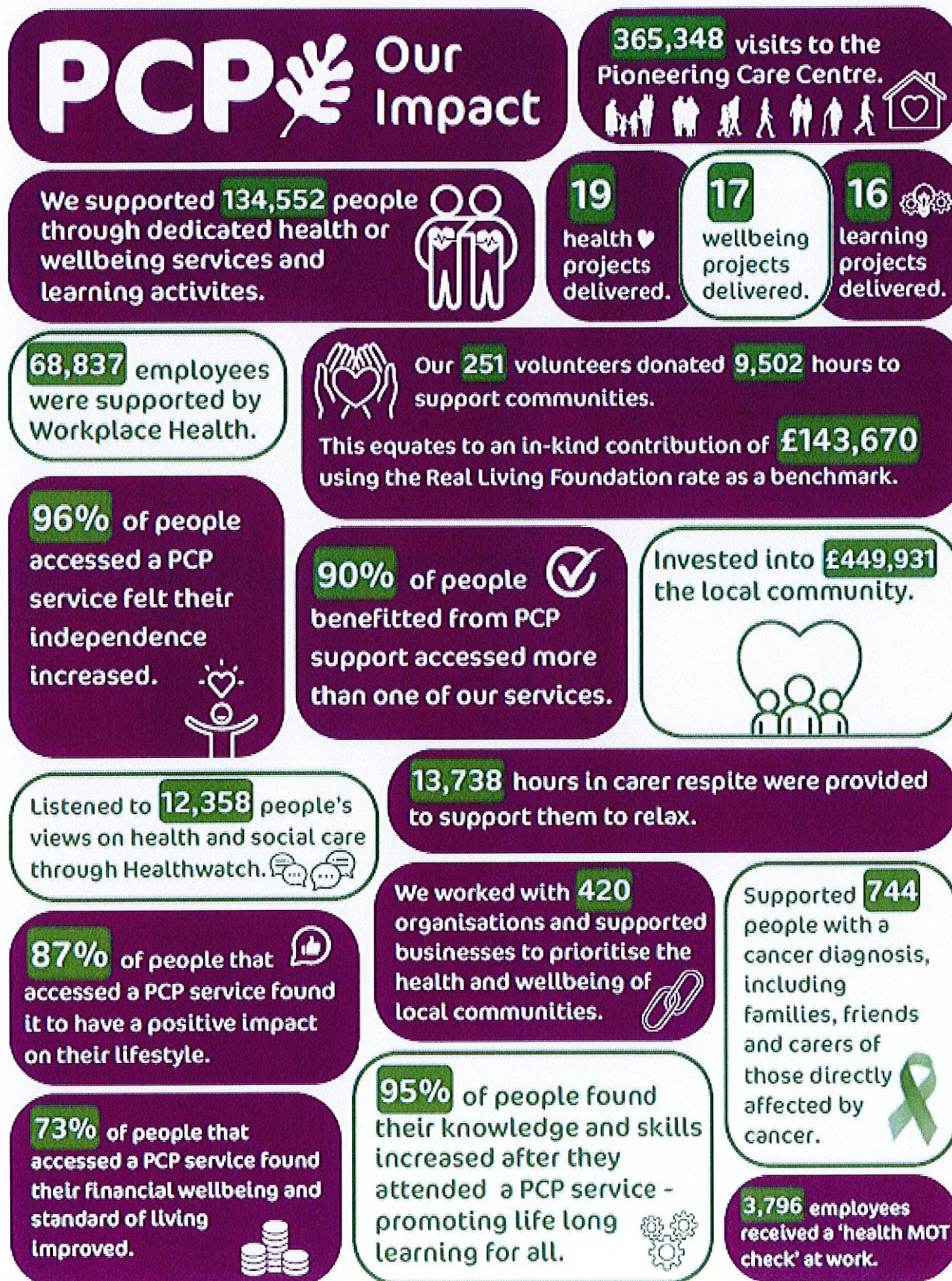
All of these areas were progressed in 2024-25.

2025-26 signifies the start of PCP's Strategic Planning Cycles where a whole organisational approach coupled with policy and external environment analysis will be completed. This will culminate in a new organisational strategic plan to be launched on 1st April 2026.

Monitoring & Evaluation

PCP continues to maintain the approach to apply a model of evaluation called 'Impact Mapping' developed by the New Economics Foundation (NEF). This is based on a 'theory of change' methodology and assists PCP to link our mission, objectives and activities with what happens because of them. This is the eleventh year of successfully using this model to monitor performance, consequently the organisation is usually able to use previous data to benchmark performance and undertake trend analysis. PCP project and service leads produce comprehensive quarterly reports in addition to commissioner or grant reporting.

The following section highlights some of the key achievements for the year 2024-25:



Pioneering Care Partnership

Report of the Trustees (*Continued*)

For the year ended 31 March 2025

FINANCIAL REVIEW

PCP has well-developed and effective policies and procedures in place to ensure sound financial governance. An established schedule enables trustees to receive, scrutinise and approve the organisational budget. Trustees dedicate time to carefully considering inflation and the impact on the charity, this leads to decisions on staff inflationary/cost of living rises. Trustees are committed to awarding rises based on inflation where this is affordable.

Senior Leaders and the Finance and Investment Sub Committee (FISC) monitored financial performance and management accounts during the year and reported no concerns. The Board maintain full accountability and utilise the time during FISC to ensure additional scrutiny.

PCP Board and Leaders take a long-term view of the organisations financial position and during 2024-25 a comprehensive Financial Strategy action plan was implemented. Short term commitments are also considered; in the coming year PCP plans to utilise reserves for several projects in support of the organisation's charitable objectives. Diversification of income is a key factor of PCP's approach and throughout the year we continued to consider different funding streams to reduce risk.

Expenditure in the organisation continued to be lower than forecasted. The efficient delivery of projects and services and the organisation's prudent approach was demonstrated by actual expenditure being 34% lower than budgeted.

The full results and company's financial position at the end of the year are shown in the attached financial statements.

Activities generating funds

Activities generating funds for the organisation include the Garden Kitchen, Room Hire, Natural Therapy Suite and the Hydrotherapy Pool within the Pioneering Care Centre. The range of natural and complimentary therapies delivered since the Centre re-opened has remained low however the Hydrotherapy Pool reopened following renovation. The 'soft launch' commenced late September 2024 and following this period of testing and learning the pool re-opened fully in January 2025, therefore income generating activities overall have been reduced.

The organisation sublets the Pioneering Care Centre to several Tenants. These include: The Village Pharmacy; Jubilee Medical Group; Durham County Council; Tees, Esk & Wear Valley NHS Trust; House of Eden Children's Nursery, NHS Property Services and private practitioners. The market value of the Centre was last assessed in 2022 by an independent surveyor, fulfilling trustees legal obligation to obtain and consider a written report from a suitably qualified surveyor before any disposal, such as a lease, is granted. Trustees are aware of their responsibility to achieve the best rent possible, and lease arrangements are designed to progress toward the market value suggested in the independent report. All tenant arrangements are either in line with market value or working towards this as a benchmark.

Investment Policy

PCP's investment portfolio is managed by Rathbone Investment Management Ltd. The portfolio is a combination of different asset types and weightings to consider both long term investment behaviours and short-term prevailing market conditions. The investment objective aims to preserve the capital investment in real terms whilst providing the opportunity for some growth in capital and income and therefore PCP opted for a medium risk tolerance for the fund.

In 2023-24 a investment risk rater exercise showed marginal increases in the risk appetite of trustees and executives, it was agreed PCP should maintain the existing approach. Therefore funds continue to be invested with a tolerance towards the lower end of 'medium risk'.

Pioneering Care Partnership

Report of the Trustees (*Continued*)

For the year ended 31 March 2025

Investment Update

The global economy continues to grow, but the pace has slowed and expectations for the next year have been revised downwards, albeit remaining positive.

Markets have been thrown into a huge period of uncertainty as investors try to understand the purpose and consequences of US policies and fixation with tariffs. Such uncertainty has hit the US market which has dominated performance for several years while the US Dollar, a traditional safe haven has also weakened.

Shifting rhetoric and the potential for sweeping tariffs have unsettled markets and complicated the outlook for both businesses and consumers alike – this is reflected by the performance of the portfolio's US holdings which dropped by -10% during the final quarter. Other regions are holding up better with the UK and Europe both posting gains, partly because our market is seen as being more defensive while the continent is preparing for a large-scale increase in defence and infrastructure spending, marking a break from its traditionally cautious fiscal approach.

While practical challenges remain, this shift could reshape the region's economic prospects in the years ahead. The portfolio is invested on a slightly cautious footing, but it posted a loss of -2% for the final quarter, primarily down to moves in the US equity market. However, losses were somewhat mitigated by the performance of Gold which makes up 4.5% of the portfolio and which rose +16% during the period.

There is no doubt that volatility will continue to spike while so much uncertainty persists, but recent equity market weakness has also been countered by significant daily rallies as investors hope for a softening of Trump's rhetoric following the so-called 'Liberation Day.' Such moves highlight the importance of portfolio diversification and sticking to long-term strategy.

The portfolio remains well balanced and while, with hindsight, it was positioned too cautiously into the end of 2023, the investment management company saw no need to shift strategy at the time and the view remains unchanged. It is envisaged the outlook for the global economy is positive as we come through the bottom of the cycle, and will adjust the investment strategy accordingly if needed. PCP's portfolio remains well diversified across asset classes which should enable it to be relatively resilient in the short-term and perform well over the long-term.

During 2024-25 PCP also continued to investment on short term basis with 95-day and 35-day notice accounts to attract more competitive rates of interest for the charity.

Reserves' Policy

PCP's Reserves' Policy ensures that Trustees, the Chief Executive and senior leaders, act in the interests of their charity and its beneficiaries at all times. A significant proportion of PCP's income comes from short term statutory contracts and, as a responsible employer, the Reserves Policy provides some assurance and safeguard for staff.

The Reserves' Policy aims to aid PCP's strategic planning, budgeting and risk management processes. PCP reserves provide a cushion for planned or unplanned future needs, safeguarding the organisation from unexpected events, losses of income and large unbudgeted expenses. The Reserves' Policy also aims to assist with the management of cash flow, provide working capital for day-to-day operations and aid decision making when considering investing in new ways of working. This Policy protects and safeguards organisational assets, assists Trustees to act with reasonable care and skill, and ensures that PCP is accountable.

This Reserves' Policy helps to ensure that the charity can meet its financial obligations to core and centre staff salary and operating costs. Other factors which are beginning to affect the organisation is that some funding streams have payments in arrears, therefore the organisation needs to have monies available to cushion this effect and ensure operational liquidity.

The organisational Reserves' Policy is reviewed on an annual basis by the Finance and Investment Sub Committee and full Board of Trustees. This was reviewed during 2024-25. In addition, the Board takes regular reports from the Finance Manager, with recommendations from the Chief Executive to enable trustees to ensure appropriate and timely action is taken where required.

To protect the financial stability of our organisation there are planned unrestricted reserves. The Policy and associated procedures sets out that PCP will aim to maintain reserves of a minimum of 6 months core and centre operating costs, this equates to circa £1,956,907 As of 31 March 2025, the charity held free reserves of £821,018 which equates to 5 months core and centre running costs.

Pioneering Care Partnership

Report of the Trustees *(Continued)*

For the year ended 31 March 2025

Where the reserves position exceeds the set level of 6 months the Board identifies if resources are available to utilise to further PCP's charitable aims. Trustees were aware that, after 26 years of use by the community, some areas of the Pioneering Care Centre needed refreshing and other areas, such as the Hydrotherapy Pool needed a complete renovation due to breakdowns and parts being obsolete which led to poor service for people accessing this well-used facility. Trustees, along with the organisations leaders, through effective and prudent planning were able to allocate reserves to further develop the Pioneering Care Centre, the organisations flagship healthy living centre.

PCP invested a significant level of reserves to improve use and accessibility of the Pioneering Care Centre, this included:

- extending the Hydrotherapy Pool area by 100%, and installing a state-of-the-art Hydrotherapy Pool with much improved changing facilities, host tracking system and new plant equipment;
- increasing the space available for the Day Service, building an extension which doubles the capacity, providing a small kitchen, garden and media wall to ensure activities are interactive and user-led; and
- General improvements internally, redecoration and new carpets etc.

A centre business plan is being developed to support future centre improvements, including a switch to more environmentally friendly infrastructure.

Quality

Quality is at the heart of what PCP does and is vitally important to ensure we fulfil our mission, continue to meet the needs of local people and communities, strive for improvement and ultimately make a difference or positive impact. 2024-25 was another excellent year for PCP with several external assessors reviewing the organisations systems, practice, delivery and impact. Fundamental to the success of external verification is leadership commitment and this, through all assessments, was deemed to be an area of outstanding practice.

During 2024-25 PCP also maintained:

- Investors in People Standard, Gold Award (full reassessment due July 2024)
- Better Health at Work Award, Maintaining Excellence and Ambassador Status
- CHAS the Contractors Health and Safety Assessment
- Volunteer Kitemark
- Mind's Mental Health at Work Pledge
- Carer's Pledge
- Mindful Employer/Charter for Employers who are Positive About Mental Health

PCP achieved a new standard, Investors in the Environment Silver, scoring 88% out of 100%. This involved mapping PCP's Green House Gas emissions. PCP has pledged: "To understand the impact the organisation has on the environment. We will monitor energy consumption and actively strive to reduce it. We will work with our teams to increase awareness and encourage ideas to take positive action at work, home and in the community."

The environmental categories PCP contributes to are:

- Consumption/shopping habits
- Encouraging nature and biodiversity
- Reducing energy usage
- Reducing travel/ greener travel
- Reducing Waste/recycle

Feedback from the Investment in the Environment included:

- Pioneering Care Partnership have a strong environmental strategy which is fuelling action within the organisation, bolstered by senior management support.
- They have excellent resource measuring and monitoring systems in place, driving efficiencies and resource reductions across the organisation.

The Auditor was impressed by the commitment shown by the organisation to identify and reduce its environmental impacts and bring the whole staff along with them.

Pioneering Care Partnership

Report of the Trustees (Continued) For the year ended 31 March 2025

Feedback from the Investors in People Assessor included:

- You have reviewed the recommendations of the last assessment and made strides to improve.
- You have been working hard on the essence of great leadership, embedding the leadership team within PCP. This included support, the delivery of the EQi assessments with coaching feedback. You have held away days and SLT planning days covering topics including roles, responsibilities, values and leadership shadow.
- You have launched the new HR system and delivered drop-in sessions for all staff and reviewed the systems compatibility with the digital transformation plan
- You have solidified your commitment to external awards, accreditations and other external best practice measures. You have made a commitment to other strands of good practice including the MIND pledge, Positive Disability and Mindful Employer.
- You have enhanced your commitment to measuring and benchmarking performance internally and externally.
- You have been successful in tendering opportunities maintaining an 80%+ result across this process.

The Better Health at Work Assessor also gave positive feedback:

- Once again, PCP has submitted an extremely comprehensive assessment. There is clear strategic and procedural consideration for staff health and wellbeing and it is great to see that this is very much a dynamic and iterative process within the organisation. There is good analysis of engagement and uptake of various offers/mechanisms.
- As a veteran of the BHAWA, PCP has absolutely grasped the policy-procedure-practice ethos of health and wellbeing delivery, with plentiful evidence of structural and procedural mechanisms that underpin the more practical delivery aspects and it is apparent that the organisation tries to actively live its values. It is brilliant to see that they have achieved their aspiration and now become an accredited Living Wage employer and will be conducting a pay benchmarking exercise over the next year.
- As always, PCP excels in the social value criterion as this is the whole rationale behind the organisation. PCP proactively covers multiple aspects of social value with some very impressive aspirations and delivery statistics to demonstrate their effectiveness and also direction of travel going forward. The whole section is highly impressive, but a particular highlight for the Assessor was the fantastic partnership working details that have garnered some inspirational results, such as the £6m resource into the local VCS sector, support for 100+ smaller organisations and safeguarding of 60+ roles.

The achievement of these quality and best practice standards maintains PCP's strong position in the competitive tendering markets in addition to demonstrating our commitment to quality for our customers, clients, staff and volunteers.

Key financial performance indicators (from 2019-2025)

Ratio	2024-25	2023-24	2022-23	2021-22	2020-21	2019-20
Liquidity ratio	11.7:1	16.2:1	17.8:1	23.05:1	19.72:1	7.1:1
Average Reserves : Expenditure (Other Charitable funds)	1.048:1	1.046:1	1.076:1	1.277:1	1.071:1	0.54:1
Debtors Days	62 days	37 days	133 days	162 days	77 days	35 days
Labour Turnover(%)	27%	10%	31%	15.2%	23.8%	25.1%
Labour Stability Index(%)	86%	84%	71%	85%	82%	82%
Absence(%)	4.8%	3.5%	3.5%	2.6%	2.2%	2.6%
Staff participation in training and development(%)	100%	78%	88%	96%	68%	75%

Pioneering Care Partnership

Report of the Trustees (*Continued*) For the year ended 31 March 2025

- PCP staff headcount remains stable at circa 135 employees.
- The emphasis in 2024-25 was to maintain and retain; PCP delivered £4,663,644 in social value through employment and retention of employees.
- The organisation's liquidity ratio remains very high, but has reduced as a result of the charity re-investing over £1.4m from charitable reserves to make significant improvements at the Pioneering Care Centre.
- PCP's Debtors Days increased in 2024-25 due to the timing of some payments from statutory bodies in quarter 4.
- Labour turnover (which can indicate employee satisfaction) is higher than the previous year due to planned changes in the organisation. In June 2024, CIPD reported average turnover was 34%. Naturally the voluntary sector can have a high turnover due to the short-term nature of projects and services. It is testament to the dedication of the senior team who work to ensure opportunities are available to offer employees as and when short term funding ends.
- Labour stability (can demonstrate permanency of the workforce) increased which is positive and PCP's average tenure rate is 4.7 year against a benchmark of 4.3 years as reported by the Civil Society
- PCP's absence rate has risen to 4.8%, however this remains better than the average for the NHS which is reported to be 5.6%. PCP's workforce make-up will lead to higher absence rates with 55% of employees consider themselves to be disabled or have a long-term condition and 24% are carers.
- Professional development of staff remains a priority with 100% undertaking training or development during the year.

PCP continues to benefit from well-developed organisational HR policies, a keen focus on employee wellbeing, a solid approach to talent management and we provide support to sustain staff wherever possible.

The organisation prides itself on being supportive to staff and we have a number of initiatives in place through our Flexible Working policy and procedures and our return-to-work processes. Organisationally PCP continues to strive to ensure we support our teams effectively and feedback has been overwhelmingly positive in relation to the measures in place.

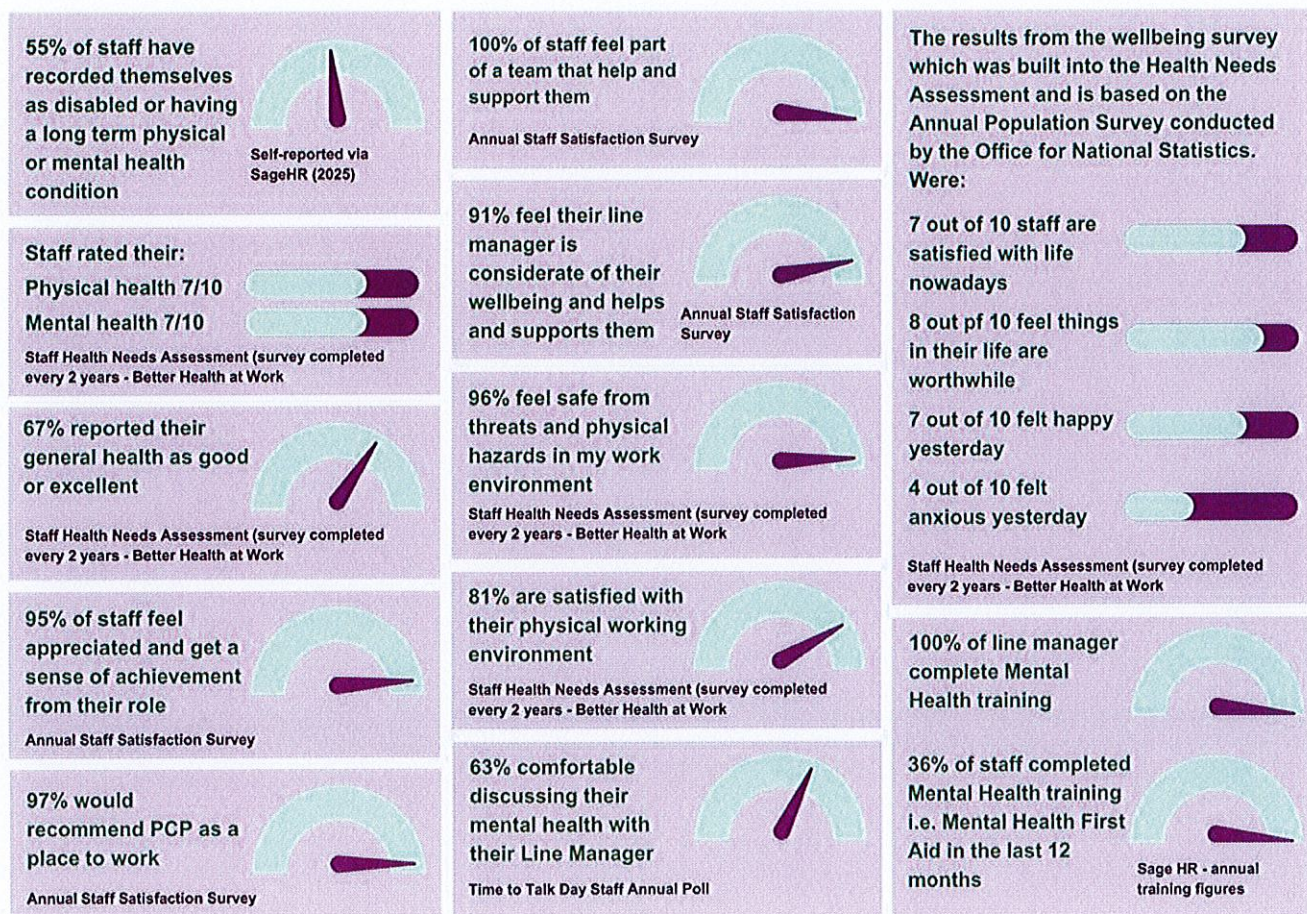
PCP works to support people to sustain their employment with us through several support interventions. We have a continuous improvement approach, including enhanced carer support into our employee benefits portfolio and have improved the employee assistance offer. Currently 24% of our people are registered as working carers. We have a strong track record of sustaining projects and interventions across the North East which also helps to maintain stability levels.

Furthermore, other incentives such as volunteering time, team development activities and rewards and recognition at staff meetings helps with employee engagement, support and retention.

Below is an outline of health, wellbeing and safety of our people, this information has been pulled together based on the Disability Confident Leader self reporting framework.

Pioneering Care Partnership

Report of the Trustees (Continued) For the year ended 31 March 2025



Future Priorities and developments include:

Strategic Planning – 2025-26 will include a series of sessions across the workforce, with trustees and external stakeholders to develop a new 5-year Strategy. This will build on PCP’s excellent track record and reputation, seek to further develop our offer for communities, look at enhancing employee skills and ensuring working practices are fit for employees of the future and digitally inclusive.

Pioneering Care Centre – business plan, a separate to the Strategic Plan Centre Plan will be developed by the Deputy Chief Executive and relevant Senior Leaders. Work will include consideration of the future of ‘healthy living centres’ and the needs of local people aligned with the mission of health, wellbeing and learning for all.

Trustee training – is ongoing, not only to embed new trustees but also to support the development of the overall board to assist with future planning, governance and growth.

Senior Leadership Team – this skilled and effective team will continue to evolve into a high impact team which is fundamental to the organisation continued success.

Business Development - the Chief Executive and Deputy Chief Executive will continue to nurture strategic relationships and partnerships whilst horizon scanning. Ensuring PCP uses evidence based best practice is fundamental to remaining pioneering. During 2024-25 this work was supported by the wider leadership team and we will continue to explore how to develop skills and knowledge around business development in the coming year.

Pioneering Care Partnership

Report of the Trustees (Continued)
For the year ended 31 March 2025

STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees (who are also the Directors of The Pioneering Care Partnership for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, S&W Audit Partners Limited will be proposed for re-appointment at the forthcoming Annual General Meeting.

ON BEHALF OF THE BOARD OF TRUSTEES:



Heather Brewster- Chairperson

Dated 19/08/25

Pioneering Care Partnership

Report of the Independent Auditors to the Members of Pioneering Care Partnership For the year ended 31 March 2025

Opinion

We have audited the financial statements of Pioneering Care Partnership (the 'charitable company') For the year ended 31 March 2025 which comprise the Statement of Financial Activities incorporating the Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement 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 2025, and of its incoming resources and application of resources, including its 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.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 group's or parent 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 Report of the Trustees, other than the financial statements and our Report of the Independent Auditors thereon. Our opinion on the financial statements does not cover the other information and 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.

Pioneering Care Partnership

Report of the Independent Auditors to the Members of Pioneering Care Partnership *(Continued)* For the year ended 31 March 2025

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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 Report of the Trustees.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the Statement of Trustees Responsibilities set out on page 21, 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 a Report of the Independent Auditors 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

Pioneering Care Partnership

Report of the Independent Auditors to the Members of Pioneering Care Partnership (*Continued*) For the year ended 31 March 2025

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

We obtained a general understanding of the charitable company's legal and regulatory framework through enquiry of management concerning their understanding of relevant laws and regulations, the entity's policies and procedures regarding compliance, and how they identify, evaluate and account for litigation claims. We also drew on our existing understanding of the charitable company's industry and regulation.

We understand that the charitable company complies with the framework through:

- Engaging external legal professionals as required and making changes to internal procedures and controls as necessary.
- Key managements close involvement in the day-to-day running of the business, meaning that any litigation or claims would come to their attention directly.
- Monitoring of updates made by regulatory bodies.

In the context of the audit, we considered those laws and regulations which determine the form and content of the financial statements, which are central to the charitable company's ability to conduct its business, and where there is a risk that failure to comply could result in material penalties. We identified the following laws and regulations as being of significance in the context of the charitable company:

- The Companies Act 2006 and FRS 102 in respect of the preparation and presentation of the financial statements.
- The Charities Act 2011 and the Charities: Statement of Recommended Practice in respect of the preparation and presentation of the financial statements.

We performed the following specific procedures to gain evidence about compliance with the significant laws and regulations identified above:

- Obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- Reviewing the minutes of meetings of those charged with governance;

The senior statutory auditor led a discussion with senior members of the engagement team regarding the susceptibility of the entity's financial statements to material misstatement, including how fraud might occur. The areas identified in this discussion were:

- Manipulation of the financial statements via fraudulent journal entries and management overriding controls.
- The incorrect recognition of grant, contract and sales of services income from fraud or error during the 12 month period

These areas were communicated to the other members of the engagement team not present at the discussion.

Pioneering Care Partnership

Report of the Independent Auditors to the Members of Pioneering Care Partnership (Continued) For the year ended 31 March 2025

The procedures we carried out to gain evidence in the above areas included:

- Performed data analytics on the general ledger against client specific criteria
- Selected a sample of journal entries using client specific risk criteria and agreed to supporting evidence
- Obtained third party evidence for a sample of donations, contracts and grants to ensure income was complete, accurate and occurred in the financial year.

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. 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.



Craig Henderson (Senior Statutory Auditor)
For and on behalf of S&W Partners Audit Limited
Statutory Auditors & Chartered Accountants

29 August 2025
17 Queens Lane
Newcastle upon Tyne
NE1 1RN

Pioneering Care Partnership

Statement of Financial Activities (Incorporating the Income and Expenditure Account)
For the year ended 31 March 2025

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2025 £	Total 2024 £
Income from:						
Donations	4	9,319	-	-	9,319	2,557
Charitable activities						
Grant income	5	75,046	-	-	75,046	202,909
Contract Income	5	2,645,688	-	1,349,803	3,995,491	5,003,973
Trading activities	6	418,567	-	5,865	424,432	423,705
Investment income	7	93,815	-	-	93,815	50,229
Total income		3,242,435	-	1,355,668	4,598,103	5,683,373
Expenditure on:						
Raising funds	8					
Investment manager costs		3,000	-	-	3,000	3,000
Trading activities		23,122	-	-	23,122	25,925
Charitable activities	9	829,560	2,583,049	1,431,690	4,844,299	4,343,914
Total expenditure		855,682	2,583,049	1,431,690	4,870,421	4,372,839
Net gain / (loss) on investments		(3,660)	-	-	(3,660)	15,964
Net (expenditure)/income before transfers		2,383,093	(2,583,049)	(76,022)	(275,978)	1,326,498
Transfers		(3,006,424)	2,990,871	15,553	-	-
Net (expenditure)/income		(623,331)	407,822	(60,469)	(275,978)	1,326,498
Reconciliation of funds						
Total funds brought forward		2,006,975	2,439,122	802,446	5,248,543	3,922,045
Total funds carried forward		1,383,644	2,846,944	741,977	4,972,565	5,248,543

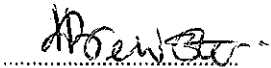
Pioneering Care Partnership


**Balance Sheet
As at 31 March 2025**

	Notes	£	2025 £	£	2024 £
Fixed assets					
Tangible assets	15		1,456,824		629,721
Investments	16		307,296		307,595
			<u>1,764,120</u>		<u>937,316</u>
Current assets					
Debtors	17	649,629		522,130	
Cash at bank and in hand		2,680,341		4,074,668	
		<u>3,509,970</u>		<u>4,596,798</u>	
Liabilities					
Creditors: amounts falling due within one year	18	(301,525)		(282,571)	
		<u></u>		<u></u>	
Net current assets			3,208,445		4,311,227
Total net assets			<u>4,972,565</u>		<u>5,248,543</u>
The funds of the charity					
Unrestricted funds			1,383,644		2,006,976
Designated funds			2,846,944		2,439,122
Restricted funds			741,977		802,445
	19		<u>4,972,565</u>		<u>5,248,543</u>

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees on 2025 and were signed on its behalf by:


.....
Heather Brewster – Chairperson


.....
Marilyn Mohan - Treasurer

Company Number: 03491237

The notes form part of these financial statements

Pioneering Care Partnership

Cash Flow Statement
For the year ended 31 March 2025

	Notes	2025 £	2024 £
Cash flows from operating activities:			
Cash generated from operations	24	(433,227)	1,133,116
Net cash provided by operating activities		<u>(433,227)</u>	<u>1,133,116</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		(871,751)	(551,135)
Interest received		93,815	50,229
Interest paid		(3,164)	(3,473)
Net cash used in Investing activities		<u>(781,100)</u>	<u>(504,379)</u>
Change in cash and cash equivalents in the reporting period		<u>(1,214,327)</u>	<u>628,737</u>
Cash and cash equivalents at the beginning of the reporting period		4,074,668	3,445,931
Cash and cash equivalents at the end of the reporting period		<u>2,860,341</u>	<u>4,074,668</u>

Pioneering Care Partnership

Notes to the financial statements For the year ended 31 March 2025

1. Accounting Policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice.

Pioneering Care Partnership meets the definition of a public benefit entity under FRS 102. The financial statements are prepared on a going concern basis under the historical convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Going concern

The financial statements have been prepared on a going concern basis. The Trustees (Company Directors for the purpose of Company law) have reviewed and considered relevant information, including the annual budget in making their assessment. Based on these assessments, given the measures that could and will be undertaken to mitigate the current adverse conditions, the current resources available and new projects already confirmed for 2025-26 the Trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

1.3 Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds can only be used for particular restricted purposes specified by the donor or when funds are raised for particular restricted purposes. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

1.4 Income

All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions and is recognised as earned. Grant income included in this category provides funding to support performance activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with reasonable certainty. Income received to deliver services over a specific period covering more than one financial year is accounted for over the specific period; related expenditure is accounted when incurred.

Pioneering Care Partnership

Notes to the financial statements (Continued) For the year ended 31 March 2025

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing.

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

1.5 Expenditure and irrecoverable VAT

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

The charity is partially exempt for VAT and input VAT not recoverable is charged to management and administration costs.

1.6 Support cost allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity.

1.7 Tangible fixed assets

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Improvements to property	- 6% on cost
Hydrotherapy pool	- 20% on cost
Equipment	- 20% - 33% on cost

Assets costing less than £1,500 are not capitalised.

1.8 Investments

Investments are recognised initially as fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value through Statement of Financial Activities.

1.9 Debtors and creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the income statement in other operating expenses.

Pioneering Care Partnership

Notes to the financial statements *(Continued)* For the year ended 31 March 2025

1.10 Financial instruments

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

1.11 Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

1.12 Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

1.13 Leasing

Rentals payable under operating lease contracts are charged to management and support costs on a straight line basis over the term of the contract.

The Charity extended its lease with Durham County Council on the Pioneering Care Centre during the year ended 31 March 2011. The Council will now terminate the lease in 125 years from April 2010. Leasehold property improvements capitalised after the extension of the lease will be appraised on an individual project basis and will be depreciated according to the Charity's assessment of their useful economic life.

1.14 Significant judgements and estimations

In the application of the charity's accounting policies the trustees are required to make judgements, estimates and assumptions about the carrying amounts of certain assets and liabilities. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. They consider that there are no significant judgements or estimations involved in the preparation of the financial statements.

2. Legal form

Pioneering Care Partnership is a Company Limited by Guarantee registered in England and Wales. Every member of the company undertakes to contribute to the assets if the company is wound up while he/she is a member or within one year of ceasing to be a member, such amount as may be required not exceeding £1. The address of the registered office is given in the charity information in the reference and administration pages of these financial statements.

Pioneering Care Partnership

Notes to the financial statements (Continued)
For the year ended 31 March 2025

3. Statement of financial activities for the prior year

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2024 £	Total 2023 £
Income from:						
Donations	4	1,497	-	1,060	2,557	18,805
Charitable activities						
Grant income	5	60,658	-	142,251	202,909	271,064
Contract Income	5	3,811,942	-	1,192,031	5,003,973	2,626,124
Trading activities	6	417,990	-	5,715	423,705	436,220
Investment income	7	50,229	-	-	50,229	14,450
Total income		4,342,316	-	1,341,057	5,683,373	3,366,663
Expenditure on:						
Raising funds						
Investment manager costs	8	3,000	-	-	3,000	3,000
Trading activities	8	25,925	-	-	25,925	23,494
Charitable activities	9	2,687,164	-	1,656,750	4,343,914	3,850,235
Total expenditure		2,716,089	-	1,656,750	4,372,839	3,876,739
Net gain / (loss) on investments		15,964	-	-	15,964	(17,077)
Net income/expenditure before transfers		1,642,191	-	(315,693)	1,326,498	(527,144)
Transfers	19	(1,645,390)	1,805,903	(160,513)	-	-
Net income/expenditure		(3,199)	1,805,903	(476,206)	1,326,498	(527,144)
Reconciliation of funds						
Total funds brought forward		2,010,175	633,219	1,278,651	3,922,045	4,449,189
Total funds carried forward		2,006,976	2,439,122	802,445	5,248,543	3,922,045
4. Donations and legacies						
					2025	2024
					£	£
Donations and gifts					9,319	2,557
					9,319	2,557

Pioneering Care Partnership

Notes to the financial statements (Continued)
For the year ended 31 March 2025

5. Income from charitable activities	2025	2024
	£	£
Grants	75,046	202,909
Contracts	3,995,491	5,003,973
	<u>4,070,537</u>	<u>5,206,882</u>
Analysis by fund:		
	£	£
Unrestricted funds	2,720,734	4,404,436
Restricted funds	1,349,803	802,446
	<u>4,070,537</u>	<u>5,206,882</u>
6. Other trading activities	2025	2024
	£	£
Hydro pool takings	16,308	13,864
Rents and service charges	319,594	312,402
Fees and room hire	19,575	26,340
Therapy income	5,136	6,962
Classes and courses	3,468	1,193
Coffee shop	36,458	38,523
Options	12,175	16,743
Fundraising	11,718	7,678
	<u>424,432</u>	<u>423,705</u>
7. Investment income	2025	2024
	£	£
Bank interest receivable	87,454	43,728
Investment income	6,361	6,501
	<u>93,815</u>	<u>50,229</u>
8. Raising funds	2025	2024
	£	£
Coffee Shop	17,620	19,537
Hydropool maintenance	5,502	6,388
Investment manager	3,000	3,000
	<u>26,122</u>	<u>28,925</u>

Pioneering Care Partnership

Notes to the financial statements (Continued)
For the year ended 31 March 2025

9. Charitable activities costs

	Direct costs	Support costs	2025	2024
	£	£	£	£
Salaries & related costs	3,376,118	67,658	3,443,776	2,996,756
Room hire	31,378	-	31,378	32,711
Travel and subsistence	55,469	6,045	61,514	60,304
Activity expenditure	219,451	-	219,451	375,825
Payments to Partners	466,388	-	466,388	265,976
Miscellaneous	14,870	2,750	17,620	19,537
Office Costs	248,313	2,275	250,588	254,984
Training	25,114	-	25,114	29,401
Rent and rates	132,637	6,311	138,948	125,063
Marketing	12,660	-	12,660	16,222
Legal and professional	68,132	11,000	79,132	76,819
Bank charges	3,164	-	3,164	3,473
Depreciation	44,649	-	44,649	27,419
Irrecoverable VAT	49,917	-	49,917	59,424
	<u>4,748,260</u>	<u>96,039</u>	<u>4,844,299</u>	<u>4,343,914</u>

Analysis by fund:

	£	£
Unrestricted funds	3,412,609	2,687,164
Restricted funds	1,431,690	1,656,750
	<u>4,844,299</u>	<u>4,343,914</u>

10. Support costs

	2025	2024
	£	£
Staff costs	67,658	12,791
Premises costs	6,311	12,403
Travel costs	6,001	5,327
Office costs	5,025	4,747
Governance costs	11,044	7,028
	<u>96,039</u>	<u>42,296</u>

11. Governance costs

	2025	2024
	£	£
Trustee expenses	44	28
Audit fee	11,000	7,000
	<u>11,044</u>	<u>7,028</u>

Pioneering Care Partnership

Notes to the financial statements *(Continued)*
For the year ended 31 March 2025

12. Net income/(expenditure)

Net income/(expenditure) is stated after charging:

	2025	2024
	£	£
Fees payable to the company's auditor	11,000	7,000
Depreciation	44,648	27,419
Operating lease rentals – property	33,535	32,560
Operating lease rentals – equipment	5,202	5,400
	<u> </u>	<u> </u>

13. Auditors' remuneration

	2025	2024
	£	£
Fees payable to the charity's auditors for the audit of the charity's annual accounts	11,000	7,000
	<u> </u>	<u> </u>

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

	2025	2024
	£	£
Wages and salaries	3,098,077	2,706,883
Social security costs	252,741	208,267
Other pension costs	89,741	78,614
	<u> </u>	<u> </u>
	3,440,559	2,993,764
	<u> </u>	<u> </u>

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

	2025	2024
	No.	No.
Chief Executive	1	1
Senior Managers	9	8
Quality, HR & Finance staff	7	7
Administration & support	22	18
Other project staff, etc	97	95
	<u> </u>	<u> </u>
	136	129
	<u> </u>	<u> </u>

Pioneering Care Partnership

Notes to the financial statements *(Continued)*
For the year ended 31 March 2025

14. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel *(Continued)*

The number of employees whose annual remuneration was £60,000 or more were:

	2025	2024
	No.	No.
£60,000 to £70,000	1	1
£80,000 to £90,000	1	1

The charity trustees were not paid or received any other benefits from employment in the year (2021 - £nil). Three trustees were reimbursed expenses during the year of £44 (2024 - £28). No charity trustee received payment for professional or other services supplied to the charity (0 - £nil).

The key management personnel include the Chief Executive, Executive Leads and Project and People Managers. The total employee benefits of the key management personnel of the charity were £461,074 (2024 - £349,146)

Pioneering Care Partnership

Notes to the financial statements (Continued)
For the year ended 31 March 2025

15. Tangible fixed assets

	Equipment	Office Improvements	Hydro pool	AUC	Total
	£	£	£	£	£
Cost					
At 01 April 2024	37,343	252,100	-	508,546	978,886
Additions	5,288	147,082	708,121	-	871,751
Disposals	(75)	-	-	-	(765)
Transfers	-	-	508,546	(508,546)	-
At 31 March 2025	42,556	399,182	1,216,667	-	1,849,824
Depreciation					
At 01 April 2024	37,032	160,253	-	-	349,165
Charge	1,559	15,773	15,173	-	44,648
Disposals	(75)	-	-	-	(765)
At 31 March 2025	38,516	176,026	15,173	-	393,048
Net Book Value					
At 31 March 2025	4,040	223,156	1,201,494	-	1,456,824
At 31 March 2024	311	91,847	-	508,546	629,721

All fixed assets are for direct charitable use.

During the year ended 31 March 2011 an extension to the Pioneering Care Centre was completed.

The extension was developed by County Durham Council under a partnership agreement with PCP and was funded by the Community Assets Programme via The Big Lottery. As part of this partnership agreement, on completion of the building, Durham County Council adjusted the terms of the lease of the Pioneering Care Centre to PCP to a long-term leasehold of 125 years, starting in April 2010, at a peppercorn rent.

Leasehold property improvements capitalised after the extension of the lease will be appraised on an individual project basis and will be depreciated according to the charity's assessment of their useful economic life.

Pioneering Care Partnership

Notes to the financial statements (Continued)
For the year ended 31 March 2025

16. Fixed asset investments

	Listed investments	Cash in portfolio	Total
Cost or valuation			
At 1 April 2024	278,759	28,740	307,499
Additions	83,705	(83,705)	-
Disposals	(62,780)	62,780	-
Realised investment income	-	6,361	6,361
investment Manager Fees		(3,000)	(3,000)
Valuation gains/losses	(3,564)	-	(3,564)
	<u>296,120</u>	<u>11,176</u>	<u>307,296</u>
At 31 March 2025	296,120	11,176	307,296

Listed equity investments that are traded on a quoted market are held at fair value determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

17. Debtors: Amounts falling due within one year

	2025	2024
	£	£
Trade debtors	507,724	414,794
Prepayments and accrued income	140,601	105,771
Other Debtors	1,304	1,565
	<u>649,629</u>	<u>522,130</u>

18. Creditors: Amounts falling due within one year

	2025	2024
	£	£
Trade creditors	81,093	83,636
Social security and other taxes	80,448	82,951
Other creditors	18,304	17,267
Accrued expenses	100,746	101,256
Deferred income	20,934	461
	<u>301,525</u>	<u>285,571</u>

Pioneering Care Partnership

Notes to the financial statements (Continued)
For the year ended 31 March 2025

19. Statement of funds

For the year ended 31 March 2025

	Balance at 1 April 2024	Income	Expenditure	Investment gains/losses	Transfers	Balance at 31 March 2025
	£	£	£	£	£	£
Unrestricted funds						
General funds	2,006,975	3,242,435	(855,682)	(3,660)	(3,006,424)	1,383,644
Designated funds						
Hydropool	-	-	-	-	1,201,494	1,201,494
Centre renovation	612,585	-	-	-	(612,585)	-
Project fund	1,826,537	-	(2,583,049)	-	2,401,962	1,645,450
Total Unrestricted funds	4,446,097	3,242,435	(3,438,731)	(3,660)	(15,553)	4,230,588
Restricted fund						
Growing Our Community	6,534	-	-	-	-	6,534
RCG Mapping Grant	92,656	-	(43,391)	-	-	49,265
Befriending	1,190	26	(963)	-	-	253
Safe Haven	95,023	451,713	(287,055)	-	(4,742)	254,939
Healthwatch CIC	10,175	-	(1,000)	-	-	9,175
Covid 19 Resilience Hub	212,863	704,118	(758,769)	-	-	158,212
Befriending Research Project	233,353	2,125	(141,119)	-	-	94,359
Young Adults Support Café	4,519	-	-	-	(4,519)	-
LD & Autism Research	78,562	275	(25,021)	-	-	53,816
Stockton Covid Champions	58,165	130,000	(154,787)	-	18,901	52,279
Options Social Club	3,346	5,865	(6,717)	-	-	2,494
GAMP Lunch Club Grant	6,060	-	(6,973)	-	913	-
Big Arts Project	-	10,000	(5,895)	-	5,000	9,105
Cancer Champions	-	51,546	-	-	-	51,546
Total restricted funds	802,446	1,355,668	(1,431,690)	-	15,553	741,977
Total Reserves	5,248,543	4,598,103	(4,870,421)	(3,660)	-	4,972,565

Pioneering Care Partnership

Notes to the financial statements (Continued)
For the year ended 31 March 2025

19. Statement of funds (Continued)

For the year ended 31 March 2024

	Balance at 1 April 2023 £	Income £	Expenditure £	Investment gains/losses £	Transfers £	Balance at 31 March 2024 £
Unrestricted funds						
General funds	2,010,174	4,342,316	(2,716,089)	15,964	(1,645,390)	2,006,975
Designated funds						
Hydrotherapy pool renewal	161,065	-	-	-	(161,065)	-
Centre renovation	438,222	-	-	-	174,363	612,585
Project fund	33,932	-	-	-	1,792,605	1,826,537
Total Unrestricted funds	2,643,394	4,342,316	(2,716,089)	15,964	160,513	4,446,097
Restricted fund						
Hydrotherapy pool	71,925	124,776	(8,576)	-	(188,125)	-
Growing Our Community	6,534	-	-	-	-	6,534
RCG Mapping Grant	134,612	-	(41,956)	-	-	92,656
Befriending	3,405	754	(2,758)	-	(210)	1,190
Safe Haven	97,204	449,019	(451,200)	-	-	95,023
Healthwatch CIC	10,175	-	-	-	-	10,175
Covid 19 Resilience Hub	271,307	630,111	(688,557)	-	-	212,863
Befriending Research Project	432,998	-	(199,645)	-	-	233,353
Young Adults Support Café	5,478	-	(959)	-	-	4,519
LD & Autism Research	169,585	-	(91,023)	-	-	78,562
Welfare Roadshow	5,000	-	(6,026)	-	1,026	-
Lottery development Alliance work	22,908	-	(25,657)	-	2,749	-
Stockton Resilience Project	10,000	-	(8,182)	-	(1,818)	-
Stockton Covid Champions	34,526	122,900	(125,126)	-	25,865	58,165
Options Social Club	2,994	5,922	(5,570)	-	-	3,346
GAMP Lunch Club Grant		7,575	(1,515)			6,060
Total restricted funds	1,278,651	1,341,057	(1,656,750)	-	(160,513)	802,446
Total Reserves	3,922,045	5,683,373	(4,372,839)	15,964	-	5,248,543

Pioneering Care Partnership

Notes to the financial statements *(Continued)* For the year ended 31 March 2025

19. Statement of funds *(Continued)*

Centre Renovation fund is the amount set aside for the planned replacement of the Hydrotherapy pool and to provide an extension for the Options Room at the Pioneering Care Centre.

Project fund is Trustees approved the 2024-25 budget which included utilisation of surplus across a number of project areas which provides agreed additional capacity and resources to support people in our community.

Hydropool - Designated funds were allocated specifically for the development and maintenance of a bespoke hydrotherapy pool at the Pioneering Care Centre. The renovation works were complete during 2024-25 and the Hydrotherapy Pool reopen to the public in October 2024. Hydrotherapy is a therapeutic evidence-based service, supporting and enhancing rehabilitation, increasing mobility, reducing stress and improving wellbeing.

The Befriending project offers face to face and virtual support to local people aiming to tackle isolation and reduce feelings of isolation.

PCP secured funding for COVID 19 Resilience Team (Durham) to help provide access to timely and local support for COVID-19 specific mental health and emotional wellbeing needs within County Durham.

The Research Teams undertake specific community research to support a co-ordinated and evidenced based approach to service development. Topics include befriending and peer support, learning disability and autism, and the affect of COVID.

Young Adults Support Café provides an opportunity for young adults to socialise, develop resilience and work on coping strategies to aid positive mental health.

Lottery development Alliance work - PCP secured grant funding from the National Lottery to work with Public Health, Integrated Commissioning and the voluntary and community sector exploring the potential of a poverty & health alliance.

The Stockton Resilience Project offers support to help increase emotional and mental resilience in response to Long COVID and the impacts of isolation, shielding and government restrictions.

The Stockton COVID Community Champions programme supports public health messaging to dispel myths and help community understanding.

Options Social Club is a member led evening activity providing adults with learning and physical disabilities to socialise.

Welfare Roadshow is a grant to deliver 3 events across the GAMP area, these events supported local people affected by welfare reform and the associated issues such as employability, poverty and housing, along with other concerns.

GAMP lunch club is a grant to deliver a series of 4, 8-week courses, aimed at supporting residents within the GAMP area. The courses will be supporting those who have been impacted by both the cost-of-living increases and who are still feeling the impacts of the isolation caused by COVID.

Pioneering Care Partnership

**Notes to the financial statements (Continued)
For the year ended 31 March 2025**

Growing our community was formerly the Dementia Friendly Gardening grant which was received from Durham County Council to support the Dementia Friendly Café.

RCG Mapping Grant - PCP secured resource to support the development of information platforms for Children and Young People and Adults to support the work of County Durham's Mental Health Partnership and the Resilient Communities Group. This grant was awarded to enable scoping, testing and development prior to launching a platform (website) for use by local people. This work was due to fully commence at the end of 2019-20 but was delayed due to COVID-19.

Safe Haven - as part of a national NHS Transformation pilot PCP has been commissioned to develop 'Safe Havens' across the communities of County Durham and Darlington. This work was due to commence at the end of 2019-20 but was delayed due to COVID-19.

Healthwatch CIC relates to funds transferred to PCP during 2016 following the closure of the organisation.

Cancer Champions - The project will use existing networks to raise awareness of the symptoms of common cancers across County Durham. PCP will employ a worker who will support Workplace Health Advocates to achieve Cancer Champion accreditation. In addition to raising awareness, digital technology will also be developed to support the training of further Cancer Champions both in the workplace and the community.

20. Analysis of net assets

For the year ended 31 March 2025

	Unrestricted funds £	Restricted funds £	Total £
Fixed assets	1,456,824	-	1,456,824
Investments	307,296	-	307,296
Net current assets/(liabilities)	2,466,468	741,977	3,208,445
	<u>4,230,588</u>	<u>741,977</u>	<u>4,972,565</u>

For the year ending 31 March 2024

	Unrestricted funds £	Restricted funds £	Total £
Fixed assets	629,721	-	629,721
Investments	307,595	-	307,595
Net current assets/(liabilities)	3,508,782	802,445	4,311,227
	<u>4,446,098</u>	<u>802,445</u>	<u>5,248,543</u>

Pioneering Care Partnership

Notes to the financial statements (Continued)
For the year ended 31 March 2025

21. Pensions

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £89,741 (2024 - £78,614).

22. Leasing agreements

	Land & buildings		Other	
	2025	2024	2025	2024
	£	£	£	£
Expiring:				
Within one year	33,535	32,560	5,202	5,400
Between one and five years	16,810	31,380	4,155	7,833
In more than five years	105	106	-	-
	<u>50,450</u>	<u>64,046</u>	<u>9,357</u>	<u>13,233</u>

23. Related party disclosures

There were no related party transactions. For the year ending 31 March 2025 (2024 – none).

24. Reconciliation of net income to net cash from operating activities

	2025	2024
	£	£
Net (expenditure)/income for the reporting period (as per the statement of financial activities)	(275,978)	1,326,498
Adjustments for:		
Investment income	(93,815)	(50,229)
Interest payable	3,164	3,473
Depreciation charges	44,648	27,419
Unrealised gains/(losses) on investments	3,660	(15,954)
(Increase) in debtors	(127,499)	(204,260)
Increase/ in creditors	12,593	49,679
Movement in cash	-	(3,510)
Net cash provided by operating activities	<u>(433,227)</u>	<u>1,133,116</u>

PIONEERING CARE PARTNERSHIP

England & Wales - Charity number 1067888

Accounts

Registered number: 03491237

Charity number: 1067888

Pioneering Care Partnership

Report of the Trustees and Financial Statements

For the year ended 31 March 2024

Pioneering Care Partnership

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Pioneering Care Partnership

Report of the Trustees

For the year ended 31 March 2024

The Trustees submit their report and the audited accounts for the year ended 31st March 2024. They confirm that the report and accounts conform with current statutory requirements and the charity's memorandum and articles, and also the requirements of the Statement of Recommended Practice - Accounting and Reporting by Charities.

Reference and administrative details

Company Number	3491237
Charity Number	1067888
Registered Office	Pioneering Care Centre, Carer's Way, Newton Aycliffe, County Durham DL5 4SF
Patron	Carol Briggs (appointed 16 th October 2023)
Board of Trustees	Heather Brewster (Chair) Carol Briggs (resigned 16 th October 2023) David Cockburn (resigned 16 th October 2023) Melanie Fordham (resigned 13 th August 2023) Marilyn Mohan Dame Dela Smith (appointed 1 st April 2023) Dr Mark Sacco (appointed 16 th October 2023) Neil Hurst (appointed 16 th October 2023)
Company Secretary	Carol Gaskarth
Principal Staff	Carol Gaskarth (Chief Executive) Liz Fisher (Deputy Chief Executive, appointed 8 th June 2023) Melanie Bear (External Partnerships Manager) Vicky Browning (Operations Manager) Jo Davies (Finance Manager) Gayle Goldsmith (Project Development Manager, appointed 12 th June 2023) Bobby Hewitson (Project Development Manager, appointed 1 st June 2023) Rebecca Morgan (Project Development Manager) Sandra Roberts (Governance and Development Manager)
Auditors	CLA Evelyn Partners Limited, 17 Queens Lane, Newcastle Upon Tyne, NE1 1RN
Bankers	NatWest, 29 Newgate Street, Bishop Auckland, Co Durham, DL14 7ET

Pioneering Care Partnership

Report of the Trustees (Continued) For the year ended 31 March 2024

The Trustees submit their report and the audited accounts for the year ended 31 March 2024. They confirm that the report and accounts comply with current statutory requirements and the charity's memorandum and articles, and also the requirements of the Statement of Recommended Practice - Accounting and Reporting by Charities.

Structure, Governance and Management Governing Document

The Pioneering Care Partnership (PCP) is a company limited by guarantee established on 7th January 1998 and a registered charity (registered 2nd Feb 1998). The company was established under a Memorandum of Association, which establishes the objects and powers of the charitable company and is governed under its Articles of Association. The governance structure was reviewed over the period 2019-2023 and new Articles of Association were adopted in October 2023. In the event of the company being wound up members are required to contribute an amount of £1 on the winding up of the organisation.

Governance Review

PCP was founded 26 years ago, and, over time, the organisation has developed and changed. Recognising **governance arrangements must be suitable for the specific charity**, PCP ensures proactive reviews take place regularly. As a growing charity, in 2019-20 PCP undertook a series of consultations and conversation with those involved in leadership, oversight and governance, fully considering the charitable aims and public benefit PCP strives to address. This led to a full refresh, consultation with Voting Members and ultimately a special resolution to adopt the new governing document.

As a result, the revised governing document reflects the current organisation and the charity's objects now read:

2.1. The Charity's objects are restricted specifically, in each case only for the public benefit and mainly but not exclusively in North East England;

2.1.1 the relief of need, hardship, poverty or distress including but without limitation the preservation, protection and advancement of good health and improvements of the qualities of life of people in need of assistance or support by reason of caring responsibilities, poverty, disability, age, ill health or substance addiction;

2.1.2. the advancement of education of persons in need, hardship, poverty or distress; and

2.1.3. developing the capacity and skills of service users and the community in such a way that they are better able to identify, and help meet, their needs and to improve their health and wellbeing to participate more fully in society.

Details on the Charity Commission register and with Company's House was updated in quarter 3 of 2023-24.

PCP continues to use the Good Governance Code to assess progress and organisational development. Recognising good governance is fundamental to a charity's success, enabling and supporting compliance with the law and relevant regulations but also promoting a culture in which everything works towards fulfilling the charity's vision. The Good Governance Code has been used as the basis of reporting for several years. In November 2023, trustees and senior leaders conducted a comprehensive review of the organisations approach and progress against the self-assessment toolkit. Overall, this demonstrated good progress and generated ideas for continuous improvement. As a result, PCP's Governance and Development Manager is currently developing an organisation-wide action plan.

Recruitment and Appointment of Trustees

The charity Trustees are also Company Directors for the purposes of company law. As a charity, under the requirements of the Articles of Association, one-third, or, if their number is not divisible by three, the number nearest to one-third must retire by rotation. These shall be those who have been longest in office since their last appointment or reappointment. In 2023-24 Carol Briggs, David Cockburn and Melanie Fordham stood down and we thank them for their contribution to the charity and for their continuing support of PCP.

The updated Articles changed the maximum tenure of service for Directors/Trustees. From 2023 no Director shall serve for more than six consecutive years, unless the Directors resolve it would be in the best interests of the Charity for that Director to continue to serve beyond that period. In which case the Director can be reappointed, in accordance with the Articles, for a maximum single period of three years, and thereafter for single periods of one year. This fits with the organisations desire to ensure good governance and maintain an appropriate mix of up-to-date and relevant experience on the board.

Pioneering Care Partnership

Report of the Trustees (*Continued*) For the year ended 31 March 2024

PCP continues to refresh the Board to ensure a suitable mix of business skills, leadership, governance and accountancy. PCP aims to ensuring the organisation is governed by representatives of those it seeks to serve which includes local people, those who represent particular communities, older people, carers, previous-carers and/or service users. Whilst there is no obligation to ensure Trustees shall be service users, during 2023-24 80% of the Board of Trustees were considered to be service user representatives.

Annually, PCP reviews Trustee skills and aspirations through a review with the Chair and Chief Executive and an anonymous survey. The last survey was undertaken in July 2023 reviewing trustee input and influence over a number of key areas. Comments included:

"I couldn't be prouder of our staff, trustees and volunteers."

"PCP has proved it was resilient (through the threat of Brexit, COVID, war in Ukraine) and enormous credit should be given to the Chief Executive who provided leadership throughout."

Key areas of development identified through the survey included:

1. Trustee recruitment – to ensure ongoing diversity of thinking
2. Trustee development – to maintain awareness of the 'bigger picture'.
3. Mobilisation of new contracts and services – recognising PCP is in a sustained period of growth.
4. Being agile – third sector organisations need to remain agile whilst having a person-centred approach.

Trustee Induction and Training

Trustee recruitment took place over Summer 2023. PCP currently has 5 active trustees. 2 of whom were newly appointed in 2023-24.

Trustee induction processes are well-established, covering governance, leadership, charity guidance, PCP policies and procedures and expectations from the perspective of the organisation and the individual. This helps to orientate new trustees into the charity. Mentoring and peer support from experienced trustees is offered to newcomers. Often this is matched based on areas for development or where skills could be enhanced. The Chair and Chief Executive directly support trustee induction enabling new members to settle into the role well. New trustees commented:

- "The Trustee's Information Pack gave a helpful overview of PCP and the skills and commitment required for the trustee role; this enabled me to assess my suitability. The Trustee Induction Pack presented comprehensive information on PCP's corporate governance processes, strategic plan and financial position. Meetings with the Chief Executive, Chairman and the Trustees provided a warm welcome, clear briefing and encouragement to ask questions. In my view the onboarding process is excellent."
- "Following a well structured recruitment process I joined the PCP as a Trustee at the 2023 AGM. It is my first time as a Trustee and I was somewhat daunted by the scope of the role and all the legal and moral governance implications involved. However, the PCP recruitment process provided me access to all the required material about Trustee responsibilities and also the detailed governance procedures at the PCP. These were further explained during my induction session where I met other Trustees and we worked through an extensive Induction Pack. I'm still learning but I feel confident I now know what is expected during regular Board and business management meetings."

PCP benefits from highly skilled trustees who bring a wealth of experience in different sectors and disciplines including finance, health and safety, governance, leadership, commissioning and education. Trustees' skills are reviewed annually. No specific gaps have been identified however the charity aims to grow the number of trustees to ensure succession planning and aid diversity of thinking in decision-making.

Training and continuous professional development opportunities are offered to trustees. During 2023-24 these have been internally provided including governance awareness and finance for non-financial people; this training was delivered to both trustees and senior leaders.

Annually trustees take time to reflect on progress toward the strategic plan. They also receive presentations from projects and services take place at the Business Development and Best Practice Sub Committee; all of which aids learning.

Pioneering Care Partnership

Report of the Trustees (Continued) For the year ended 31 March 2024

Many of PCP's projects and services support children or people who may be vulnerable therefore PCP ensures the leadership team is trained and equipped to manage any safeguarding concerns effectively. This incorporates training across all local authority areas where the organisation works to ensure local processes are followed. Working with local infrastructure organisations, trustees are also offered the opportunity to participate in Safeguarding training.

The Chairperson is a member of the Association of Chairs, and the Chief Executive is a member of ACEVO, the Association of Chief Executive of Voluntary Organisations and a member of the Chartered Institute of Management. PCP also subscribes to the National Council of Voluntary Organisations. Membership of these bodies offers the opportunity for training, development, networking, guidance and support. PCP proactively uses Charity Commission updates to assist to provide informative and timely updates around best practice and governance and the Chief Executive's quarterly reports also guide trustees to further sources of reading and information.

PCP ensures trustees have support with further learning and guidance from external consultants where this is appropriate. In addition to contracting independent HR and Health & Safety specialists PCP seeks legal advice for tenancy and legal matters, and engages other specialists as necessary.

Appointment of Patron

Carol Briggs, one of the founding trustees, decided to stand down in 2023-24 after dedicating over 26 years to PCP. Carol, along with a small group of local people, had an ambition of bringing health and social care services together to make them more accessible, and this is how the Pioneering Care Centre was born. She is well-respected by trustees and staff alike, and it was fitting to appoint her to the role of Patron at the AGM in October 2023. This ambassadorial role is developing and will continue to evolve in the coming year.

Pioneering Care Partnership

Report of the Trustees (*Continued*) For the year ended 31 March 2024

The Structure of the Organisation

The Board of Trustees are elected by PCP's Voting Members. The Board can have up to 12 members and have responsibility for strategic direction and policy ensuring PCP meets its legal requirements. The Board of Trustees meet quarterly, and their work is supported by a robust sub-committee structure.

Trustee attendance and commitment is excellent, they are dedicated to supporting the charity to grow and develop and provide effective constructive challenge, scrutiny and support. To do this they question, read and reflect. The Chief Executive reports include links to key documents and reference materials to help with overall knowledge and skills development which in turn assist to ensure PCP maintains good governance.

During 2023-24 five board meetings were held, 4 ordinary board meetings, 1 specific budget board meeting. Written board reports provided details of trustee duties and obligations, ensuring full compliance. The board report structure continues to be based on the Charity Good Governance Code, this assists PCP trustees not only to embed the principles of sound governance but also to maintain a clear focus on the organisation's mission and objects.

To support good governance PCP's Board of Trustees regularly review and update the organisation's Scheme of Delegation and Register of Interests. Both of these documents were reviewed twice during 2023-24.

Annually Trustees, the Chief Executive and senior staff complete an Automatic Disqualification Declaration, this process ensures PCP is confident those who are appointed to govern or lead the organisation are not disqualified from acting as a charity trustee or holding a senior leadership position. The Charity Commission guidance suggests that this check should be conducted periodically, PCP has chosen to do this annually. The Charity Commission refers to 'senior leaders' as the Chief Executive, Finance Director and Chief Operating Officer, however PCP has deemed it appropriate that all leadership team members should renew the declaration form for completeness. During 2023-24 the following were also reviewed:

- Business Development and Budget Guidelines
- Comments and Complaints Quarterly Reports
- Comments and Complaints Procedure
- Environmental Policy Statement
- Equality, Diversity & Inclusion Policy Statement
- Health & Safety Policy Statement
- Investors In People 2023 report
- Investment Policy, Investment Strategies and portfolios
- PCP's Risk Register
- Quality Policy
- Voting Members and Trustee Data Protection and Privacy Statement

The Health and Safety Policy Statement, Equality Diversity and Inclusion Policy Statement and the Environmental Policy Statement are circulated to all staff and displayed in prominent places across PCP offices, demonstrating the organisational commitment to best practice.

In March 2024, the Finance and Investment Sub Committee (FISC) and Board of Trustees approved the organisation's Financial Strategy. This had been developed over a number of months and during 2024-25 the Finance Manager and FISC will develop an action plan to ensure progress is made across all areas of the Strategy.

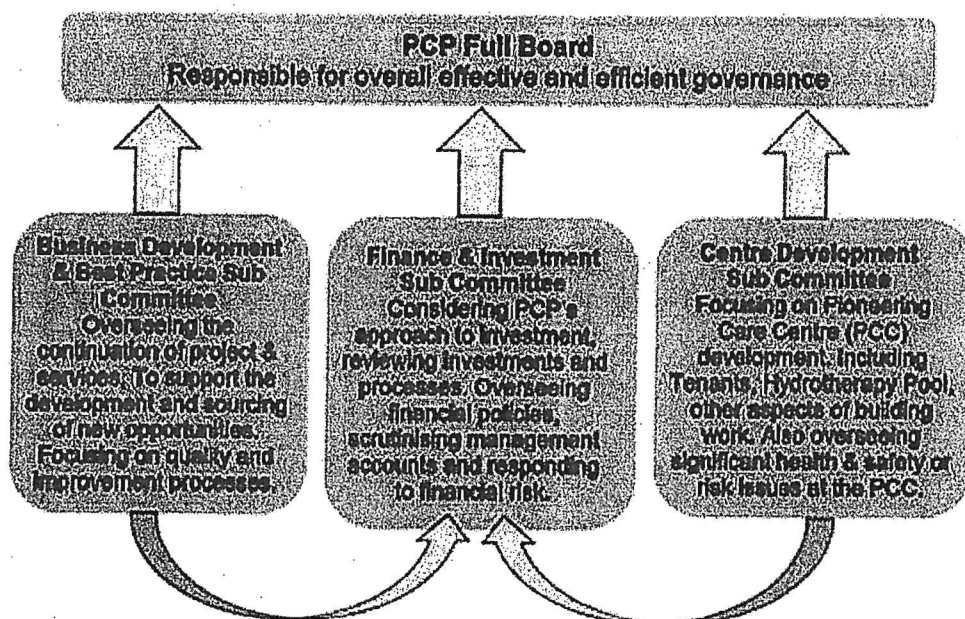
PCP's Sub-Committee structure continues to work well as is fit for purpose:

1. **Business Development Sub Committee** - to further PCP's objects, ensuring that projects and services meet the organisational mission and aims and considering new opportunities.
2. **Finance and Investment Sub Committee** - to enhance the stewardship of the organisation's financial arrangements and ensure prudence, and ethical investment principles.
3. **Centre Development Sub Committee** - aims to ensure Centre activities are developed and provided in line with the organisation's mission and aim. During 2023-24 this sub committee also provided oversight for the major renovation works which includes a new Hydrotherapy Pool and extensions in 3 areas of the building.

Pioneering Care Partnership

Report of the Trustees (Continued)
For the year ended 31 March 2024

The terms of reference along with key policies are reviewed as part of the annual review cycle.



Trustees are clear that the main Board retains responsibility for decision making and the Sub Committee's provide a valuable opportunity to consider areas of work, projects or developments more closely. The reporting structure ensures trustee feedback to the Board and enables all trustees to maintain full oversight and accountability.

Chief Executive

The Board of Trustees delegates the responsibility of the running of the organisation to the Chief Executive, who takes full responsibility and accountability for the leadership, management and development of the Pioneering Care Partnership (PCP). This includes ensuring sound governance, strategic development, business generation, stakeholder relations, overall oversight and leading the full staff and volunteer teams across the North East.

Trustee anonymous survey asked specific questions about effectiveness of the Chief Executive. Results included:

- 100% felt the Chief Executive effectively uses powers delegated by the board to ensure PCP delivers its aims and objectives.
- 100% felt the Chief Executive provided sound leadership across the organisation.
- 100% of trustees felt effectively supported by the Chief Executive.

PCP's Chief Executive celebrated her 20-year work anniversary during 2023-24, and she has been Chief Executive for more than half of this time. In addition to the Chief Executive's experience, she has an MBA in leadership and is a qualified Coach and Mentor. She is committed to lifelong learning and is an Emotional Intelligence Practitioner: PCP will be considering how to roll this out across the organisation in 2024-25.

Pioneering Care Partnership

Report of the Trustees (*Continued*)

For the year ended 31 March 2024

PCP's external presence is strong and the Chief Executive chairs several strategic meetings and networks on behalf of statutory partners. She is a school governor and enterprise advisor, all of which assists with PCP's ability to thrive in partnership with others. She has a good reputation and is well-respected in her field and is therefore a strong ambassador for the organisation.

The Chief Executive works to ensure PCP strives towards the organisation's mission and purpose; effectively oversees the organisation, ensuring systems and processes to govern the charity are robust, regularly reviewed and in line with best practice. The organisation continues to thrive, with strong track record of sustaining projects and services and fundraising, since her tenure as Chief Executive began in 2013 income has increased by over 295% (£1,490,676 to £5,683,373).

Deputy Chief Executive

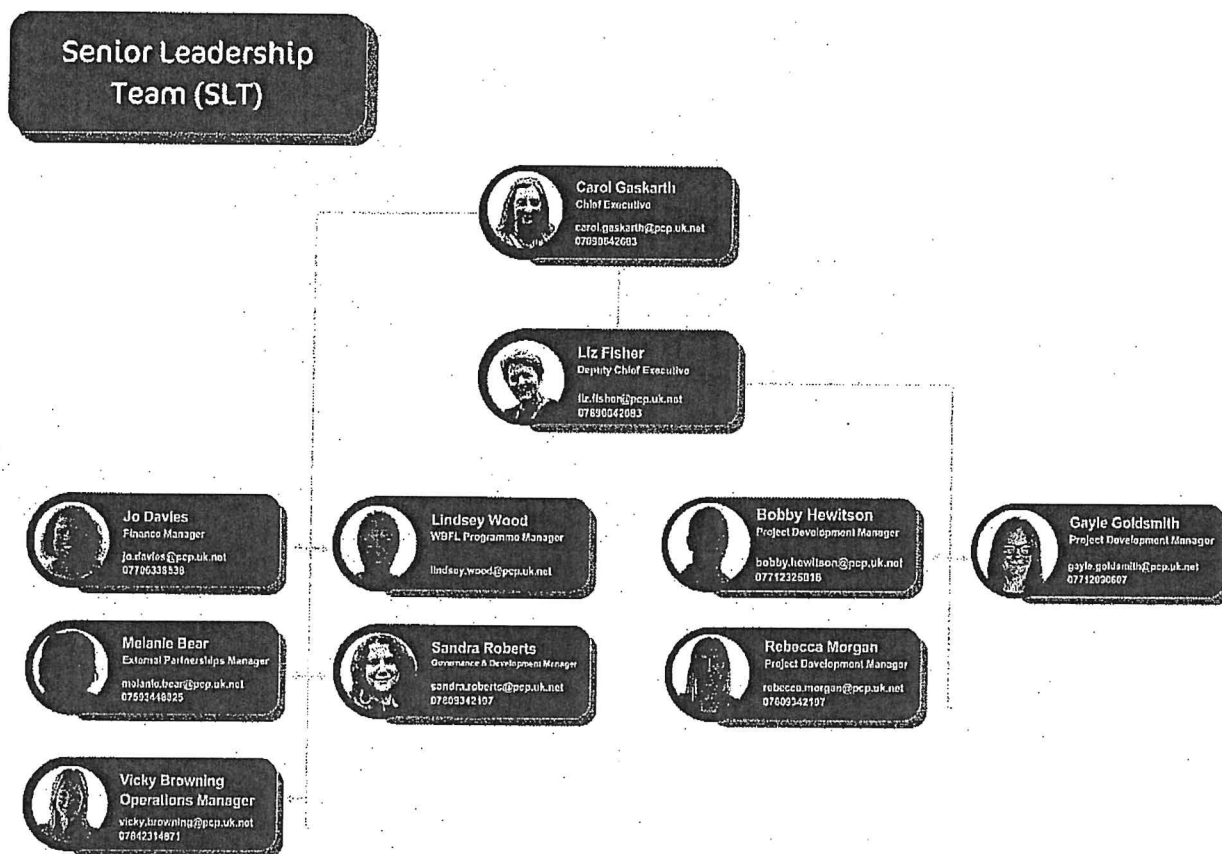
Trustees recognise succession planning is a responsibility of the board, they also recognise this applies to key personnel such as the role of Chief Executive. In the last financial year, the Chief Executive and trustees agreed the organisation had reached a point where investment was required to increase capacity at the senior level. The role of Deputy Chief Executive was successfully appointed in June 2023.

The postholder brings a wealth of strategic development and operational insight from the voluntary and community sector at a regional and national level. After a period of induction, orientation and reflection, the Deputy Chief Executive worked alongside the Chief Executive to determine main areas of focus. She is accountable for project delivery, including the Pioneering Care Centre. She has already made a positive impact and has developed a good insight across all areas of the organisation. Moving forward the focus will be on growth, sustainability of project and services and best practice. The Deputy Chief Executive also plays a key role in supporting the organisation workforce comprising of circa 140 staff and 430 volunteers.

Senior Leadership Team

Experienced in leading through organisational change the Chief Executive oversaw the development of a new Senior Leadership Team (SLT) in 2023-24. After considering capacity, opportunities for growth and succession planning with the Board the approach was two-pronged; harnessing the talents of existing staff, and bringing in new expertise. This has resulted in a strong, progressive and forward-looking dynamic team. They ensure all key areas/disciplines are represented at a strategic level including, governance, project development, external partnerships, HR, marketing, finance, quality and business development. In addition to strategic development and day-to-day management of the organisation, this broader range of skills, knowledge and expertise provides appropriate and effective cross-organisational support, whilst driving forward improvements at all levels.

Throughout 2023-24 PCP's newly formed senior leadership team have worked tirelessly to learn about PCP, embed structures, roles and responsibilities across the organisation and develop as a team. This has included a comprehensive induction and support package for each individual, dedicated senior leadership development time, a peer mentor and team training. Work to further embed PCP's senior leadership team will be progressed during 2024-25 (team below).



Management Development Team

PCP's middle-management structure 'Management Development Team (MDT)', continues to evolve. The MDT involves senior leaders and all project and service leads working together to improve communication, support developments and share best practice. This helps to generate new ideas, review operational policies and supports the organisations approach to quality. During 2024-25 this will be developed further.

As a user-led charity PCP relies upon its dedicated, skilled and knowledgeable team of staff and volunteers to work with people, organisations and communities. We are proud to support our workforce with their learning and development. Through their compassionate and highly effective approach to supporting people PCP has an excellent track record in sustaining services. Our outstanding commissioner relationships, solid reporting mechanisms and success in delivering engaging and innovative provision often results in projects and services being extended. This is a clear testament to the wider-team's effectiveness, sound leadership and overall strong governance.

Chief Executive Pay

Transparency is the first principle of good pay and is crucial if the voluntary sector is to retain public trust. PCP takes its obligations seriously and to this end PCP prides itself on the efficient use of resources and ensures that pay rates are proportionate. PCP does not pay higher salaries than are necessary and/or reasonable whilst valuing the importance of talented and experienced staff to the fulfilment of the charity's public benefit objectives. The procedure for setting PCP's Chief Executive pay is robust; periodically the Board appoints a task group of Trustees to consider the external environment and organisational performance to assess appropriate remuneration levels. This process includes taking independent advice and reviewing trends and benchmarks in the sector in addition to reviewing organisation-wide impacts, outputs and financial performance. This process was last conducted in 2014-15 and the Chief Executive has been at the top of their pay scale for several years. However, the Chief Executive continues to feel it is not appropriate to review this and given the current climate the Board of Trustees agree.

Pioneering Care Partnership

Report of the Trustees *(Continued)* For the year ended 31 March 2024

Volunteers

The organisation has a successful volunteer recruitment and support strategy, and volunteers support projects and services across the whole organisation. In 2023-24 PCP aimed to identify more volunteering opportunities for local people in line with our mission of 'Health, Wellbeing and Learning for All'; and this was achieved.

During 2023-24 PCP was supported by 433 active volunteers (an increase of 22% from 354 to 433) who gave 9,405 hours (an increase of 17% from 8,024 to 9,405). Volunteers assist with projects and activities run by the organisation, provide governance support and also help with areas such as reception and coffee shop. Using the real living wage as a benchmark, this is an in-kind equivalent of £112,860 (an increase of £25,398 from the previous year). Many of the volunteers have been service users themselves in the past and have progressed on to supporting the delivery of activities.

Volunteering remains at the heart of what PCP is about and during 2023-24 PCP was successfully reassessed for the County Durham Volunteer Kitemark.

Risk Management

The Chief Executive leads a process with the Board of Trustees to conduct a bi-annual review of the risks which the organisation is exposed to, through assessing every area of the organisation's activity. The Risk Register covers high-level areas including; the environment, governance and management, operational issues, financial and compliance. The Risk Register considers the potential 'impact' and 'likelihood' to provide and overall rating. Should there be any significant changes or additional risks outside of the bi-annual review schedule the system is flexible to enable a review at any point, ensuring a robust approach.

During 2023-24 the main organisational risks were associated with trustee recruitment and on-boarding a new senior leadership team; therefore, it was agreed to review the Risk Register quarterly. Both of these risks have been mitigated.

PCP's Health and Safety Policy is reviewed annually along with the fire risk assessment and other organisational, building and activity risk assessments. PCP is compliant with CHAS the Contractors Health and Safety Assessment Scheme, this was successfully renewed in December 2023 and will be assessed again in December 2024.

Aims, objectives and activities:

The Pioneering Care Partnership's (PCP) is a multi-award-winning organisation whose mission is: "Health, Wellbeing and Learning for All," and PCP operates across the North East of England predominately in County Durham, Sunderland, and Teesside.

PCP's purpose is: 'To improve health, wellbeing and quality of life for people disadvantaged by disability, age, ill health and/ or caring responsibilities, and reduce inequalities in health.'

The long-term outcomes the PCP is seeking to support are:

- To promote independence, choice & control
- To improve lifestyle
- To increase knowledge & skills
- To improve physical health
- To improve confidence, self-esteem & well-being
- To improve economic well-being
- To build community capacity
- To improve access to services for disadvantaged communities & groups
- To promote social inclusion

As a Charity and Company Limited by Guarantee PCP exists to serve local people and our customer-base is wide ranging. PCP supports groups and communities through projects and services which aim to build capacity and cohesion and individual people, particularly those who may be disadvantaged in localities, businesses with employee health and wellbeing and other charities through mentoring support.

Pioneering Care Partnership

Report of the Trustees (Continued)

For the year ended 31 March 2024

Following successful previous delivery, during 2023-24 PCP continued to support smaller voluntary and community sector organisations with grant funding. This funding supported the development of community activities with a particular emphasis on mental health and wellbeing and improving access to services.

PCP supports the wider determinants of health, these are the diverse range of social, economic and environmental factors which influence people's mental and physical health. An individual's health is not simply the result of individual behaviours, genetics and health care. The difference in health outcomes is due to the social, economic and environmental factors which shape people's lives. PCP considers health in its widest sense and to progress towards our mission of 'Health, Wellbeing and Learning for All, we support people in the community with learning/education, employability, physical health, family and social connections, and mental and emotional resilience.

Partnership is in our name, because we aim to bring people together, working collectively to help but importantly we do this with local people and communities, so they are a key stakeholder in all we do. During 2023-24 PCP was also proud to partner with several VCSE's (Voluntary Community & Social Enterprises) to develop and delivery services, harnessing their expertise for the benefit of the people we aim to support.

Principal Activities

The Pioneering Care Partnership is a multi-award-winning organisation whose impact spans across the North East.

PCP's first achievement was the development of a unique healthy living centre, bringing together voluntary and statutory services under one roof; the Pioneering Care Centre in Newton Aycliffe opened in 1999. The Pioneering Care Centre (PCC), is seen as a beacon on best practice and has been replicated across the Country.

The Pioneering Care Centre is home to a range of accessible activities designed to bring people together and support healthier lifestyles. A community hub that provides a range of health and wellbeing activities including community events, exercise classes, learning workshops, a community garden, community coffee shop, hydrotherapy pool, natural therapies, employability support services, and disability projects. The Centre also houses a GP Practice, Pharmacy, Mental Health Services, Children's Nursery, Speech and Language Service and other health and social care services making it a real community hub and hive of activity.

Activities based at the Pioneering Care Centre include:

- Health and wellbeing activities
- A fully accessible Hydrotherapy Pool
- Community garden and allotments
- Conference, meeting, room hire facilities and hospitality services
- The Garden Kitchen, community coffee shop
- Community courses and adult learning opportunities, lifestyle and exercise classes and activities
- Wellbeing/lifestyle support services
- Non-clinical cancer support

The Centre also houses services delivered by other partners as follows:

- Jubilee Medical Practice/Group
- The Village Pharmacy
- NHS clinics (Podiatry and Speech & Language)
- NHS Mental Health Services
- House of Eden Children's Nursery
- Great Aycliffe & Middridge Area Action Partnership (GAMP)
- Improving Access to Psychological Therapies (IAPT) Services
- The Reflex Clinic

2023-24 was an exciting year for the Pioneering Care Centre, trustees approved the development and renovation plans and committed a significant proportion of reserves to a building programme. Specialist, Architects and Contractors were appointed, and the building work commenced in November 2023. This work was ongoing throughout the remainder of 2023-24 and as a result the Hydrotherapy Pool closed, the community garden was not accessible, and Options moved rooms for the remainder of the year. We look forward to the building to be complete and to providing significantly improved services from later in 2024 and beyond.

Pioneering Care Partnership

Report of the Trustees (*Continued*) For the year ended 31 March 2024

PCP provides several projects across the North East. Working in collaboration with a range of other voluntary or statutory organisations, PCP now provides over 50 projects and services these include:

- Options, supporting adults with learning and physical disabilities
- Together 21, supporting children with Down syndrome and their families
- County Durham and Sunderland Workplace Health
- Wellbeing for Life
- Stockton Community Connect/Social Prescribing Service
- Stockton Independent Complaints Advocacy Service
- Joining the Dots MacMillan Cancer Support
- Wellbeing for the Time Being
- Healthwatch in County Durham, Redcar & Cleveland, Middlesbrough, Stockton and Sunderland
- ESF Building Better Opportunities Step Forward Tees Valley
- ESF Building Better Opportunities Reaching Out Across Durham
- SafeHaven 'Happiness Hubs' Grants Programme
- Community Mental Health Pop Up Cafes
- County Durham Resilience Service
- Peer Support Workers
- Cancer Champions
- Stockton COVID-19 Community Champion Programme
- Primrose Lodge Events Worker
- Peer Support and Befriending Research
- Learning Disability & Autism Research
- COVID-19 Resilience Research
- Physical Health Workers in County Durham
- Lived Experience Leads
- ICB Sub Regional Support
- Men's Pie Clubs
- Health Squad

Further plans are in progress for additional project and services in 2024-25 including Health Checks in the workplace and Men's Pie Clubs, we also continue to support with the development of the Poverty Truth Commission in County Durham.

Partnership working is an essential part of PCP's success. PCP is recognised for its expertise in health and wellbeing and the Chief Executive plays a key role in developing community adult mental health wellbeing services across County Durham. Chairing the external County Durham Resilient Communities Group, a sub-committee of the Mental Health Strategic Partnership Board, and joint chairing the County Durham Mental Health Transformation Steering Group. PCP's work aligns with the 'County Durham Together' agenda and links with the ICB and other areas are forming. At a local level PCP has been a key partner in the concept scoping of a town centre community hub, this work is being led by the Deputy Chief Executive on behalf of PCP.

For further information please refer to PCP's Annual Report which can be found on the website:

www.pcp.uk.net

Pioneering Care Partnership

Report of the Trustees (*Continued*) For the year ended 31 March 2024

Achievements and performance

PCP Strategic Plan

In June 2019 PCP's Board of Trustees approved the Strategic Plan. This informs the direction of the charity, feeds into the Chief Executive's objectives and supports the operational delivery and management of PCP. Annually PCP Board of Trustees receives a progress update; this annual assessment helps to determine where the organisation's energy and resources should focus for the coming year. The Strategic Plan runs until 2026 and is designed as a cross-cutting document to direct organisational focus, enable continuous development and to instil confidence in PCP's governance arrangements as a Charity and Company Limited by Guarantee.

The Strategic Plan covers 10 main areas:

1. PCP Mission and Purpose
2. Health, Wellbeing and Learning for All - targeting support
3. Governance
4. Leadership
5. Core Values
6. Finance
7. Quality, Human Resources & Volunteering
8. Marketing, Communications & Engagement
9. Digital Strategy
10. Environmental Management

Specific progress has been made in the following areas during 2023-24

- a. New Governing documents approved and in place
- b. Impact and commissioner reporting improvements;
- c. Leadership structure reviewed and implemented;
- d. Operational improvements to internal processes;
- e. Succession planning and recruitment of Deputy Chief Executive;
- f. Financial Strategy developed and approved;
- g. Marketing Strategy implemented; and
- h. Investing in the Environment self-assessment in readiness for external assessment.

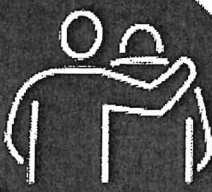
All of these areas will progress further in 2024-25.

Monitoring & Evaluation

PCP continues to maintain the approach to apply a model of evaluation called 'Impact Mapping' developed by the New Economics Foundation (NEF). This is based on a 'theory of change' methodology and assists PCP to link our mission, objectives and activities with what happens because of them. This is the tenth year of successfully using this model to monitor performance, consequently the organisation is usually able to use previous data to benchmark performance and undertake trend analysis. PCP project and service leads produce comprehensive quarterly reports in addition to commissioner or grant reporting.

The following section highlights some of the key achievements for the year 2023-24:

Our year in numbers



We supported **122,928** people through dedicated health or wellbeing services and learning activities.



57% of people benefitting from PCP support accessed more than one of our services.



From people attending a PCP service, **16,838** hours of respite enabled carers to have time to themselves and take a break.



We worked with **590** organisations, supporting businesses to prioritise the health and wellbeing of local communities. This an increase of **27%** from last year.



There were **309,261** visits to our healthy living centre, the Pioneering Care Centre.

£12,703,637 was secured for the delivery of projects and services for future years.

We provided **£257,415** in grants to develop Happiness Hubs across County Durham and Darlington.

Our **433** volunteers donated **9,405** hours to support communities.

This equates to an in-kind contribution of **£112,860** using the Real Living Foundation rate as a benchmark.

Pioneering Care Partnership

Report of the Trustees (*Continued*)

For the year ended 31 March 2024

FINANCIAL REVIEW

This trustees report should be read in conjunction with the 2023-24 Annual Report which details the organisation's impact across the North East. PCP Further information can be found at PCP's website www.pcp.uk.net

PCP has well-developed and effective policies and procedures in place to ensure sound financial governance. An established schedule enables trustees to receive, scrutinise and approve the organisational budget. Trustees dedicate time to carefully considering inflation and the impact on the charity, this leads to decisions on staff inflationary/cost of living rises. Trustees are committed to awarding rises based on inflation where this is affordable.

Senior Leaders and the Finance and Investment Sub Committee (FISC) monitored financial performance and management accounts during the year and reported concerns. The Board maintain full accountability and utilise the time during FISC to ensure additional scrutiny.

PCP Board and Leaders take a long-term view of the organisations financial position and during 2023-24 a comprehensive Financial Strategy was agreed. Short term commitments are also considered; in the coming year PCP plans to utilise reserves for several projects in support of the organisation's charitable objectives. Diversification of income is a key factor of PCP's approach. Additional income was secured for projects and services in 2023-24, this equated to 69% more/than the previous year.

Expenditure in the organisation continued to be lower than forecasted. The efficient delivery of projects and services and the organisation's prudent approach was demonstrated by actual expenditure being 79% lower than budgeted.

The full results and company's financial position at the end of the year are shown in the attached financial statements.

Activities generating funds

Activities generating funds for the organisation include the Kitchen Garden, Room Hire, Natural Therapy Suite and the Hydrotherapy Pool within the Pioneering Care Centre. The range of natural and complimentary therapies delivered since the Centre re-opened has remained low and due to the Centre renovation the Hydrotherapy Pool has been closed to the public since November 2023; therefore income generating activities overall have been reduced.

The organisation sublets the Pioneering Care Centre to a number of Tenants within the building. Tenants included: The Village Pharmacy; Jubilee Medical Group; Durham County Council; Tees, Esk & Wear Valley NHS Trust; House of Eden Children's Nursery, NHS Property Services and private Reflexology practitioners. The market value of the Centre was last assessed in 2022 by an independent surveyor, fulfilling trustees legal obligation to obtain and consider a written report from a suitably qualified surveyor before any disposal, such as a lease, is granted. Trustees are aware of their responsibility to achieve the best rent possible, and lease arrangements are designed to progress toward the market value suggested in the independent report.

Investment Policy

PCP's investment portfolio is managed by Rathbone Investment Management Ltd. The portfolio is a combination of different asset types and weightings to consider both long term investment behaviours and short-term prevailing market conditions. The investment objective aims to preserve the capital investment in real terms whilst providing the opportunity for some growth in capital and income and therefore PCP opted for a medium risk tolerance for the fund.

During 2023-24 an investment risk rater was complete by trustees and key leaders, the Oxford Risk rater helps to understand the appetite for investment risk. Whilst this had marginally increased, trustees agreed PCP should maintain the existing approach, with the tolerance towards the lower end of 'medium risk'.

Pioneering Care Partnership

Report of the Trustees (*Continued*) For the year ended 31 March 2024

Investment Update

The first quarter of 2024 was a positive one, but market volatility picked up during the final days of March amid concern for heightened geo-political tension in the Middle East coupled with a realisation from an economic perspective that Central Banks would not be in a position to start cutting interest rates until Summer at the earliest.

A technical recession in the UK appears to have come and gone but the economy remains stagnant as attention turned towards electioneering. The EU economy remains in similar shape, but the US is running hotter than expected, backed by strong employment numbers and inflation falling more slowly than predicted – there is even some talk of interest rate rises in the US.

The portfolio saw a 9% gain for the year ending 31 March 2024, with best returns coming from the US technology holdings supported by Gold which rose to a near-record high. On the downside, infrastructure holdings were driven lower on the back of fewer prospective interest rate cuts – this hit valuations.

The portfolio remains well balanced and while, with hindsight, it was positioned too cautiously into the end of 2023, the investment management company saw no need to shift strategy at the time and the view remains unchanged. It is envisaged the outlook for the global economy is positive as we come through the bottom of the cycle, and will adjust the investment strategy accordingly if needed.

PCP's portfolio remains well diversified across asset classes which should enable it to be relatively resilient in the short-term and perform well over the long-term.

During 2023-24 PCP worked with the Nat West Bank to assess short-term investment opportunities. Trustees reviewed proposals and agreed to open 95 day investment accounts in January 2024.

Reserves' Policy

PCP's Reserves' Policy ensures that Trustees, the Chief Executive and senior leaders, act in the interests of their charity and its beneficiaries at all times. A significant proportion of PCP's income comes from short term statutory contracts and, as a responsible employer, the Reserves Policy provides some assurance and safeguard for staff.

The Reserves' Policy aims to aid PCP's strategic planning, budgeting and risk management processes. PCP reserves provide a cushion for planned or unplanned future needs safeguarding the organisation from unexpected events, losses of income and large unbudgeted expenses. The Reserves' Policy also aims to assist with the management of cash flow, provide working capital for day-to-day operations and aid decision making when considering investing in new ways of working. This Policy protects and safeguards organisational assets, assists Trustees to act with reasonable care and skill, and ensures that PCP is accountable.

This Reserves' Policy helps to ensure that the charity can meet its financial obligations to core and centre staff salary and operating costs. Other factors which are beginning to affect the organisation is that some funding streams have payments in arrears, therefore the organisation needs to have monies available to cushion this effect and ensure operational liquidity.

The organisational Reserves' Policy is reviewed on an annual basis by the Finance and Investment Sub Committee and full Board of Trustees. This was reviewed during 2023-24. In addition, the Board takes regular reports from the Finance Manager, with recommendations from the Chief Executive to enable trustees to ensure appropriate and timely action is taken where required.

To protect the financial stability of our organisation there are planned unrestricted reserves. The Policy and associated procedures sets out that PCP will aim to maintain reserves of a minimum of 6 months core and centre operating costs, this equates to circa £859,000. As of 31 March 2024, the charity held free reserves of £1,069,659 which equates to 7.4 months core and centre running costs.

Pioneering Care Partnership

Report of the Trustees *(Continued)*

For the year ended 31 March 2024

Where the reserves position exceeds the set level of 6 months the Board identifies if resources are available to utilise to further PCP's charitable aims. Trustees were aware that, after 25 years of use by the community, some areas of the Pioneering Care Centre needed refreshing and other areas, such as the Hydrotherapy Pool needed a complete renovation due to breakdowns and parts being obsolete which led to poor service for people access this well-used facility. Trustees, along with the organisations leaders, through effective and prudent planning were able to allocate reserves to further develop the Pioneering Care Centre, the organisations flagship healthy living centre.

PCP has invested a significant level of reserves to improve use and accessibility of the Pioneering Care Centre, this includes:

- extending the Hydrotherapy Pool area by 100%, and installing a state-of-the-art Hydrotherapy Pool with much improved changing facilities, host tracking system and new plant equipment;
- increasing the space available for the Day Service, building an extension which doubles there capacity, providing a small kitchen, garden and media wall to ensure activities are interactive and user-led; and
- General improvements internally, redecoration and new carpets etc.

This investment programme is scheduled for completion in Summer 2024.

On the face of it, at the year-end reserves appear to be high, in real terms, however after the planned investment for asset/building developed during 2024-25 PCP's actual reserves position is forecast to be £656,437 which equates to 4.6 months core and centre running costs.

Quality

Quality is at heart of what PCP does and is vitally important to ensure we fulfil our mission, continue to meet the needs of local people and communities, strive for improvement and ultimately make a difference or positive impact. 2023-24 was another excellent year for PCP with several external assessors reviewing the organisations systems, practice, delivery and impact. Fundamental to the success of external verification is leadership commitment and this, through all assessments, was deemed to be an area of outstanding practice.

PCP achieved the Environmental Quality Standard ISO 14001 and ISO 9001 the international standard that specifies requirements for a quality management system. Organisationally PCP has brought the standards together as one, enabling a joint reaccreditation to both standards with positive feedback from the assessor/auditor about PCP's approach, progress and continuous development.

During 2023-24 PCP also maintained:

- Investors in People Standard, Gold Award (full reassessment due July 2023)
- Better Health at Work Award, Maintaining Excellence and Ambassador Status
- CHAS the Contractors Health and Safety Assessment
- Volunteer Kitemark
- Time to Change Pledge
- Carer's Pledge
- Mindful Employer/Charter for Employers who are Positive About Mental Health

Pioneering Care Partnership

Report of the Trustees (*Continued*) For the year ended 31 March 2024

Feedback from the Investors in People Assessor included:

- Your people clearly are advocates of the work PCP does and state that PCP is a great place to work – with many seeking out PCP as a preferred employer. As a result, you have the makings of an amazing, loyal workforce who take pride in their work, who feel trusted, empowered, and involved in delivering success
- People are motivated by active involvement in supporting communities, their work is delivered with pride, and they want to do the right thing for the environment and the future.
- Your people are actively wanting to 'up their game' and seek improvement and development, to stretch their skills and knowledge.
- You are progressive, seeing that your people are provided a variety of opportunities to spread their wings, and you seize opportunities to bring in other expertise when needed.
- You have considered succession planning and this supports your strong commitment to internal progression. You know what good leadership means at different levels, and help people develop their skills in this regard.
- You are agile alongside an ever-quickening pace and challenging external environment – with results which are consistently improving.
- People are confident to be open with their opinion and will express these with confidence and enthusiasm in groups or individually, via engagement and communications channels as well as work related discussions.
- You see, and want to find out more, the impact of putting your people and purpose first. You use data and analysis of people and service-related matters to fine tune how you operate.
- People live the PCP values as their own, whatever the challenges, and take initiative to achieve your purpose, priorities, and objectives.
- Manager's focus is on supporting, developing, helping, coaching, role modelling, and working alongside your people.
- Everyone is engaged in innovation and transformation from small to big thinking, within their own work and field of expertise to the bigger changes PCP faces.
- You have overt and deep appreciation of your marketplace, how PCP shapes itself in response to external changes, as well takes action to grasp opportunities and to diversify.
- You have been investing considerable effort, time, and resources to ensure everyone in the charity, had clarity around the purpose, vision and objectives.
- Key operational objectives supporting effective performance were transparent, and you measured this through multiple metrics and scorecards – with enviable results to boot!

Feedback from the North East Better Health at Work Assessor included:

- PCP takes a strategic approach to all of its core objectives and works hard to ensure they quality assure and function professionally whilst retaining their ethos and remit.
- The Strategic Plan provides the overall organisational direction and this is then devolved into specific delivery areas, which is then reflected in the Health & Wellbeing strategy.
- The Assessor recognises the detailed work that goes into producing the comprehensive and conscientious Action Plan and commends the targeting and inclusion of previous Assessor comments and recommendations, and better still, the progress against them. It is best practice that the plan is then also monitored quarterly by PCP's Employee Engagement Council.

The Mindful Employer Assessor also gave positive feedback:

- Your submission evidences a proactive approach to wellbeing; while recognising that some additional support may sometimes be required. Again, this emphasis on a proactive, preventative approach is in line with recommended best practice. Alongside supporting your staff, it is also positive to read that you actively promote the need for them to take responsibility for their own wellbeing. It is a shared responsibility."

PCP has pledged publicly a commitment through the North East Climate Coalition (NEECCo). **"To understand the impact the organisation has on the environment. We will monitor energy consumption and actively strive to reduce it. We will work with our teams to increase awareness and encourage ideas to take positive action at work, home and in the community."**

The environmental categories PCP contributes to are:

- Consumption/shopping habits
- Encouraging nature and biodiversity
- Reducing energy usage
- Reducing travel/ greener travel
- Reducing Waste/recycle

Pioneering Care Partnership

**Report of the Trustees (Continued)
For the year ended 31 March 2024**

In June 2024 PCP was assessed for the 'Investors in the Environment' standard, successfully achieving Silver status. The Assessor stated:

"PCP has a strong environmental strategy which is fuelling action within the organisation, bolstered by senior management support. They have excellent resource measuring and monitoring systems in place, driving efficiencies and resource reductions across the organisation. The Auditor was really impressed by the commitment shown by the organisation to identify and reduce its environmental impacts and bring the whole staff along with them."

The achievement of these quality and best practice standards maintains PCP's strong position in the competitive tendering market in addition to demonstrating our commitment to quality for our customers, clients, staff and volunteers.

Key financial performance indicators (2023-24)

Ratio	2023-24	2022-23	2021-22	2020-21	2019-20	2018-19	2017-18	2017-18
Liquidity ratio	16.2:1	17.8:1	23.05:1	19.72:1	7.1:1	7.1:1	6.8:1	6.08:1
Average Reserves : Expenditure (Other Charitable funds)	1.046:1	1.076:1	1.277:1	1.071:1	0.54:1	0.58:1	0.63:1	0.66:1
Debtors Days	37 days	133 days	162 days	77 days	35 days	26 days	54 days	58 days
Labour Turnover(%)	10%	31%	15.2%	23.8%	25.1%	32.9%	25.9%	30.1%
Labour Stability Index(%)	84%	71%	85%	82%	82%	75%	89%	76%
Absence(%)	3.5%	3.5%	2.6%	2.2%	2.6%	2.6%	2.9%	2.7%
Staff participation in training and development(%)	78%	88%	96%	68%	75%	87%	95%	95%

PCP ended the financial year with 137 employees, and increase of 18% on the previous year (from 116 to 137). PCP continues to grow and it is anticipated this will increase by a further 10-15% in 2024-25.

- The organisation's liquidity ratio is high again, as a result of project and service expenditure being reduced post-pandemic. Working practices have changed with more staff working from home, meetings being online and subsequently costs for travel and room hire etc have reduced. PCP also held reserves which were earmarked for the Pioneering Care Centre renovation. Expenditure for the capital project will be over 2 financial years, 2023-24 and 2024-25.
- Notably the recent trend for high Debtors Days has been mitigated. This was previously due to one local authorities preference of providers raising invoices at the beginning of the financial year which were paid incrementally over the year.
- Labour turnover (which can indicate employee satisfaction) has improved, reducing from 31% in 2022-23 to 10% in 2023-24. Naturally the voluntary sector can have a high turnover due to the short-term nature of projects and services. It is testament to the dedication of the senior team who work to ensure opportunities are available to offer employees as and when short term funding ends.
- Labour stability (can demonstrate permanency of the workforce) increased from 71% to 84%, which is positive. PCP's Labour Market stability has always fluctuated due to the nature of the charitable business; short term contracts and externally funded projects.
- PCP's absence rate remained static at 3.5%*. This is better than the average for the NHS which is reported to be 5.6%. According to the Office for National Statistics (ONS, 2022) sickness levels in the UK were 2.6%. However, the Chartered Institute of Personnel and Development (CIPD) published a report in September 2023 citing national sickness levels averaging 3.4%. (*note PCP's absence rate includes all absences, not purely sickness.)

Pioneering Care Partnership

Report of the Trustees (Continued) For the year ended 31 March 2024

PCP continues to benefit from well developed organisational HR policies, a keen focus on employee wellbeing, a solid approach to talent management and we provide support to sustain staff wherever possible.

The organisation prides itself on being supportive to staff and we have a number of initiatives in place through our Work Life Balance policy and procedures and our return-to-work processes. Organisationally PCP continues to strive to ensure we support our teams effectively and feedback has been overwhelmingly positive in relation to the measures in place.

PCP works to support people to sustain their employment with us through several support interventions. We have a continuous improvement approach, included enhanced carer support into our employee benefits portfolio and have improved the employee assistance offer. We have a strong track record of sustaining projects and interventions across the North East which also helps to maintain stability levels.

Furthermore, other incentives such as volunteering time, team development activities and rewards and recognition at staff meetings helps with employee engagement, support and retention.

The organisation's liquidity ratio is high again, as a result of project and service expenditure being reduced post-pandemic. Working practices have changed with more staff working from home, meetings being online and subsequently costs for travel and room hire etc have reduced. PCP also held reserves which were earmarked for the Pioneering Care Centre renovation. Expenditure for the capital project will be over 2 financial years, 2023-24 and 2024-25.

Notably the recent trend for high Debtors Days has been mitigated. This was previously due to one local authorities preference of providers raising invoices at the beginning of the financial year which were paid incrementally over the year.

Future Priorities and developments include:

1. **Trustee recruitment and training** additional skills and experience will be brought into the Board to assist future planning, governance and development.
2. **Senior Leadership Team** development will be ongoing. The organisations' new senior team has been in place for 1 year and is operating extremely effectively. However we recognise it takes time to create high impact teams, and this is fundamental to the organisation continued success.
3. **Strategic Plan refresh** PCP's current Strategic Plan covers the period up to 31st March 2026, during 2024-25 planning and ideas generation will commence with a view to the full re-write occurring in 2025-26.
4. **Business Development** both the Chief Executive and Deputy Chief Executive will continue and extend horizon scanning and research around evidence based best practice to ensure PCP remains pioneering.
5. **Financial Strategy Implementation**, a comprehensive action plan will be created in line with the organisations Mission and governing documents.
6. **Complete Centre Renovation** and other building works to sustain and improve the Pioneering Care Centre.
7. **Develop a business plan for the Pioneering Care Centre** looking considering the range of activities delivered and how to ensure they meet the organisations aim.

Pioneering Care Partnership

Report of the Trustees (Continued) For the year ended 31 March 2024

STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees (who are also the Directors of The Pioneering Care Partnership for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, CLA Evelyn Partners Limited will be proposed for re-appointment at the forthcoming Annual General Meeting.

ON BEHALF OF THE BOARD OF TRUSTEES:



Heather Brewster- Chairperson

Dated 20/09/24.

Pioneering Care Partnership

Report of the Independent Auditors to the Members of Pioneering Care Partnership For the year ended 31 March 2024

Opinion

We have audited the financial statements of Pioneering Care Partnership (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 its incoming resources and application of resources, including its 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.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 group's or parent 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 Report of the Trustees, other than the financial statements and our Report of the Independent Auditors thereon. Our opinion on the financial statements does not cover the other information and 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.

Pioneering Care Partnership

Report of the Independent Auditors to the Members of Pioneering Care Partnership *(Continued)* For the year ended 31 March 2024

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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 Report of the Trustees.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the Statement of Trustees Responsibilities set out on page 21, 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 a Report of the Independent Auditors 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

Pioneering Care Partnership

Report of the Independent Auditors to the Members of Pioneering Care Partnership (Continued) For the year ended 31 March 2024

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

We obtained an understanding of the legal and regulatory framework applicable to both the charitable company itself and the industry in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the directors and other management. The most significant were identified as the Charities Act 2011, the Companies Act 2006, UK GAAP (FRS102) and relevant tax legislation. We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- making enquires of trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- reviewing the minutes of meetings of those charged with governance;
- assessing the risk of management override including identifying and testing journal entries;
- confirmation received directly from the banks to verify the balance at 31 March 2024; and

Our audit did not identify any key audit matters relating to the detection of irregularities including fraud. However, despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

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. 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.



Craig Henderson (Senior Statutory Auditor)
For and on behalf of CLA Evelyn Partners Limited
Statutory Auditors

23 September 2024

17 Queens Lane
Newcastle upon Tyne
NE1 1RN

Pioneering Care Partnership

Statement of Financial Activities *(Incorporating the Income and Expenditure Account)*
For the year ended 31 March 2024

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2024 £	Total 2023 £
Income from:						
Donations	4	1,497	-	1,060	2,557	18,805
Charitable activities						
Grant income	5	60,658	-	142,251	202,909	271,064
Contract income	5	3,811,942	-	1,192,031	5,003,973	2,626,124
Trading activities	6	417,990	-	5,715	423,705	436,220
Investment income	7	50,229	-	-	50,229	14,450
Total income		<u>4,342,316</u>	<u>-</u>	<u>1,341,057</u>	<u>5,683,373</u>	<u>3,366,663</u>
Expenditure on:						
Raising funds						
Investment manager costs	8	3,000	-	-	3,000	3,000
Trading activities	8	25,925	-	-	25,925	23,494
Charitable activities	9	2,687,164	-	1,656,750	4,343,914	3,850,235
Total expenditure		<u>2,716,089</u>	<u>-</u>	<u>1,656,750</u>	<u>4,372,839</u>	<u>3,876,739</u>
Net gain / (loss) on investments		<u>15,964</u>	<u>-</u>	<u>-</u>	<u>15,964</u>	<u>(17,077)</u>
Net income/expenditure before transfers		<u>1,642,191</u>	<u>-</u>	<u>(315,693)</u>	<u>1,326,498</u>	<u>(527,144)</u>
Transfers	19	(1,645,390)	1,805,903	(160,513)	-	-
Net income/expenditure		<u>(3,199)</u>	<u>1,805,903</u>	<u>(476,206)</u>	<u>1,326,498</u>	<u>(527,144)</u>
Reconciliation of funds						
Total funds brought forward		2,010,175	633,219	1,278,651	3,922,045	4,449,189
Total funds carried forward		<u>2,006,976</u>	<u>2,439,122</u>	<u>802,445</u>	<u>5,248,543</u>	<u>3,922,045</u>

Pioneering Care Partnership

**Balance Sheet
As at 31 March 2024**

	Notes	£	2024 £	£	2023 £
Fixed assets					
Tangible assets	15		629,721		106,004
Investments	16		307,595		288,130
			<u>937,316</u>		<u>394,134</u>
Current assets					
Debtors	17	522,130		317,871	
Cash at bank and in hand		4,074,668		3,445,931	
		<u>4,596,798</u>		<u>3,763,802</u>	
Liabilities					
Creditors: amounts falling due within one year	18	(285,571)		(235,892)	
		<u></u>		<u></u>	
Net current assets			4,311,227		3,527,910
Total net assets			<u>5,248,543</u>		<u>3,922,045</u>
The funds of the charity					
Unrestricted funds			2,006,976		2,010,174
Designated funds			2,439,122		633,219
Restricted funds			802,445		1,278,651
	19		<u>5,248,543</u>		<u>3,922,045</u>

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees on 20th September 2024 and were signed on its behalf by:

Heather Brewster
Heather Brewster – Chairperson

Marilyn Mohan
Marilyn Mohan - Treasurer

Company Number: 03491237

The notes form part of these financial statements

Pioneering Care Partnership

Cash Flow Statement

For the year ended 31 March 2024

		2024	2023
	Notes	£	£
Cash flows from operating activities:			
Cash generated from operations	24	1,133,116	442,434
Net cash provided by operating activities		<u>1,133,116</u>	<u>442,434</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		(551,135)	(11,673)
Interest received		50,229	14,450
Interest paid		(3,473)	-
Net cash used in investing activities		<u>(504,379)</u>	<u>(729)</u>
Change in cash and cash equivalents in the reporting period		628,737	441,705
Cash and cash equivalents at the beginning of the reporting period		3,445,931	3,004,226
Cash and cash equivalents at the end of the reporting period		<u>4,074,668</u>	<u>3,445,931</u>

Pioneering Care Partnership

Notes to the financial statements for the year ended 31 March 2024

1. Accounting Policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice.

Pioneering Care Partnership meets the definition of a public benefit entity under FRS 102. The financial statements are prepared on a going concern basis under the historical convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Going concern

The financial statements have been prepared on a going concern basis. The Trustees (Company Directors for the purpose of Company law) have reviewed and considered relevant information, including the annual budget in making their assessment. Based on these assessments, given the measures that could and will be undertaken to mitigate the current adverse conditions, the current resources available and new projects already confirmed for 2024-25 the Trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

1.3 Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds can only be used for particular restricted purposes specified by the donor or when funds are raised for particular restricted purposes. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

1.4 Income

All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions and is recognised as earned. Grant income included in this category provides funding to support performance activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with reasonable certainty. Income received to deliver services over a specific period covering more than one financial year is accounted for over the specific period; related expenditure is accounted when incurred.

Pioneering Care Partnership

Notes to the financial statements (Continued) for the year ended 31 March 2024

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing.

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

1.5 Expenditure and irrecoverable VAT

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

The charity is partially exempt for VAT and input VAT not recoverable is charged to management and administration costs.

1.6 Support cost allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity.

1.7 Tangible fixed assets

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Improvements to property	- 6% on cost
Hydrotherapy pool	- 20% on cost
Equipment	- 20% - 33% on cost

Assets costing less than £1,500 are not capitalised.

1.8 Investments

Investments are recognised initially as fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value through Statement of Financial Activities.

1.9 Debtors and creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the income statement in other operating expenses.

Pioneering Care Partnership

Notes to the financial statements (Continued) for the year ended 31 March 2024

1.10 Financial instruments

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

1.11 Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

1.12 Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

1.13 Leasing

Rentals payable under operating lease contracts are charged to management and support costs on a straight line basis over the term of the contract.

The Charity extended its lease with Durham County Council on the Pioneering Care Centre during the year ended 31 March 2011. The Council will now terminate the lease in 125 years from April 2010. Leasehold property improvements capitalised after the extension of the lease will be appraised on an individual project basis and will be depreciated according to the Charity's assessment of their useful economic life.

1.14 Significant judgements and estimations

In the application of the charity's accounting policies the trustees are required to make judgements, estimates and assumptions about the carrying amounts of certain assets and liabilities. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. There are no significant judgements or estimations.

2. Legal form

Pioneering Care Partnership is a Company Limited by Guarantee registered in England and Wales. Every member of the company undertakes to contribute to the assets if the company is wound up while he/she is a member or within one year of ceasing to be a member, such amount as may be required not exceeding £1. The address of the registered office is given in the charity information in the reference and administration pages of these financial statements.

Pioneering Care Partnership

Notes to the financial statements (Continued)
for the year ended 31 March 2024

3. Statement of financial activities for the prior year

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2023 £	Total 2022 £
Income from:						
Donations	4	18,805	-	-	18,805	21,903
Charitable activities						
Grant income	5	40,473	-	230,591	271,064	1,176,870
Contract Income	5	2,177,856	-	448,268	2,626,124	2,449,979
Trading activities	6	433,955	-	2,265	436,220	416,692
Investment income	7	14,450	-	-	14,450	3,759
Total income		<u>2,685,539</u>	<u>-</u>	<u>681,124</u>	<u>3,366,663</u>	<u>4,069,203</u>
Expenditure on:						
Raising funds						
Investment manager costs	8	3,000	-	-	3,000	3,000
Trading activities	8	23,494	-	-	23,494	13,324
Charitable activities	9	2,337,360	2,420	1,510,456	3,850,236	3,077,607
Total expenditure		<u>2,363,854</u>	<u>2,420</u>	<u>1,510,456</u>	<u>3,876,730</u>	<u>3,093,931</u>
Net loss on investments		(17,077)	-	-	(17,077)	-
Net income/expenditure before transfers		<u>304,608</u>	<u>(2,420)</u>	<u>(829,332)</u>	<u>(527,144)</u>	<u>989,099</u>
Transfers	19	(9,638)	-	9,638	-	-
Net income/expenditure		<u>294,970</u>	<u>(2,420)</u>	<u>(819,694)</u>	<u>(527,144)</u>	<u>989,099</u>
Reconciliation of funds						
Total funds brought forward		1,715,205	635,639	2,098,345	4,449,189	3,460,090
Total funds carried forward		<u>2,010,175</u>	<u>633,219</u>	<u>1,278,651</u>	<u>3,922,045</u>	<u>4,449,189</u>

4. Donations and legacies

	2024 £	2023 £
Donations and gifts	2,557	18,805
	<u>2,557</u>	<u>18,805</u>

Pioneering Care Partnership

Notes to the financial statements (Continued)
for the year ended 31 March 2024

5. Income from charitable activities		2024	2023
		£	£
Grants		202,909	271,064
Contracts		5,003,973	2,626,124
		<u>5,206,882</u>	<u>2,897,188</u>
Analysis by fund:			
		£	£
Unrestricted funds		4,404,436	2,218,329
Restricted funds		802,446	678,859
		<u>5,206,882</u>	<u>2,897,188</u>
6. Other trading activities		2024	2023
		£	£
Hydropool takings		13,864	35,124
Rents and service charges		312,402	304,967
Fees and room hire		26,340	42,495
Therapy income		6,962	3,969
Classes and courses		1,193	639
Coffee shop		38,523	24,869
Options		16,743	13,208
Fundraising		7,678	10,949
		<u>423,705</u>	<u>436,220</u>
7. Investment income		2024	2023
		£	£
Bank interest receivable		43,728	9,147
Investment income		6,501	5,303
		<u>50,229</u>	<u>14,450</u>
8. Raising funds		2024	2023
		£	£
Coffee Shop		19,537	15,522
Hydropool maintenance		6,388	7,972
Investment manager		3,000	3,000
		<u>28,925</u>	<u>26,494</u>

Pioneering Care Partnership

Notes to the financial statements (Continued)
for the year ended 31 March 2024

9. Charitable activities costs

	Direct costs	Support costs	2024	2023
	£	£	£	£
Salaries & related costs	2,983,965	12,791	2,996,756	2,466,163
Room hire	32,711	-	32,711	27,371
Travel and subsistence	54,977	5,327	60,304	73,752
Activity expenditure	375,825	-	375,825	268,176
Payments to Partners	265,976	-	265,976	408,267
Miscellaneous	17,444	2,093	19,537	45,
Office Costs	252,302	2,682	254,984	253,375
Training	29,401	-	29,401	46,694
Rent and rates	112,660	12,403	125,063	106,341
Marketing	16,222	-	16,222	37,581
Legal and professional	69,819	7,000	76,819	81,581
Bank charges	3,473	-	3,473	3,506
Depreciation	27,419	-	27,419	32,853
Irrecoverable VAT	59,424	-	59,424	44,533
	<u>4,301,618</u>	<u>42,296</u>	<u>4,343,914</u>	<u>3,850,235</u>

Analysis by fund:

	£	£
Unrestricted funds	2,687,164	2,339,780
Restricted funds	1,656,750	1,510,455
	<u>4,343,914</u>	<u>3,850,235</u>

10. Support costs

	2024	2023
	£	£
Staff costs	12,791	47,351
Premises costs	12,403	2,363
Travel costs	5,327	-
Office costs	4,747	2,249
Governance costs	7,028	6,845
	<u>42,296</u>	<u>58,808</u>

11. Governance costs

	2024	2023
	£	£
Trustee expenses	28	545
Audit fee	7,000	6,300
	<u>7,028</u>	<u>6,845</u>

Pioneering Care Partnership

Notes to the financial statements (Continued)
for the year ended 31 March 2024

12. Net income/(expenditure)

Net income/(expenditure) is stated after charging:

	2024	2023
	£	£
Fees payable to the company's auditor	7,000	6,300
Depreciation	27,419	32,853
Operating lease rentals – property	32,560	29,321
Operating lease rentals – equipment	5,400	5,698
	<u>7,000</u>	<u>6,300</u>

13. Auditors' remuneration

	2024	2023
	£	£
Fees payable to the charity's auditors for the audit of the charity's annual accounts	7,000	6,300
	<u>7,000</u>	<u>6,300</u>

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

	2024	2023
	£	£
Wages and salaries	2,706,883	2,274,165
Social security costs	208,267	172,735
Other pension costs	78,614	72,635
	<u>2,993,764</u>	<u>2,519,535</u>

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

	2024	2023
	No.	No.
Chief Executive	1	1
Senior Managers	8	5
Quality, HR & Finance staff	7	8
Administration & support	18	15
Other project staff, etc	95	84
	<u>129</u>	<u>113</u>

Pioneering Care Partnership

Notes to the financial statements (Continued)
for the year ended 31 March 2024

14. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel (Continued)

The number of employees whose annual remuneration was £60,000 or more were:

	2024	2023
	No.	No.
£70,000 to £80,000	1	1

The charity trustees were not paid or received any other benefits from employment in the year (2021 - £nil). Three trustees were reimbursed expenses during the year of £28 (2023 - £545). No charity trustee received payment for professional or other services supplied to the charity (0 - £nil).

The key management personnel include the Chief Executive, Executive Leads and Project and People Managers. The total employee benefits of the key management personnel of the charity were £349,146 (2023 - £257,739)

Pioneering Care Partnership

Notes to the financial statements (Continued)
for the year ended 31 March 2024

15. Tangible fixed assets

	Equipment	Office Improvements	Hydropool	AUC	Total
	£	£	£	£	£
Cost					
At 01 April 2023	38,655	209,511	41,829	-	497,590
Additions	-	42,589	-	508,546	551,135
Disposals	(1,312)	-	(41,829)	-	(69,840)
At 31 March 2024	37,343	252,100	-	508,546	978,886
Depreciation					
At 01 April 2023	36,008	145,903	41,829	-	391,586
Charge	2,336	14,350	-	-	27,419
Disposals	(1,312)	-	(41,829)	-	(69,840)
At 31 March 2024	37,032	160,253	-	-	349,165
Net Book Value					
At 31 March 2024	311	91,847	-	508,546	629,721
At 31 March 2023	42,396	63,608	-	-	106,004

All fixed assets are for direct charitable use.

During the year ended 31 March 2011 an extension to the Pioneering Care Centre was completed.

The extension was developed by County Durham Council under a partnership agreement with PCP and was funded by the Community Assets Programme via The Big Lottery. As part of this partnership agreement, on completion of the building, Durham County Council adjusted the terms of the lease of the Pioneering Care Centre to PCP to a long-term leasehold of 125 years, starting in April 2010, at a peppercorn rent.

Leasehold property improvements capitalised after the extension of the lease will be appraised on an individual project basis and will be depreciated according to the charity's assessment of their useful economic life.

Pioneering Care Partnership

Notes to the financial statements (Continued)
for the year ended 31 March 2024

16. Fixed asset investments

	Listed investments	Cash in portfolio	Total
Cost or valuation			
At 1 April 2023	256,029	32,101	288,130
Additions	45,118	(45,118)	-
Disposals	(38,352)	38,352	-
Realised investment income	-	6,511	6,511
Investment Manager Fees		(3,000)	(3,000)
Valuation gains/losses	15,954	-	15,954
At 31 March 2024	<u>278,749</u>	<u>28,846</u>	<u>307,595</u>

Listed equity investments that are traded on a quoted market are held at fair value determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

17. Debtors: Amounts falling due within one year

	2024	2023
	£	£
Trade debtors	414,794	211,356
Prepayments and accrued income	105,771	105,115
Other Debtors	1,565	1,400
	<u>522,130</u>	<u>317,871</u>

18. Creditors: Amounts falling due within one year

	2024	2023
	£	£
Trade creditors	83,636	79,100
Social security and other taxes	82,951	66,901
Other creditors	17,267	15,095
Accrued expenses	101,256	68,334
Deferred income	461	6,462
	<u>285,571</u>	<u>235,891</u>

Pioneering Care Partnership

Notes to the financial statements (*Continued*)
for the year ended 31 March 2024

19. Statement of funds

For the year ended 31 March 2024

	Balance at 1 April 2023 £	Income £	Expenditure £	Investment gains/losses £	Transfers £	Balance at 31 March 2024 £
Unrestricted funds						
General funds	2,010,174	4,342,316	(2,716,089)	15,964	(1,645,390)	2,006,975
Designated funds						
Hydrotherapy pool renewal	161,065	-	-	-	(161,065)	-
Centre renovation	438,222	-	-	-	174,363	612,585
Project fund	33,932	-	-	-	1,792,605	1,826,537
Total Unrestricted funds	<u>2,643,394</u>	<u>4,342,316</u>	<u>(2,716,089)</u>	<u>15,964</u>	<u>160,513</u>	<u>4,446,097</u>
Restricted fund						
Hydrotherapy pool	71,925	124,776	(8,576)	-	(188,125)	-
Growing Our Community	6,534	-	-	-	-	6,534
RCG Mapping Grant	134,612	-	(41,956)	-	-	92,656
Befriending	3,405	754	(2,758)	-	(210)	1,190
Safe Haven	97,204	449,019	(451,200)	-	-	95,023
Healthwatch CIC	10,175	-	-	-	-	10,175
Covid 19 Resilience Hub	271,307	630,111	(688,557)	-	-	212,863
Befriending Research Project	432,998	-	(199,645)	-	-	233,353
Young Adults Support Café	5,478	-	(959)	-	-	4,519
LD & Autism Research	169,585	-	(91,023)	-	-	78,562
Welfare Roadshow	5,000	-	(6,026)	-	1,026	-
Lottery development Alliance work	22,908	-	(25,657)	-	2,749	-
Stockton Resilience Project	10,000	-	(8,182)	-	(1,818)	-
Stockton Covid Champions	34,526	122,900	(125,126)	-	25,865	58,165
Options Social Club	2,994	5,922	(5,570)	-	-	3,346
GAMP Lunch Club Grant		7,575	(1,515)			6,060
Total restricted funds	<u>1,278,651</u>	<u>1,341,057</u>	<u>(1,656,750)</u>	<u>-</u>	<u>(160,513)</u>	<u>802,446</u>
	<u>3,922,045</u>	<u>5,683,373</u>	<u>(4,372,839)</u>	<u>15,964</u>	<u>-</u>	<u>5,248,543</u>
Total Reserves						

Pioneering Care Partnership

Notes to the financial statements (Continued)
for the year ended 31 March 2024

19. Statement of funds (Continued)

For the year ended 31 March 2023

	Balance at 1 April 2022 £	Income £	Expenditure £	Investment gains/losses £	Transfers £	Balance at 31 March 2023 £
Unrestricted funds						
General funds	1,715,205	2,685,539	(2,363,854)	(17,077)	(9,638)	2,010,175
Designated funds						
Hydrotherapy pool renewal	161,065	-	-	-	-	161,065
Projects	36,352	-	(2,420)	-	-	33,932
Centre Renovation	438,222	-	-	-	-	438,222
Total Unrestricted funds	2,350,844	2,685,539	(2,366,274)	-	(9,638)	2,643,394
Restricted fund						
Hydrotherapy pool	80,643	300	(9,018)	-	-	71,925
Growing Our Community	6,533	100	(604)	-	505	6,534
RCG Mapping Grant	152,823	-	(18,211)	-	-	134,612
Befriending	5,888	274	(2,966)	-	209	3,405
Safe Haven	104,003	320,061	(326,860)	-	-	97,204
Healthwatch CIC	13,416	-	(3,241)	-	-	10,175
Healthwatch England	947	-	(947)	-	-	-
Covid 19 Resilience Hub	1,081,665	-	(810,358)	-	-	271,307
Befriending Research Project	322,950	215,191	(105,143)	-	-	432,998
Options Grant	9,005	-	(9,005)	-	-	-
Young Adults Support Café	9,096	1,965	(5,583)	-	-	5,478
This Girl Can	1,337	-	(1,337)	-	-	-
LD & Autism Research	222,642	-	(53,057)	-	-	169,585
Welfare Roadshow	5,000	5,000	(13,026)	-	8,026	5,000
Lottery development Alliance work	50,000	-	(27,092)	-	-	22,908
Stockton Resilience Project	16,693	10,300	(17,641)	-	648	10,000
Stockton Covid Champions	15,704	120,000	(101,178)	-	-	34,526
Options Social Club	-	7,933	(5,189)	-	250	2,994
Total restricted funds	2,098,345	681,124	(1,510,456)	-	9,638	1,278,651
Total Reserves	4,449,189	3,366,662	(3,876,730)	(17,077)	-	3,922,045

Pioneering Care Partnership

Notes to the financial statements (*Continued*) for the year ended 31 March 2024

19. Statement of funds (*Continued*)

Centre Renovation fund is the amount set aside for the planned replacement of the Hydrotherapy pool and to provide an extension for the Options Room at the Pioneering Care Centre.

Project fund is Trustees approved the 2024-25 budget which included utilisation of surplus across a number of project areas which provides agreed additional capacity and resources to support people in our community.

The Befriending project offers face to face and virtual support to local people aiming to tackle isolation and reduce feelings of isolation.

PCP secured funding for COVID 19 Resilience Team (Durham) to help provide access to timely and local support for COVID-19 specific mental health and emotional wellbeing needs within County Durham.

The Research Teams undertake specific community research to support a co-ordinated and evidenced based approach to service development. Topics include befriending and peer support, learning disability and autism, and the affect of COVID.

Young Adults Support Café provides an opportunity for young adults to socialise, develop resilience and work on coping strategies to aid positive mental health.

Lottery development Alliance work - PCP secured grant funding from the National Lottery to work with Public Health, Integrated Commissioning and the voluntary and community sector exploring the potential of a poverty & health alliance.

The Stockton Resilience Project offers support to help increase emotional and mental resilience in response to Long COVID and the impacts of isolation, shielding and government restrictions.

The Stockton COVID Community Champions programme supports public health messaging to dispel myths and help community understanding.

Options Social Club is a member led evening activity providing adults with learning and physical disabilities to socialise.

Welfare Roadshow is a grant to deliver 3 events across the GAMP area, these events supported local people affected by welfare reform and the associated issues such as employability, poverty and housing, along with other concerns.

GAMP lunch club is a grant to deliver a series of 4, 8-week courses, aimed at supporting residents within the GAMP area. The courses will be supporting those who have been impacted by both the cost-of-living increases and who are still feeling the impacts of the isolation caused by COVID.

Growing our community was formerly the Dementia Friendly Gardening grant which was received from Durham County Council to support the Dementia Friendly Café.

Pioneering Care Partnership

Notes to the financial statements *(Continued)* for the year ended 31 March 2024

RCG Mapping Grant - PCP secured resource to support the development of information platforms for Children and Young People and Adults to support the work of County Durham's Mental Health Partnership and the Resilient Communities Group. This grant was awarded to enable scoping, testing and development prior to launching a platform (website) for use by local people. This work was due to fully commence at the end of 2019-20 but was delayed due to COVID-19.

Safe Haven - as part of a national NHS Transformation pilot PCP has been commissioned to develop 'Safe Havens' across the communities of County Durham and Darlington. This work was due to commence at the end of 2019-20 but was delayed due to COVID-19.

Healthwatch CIC relates to funds transferred to PCP during 2016 following the closure of the organisation.

20. Analysis of net assets

For the year ended 31 March 2024

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fixed assets	629,721	-	629,721
Investments	307,595	-	307,595
Net current assets/(liabilities)	3,508,782	802,445	4,311,227
	<u>4,446,098</u>	<u>802,445</u>	<u>5,248,543</u>

For the year ended 31 March 2023

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fixed assets	106,004	-	106,004
Investments	288,130	-	288,130
Net current assets/(liabilities)	2,249,260	1,278,651	3,527,911
	<u>2,643,394</u>	<u>1,278,651</u>	<u>3,922,045</u>

Pioneering Care Partnership

Notes to the financial statements (Continued) for the year ended 31 March 2023

21. Pensions

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £78,614 (2023 - £72,635).

22. Leasing agreements

	Land & buildings		Other	
	2024	2023	2024	2023
	£	£	£	£
Expiring:				
Within one year	32,560	29,321	5,400	5,698
Between one and five years	31,380	7,854	7,833	9,034
In more than five years	106	107	-	-
	<u>64,046</u>	<u>37,282</u>	<u>13,233</u>	<u>14,732</u>

23. Related party disclosures

There were no related party transactions for the year ended 31 March 2023 (2022 – none).

24. Reconciliation of net income to net cash from operating activities

	2024	2023
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	1,326,498	(527,144)
Adjustments for:		
Investment income	(50,229)	(14,450)
Interest payable	3,473	3,506
Depreciation charges	27,419	32,853
Unrealised (losses)/gains on investments	(15,954)	17,077
Decrease/(increase) in debtors	(204,260)	878,880
Increase/(decrease) in creditors	49,679	54,016
Movement in cash	(3,510)	(2,303)
Net cash provided by operating activities	<u>1,133,116</u>	<u>442,434</u>

PIONEERING CARE PARTNERSHIP

England & Wales - Charity number 1067888

Accounts

Pioneering Care Partnership

Report to the Trustees following the audit of the financial statements for the year ended 31 March 2022





The Trustees
Pioneering Care Partnership
Carer's Way
Newton Aycliffe
DL5 4SF

26 July 2022

Dear Trustees

Audit for the year ended 31 March 2022

Following the completion of our audit fieldwork on the financial statements of Pioneering Care Partnership for the year ended 31 March 2022 we have the pleasure of submitting our Report to Management, setting out the most significant matters which have come to our attention during our audit and of which we believe you need to be aware of when considering the financial statements. The matters included in this report have been discussed with management of Pioneering Care Partnership during the audit and at our closing meeting on 12 July 2022.

We would like to express our appreciation for the assistance provided to us by the finance team and other staff at the charity during the audit.

Use of this report

The procedures that we carry out are designed to provide us with reasonable assurance that the financial statements, taken as a whole, are free of material misstatement. They are not designed to disclose all errors or weaknesses in controls that exist and we report only on those that we have discovered during the course of our work. This report has been prepared for the Trustees' information only and is not intended to include every matter that may have come to our attention. We accept no responsibility for any reliance that might be placed on it for any purpose by third parties, to whom it should not be shown without our prior written consent.

Yours sincerely

Haines Watts



Pioneering Care Partnership

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Pioneering Care Partnership

Audit Overview



Audit scope and approach

Our audit work has been undertaken for the purpose of forming our audit opinion on the financial statements of Pioneering Care Partnership prepared by management with the oversight of the trustees and has been carried out in accordance with International Standards on Auditing (UK) (ISAs).

Our work combined substantive procedures, involving on a test basis direct verification of transactions and balances (including obtaining confirmations from third parties where we consider it necessary), with a review of your financial systems and controls where we considered relevant to our audit. No limitations were placed on our work.

Communicating significant findings from our audit

We are required by the ISAs to communicate with the trustees as “those charged with governance” various matters from our audit including:

- our views about significant qualitative aspects of the charity’s accounting practices, including accounting policies, accounting estimates and financial statement disclosures;
- significant difficulties, if any, encountered during the audit;
- any significant matters arising during the audit and written representations we are requesting;
- circumstances that affect the form and content of our audit report, if any; and
- any other significant matters brought to our attention during the audit.

This report refers only to material matters we have identified during the course of the audit of the financial statements of Pioneering Care Partnership for the year ended 31 March 2022 and which, in our professional opinion, are of sufficient importance to merit your attention. These matters are included within subsequent sections to this report.

You should note that our evaluation of the systems of control at Pioneering Care Partnership was carried out for the purpose of our audit and it is not intended to be a comprehensive review of systems and processes.



Pioneering Care Partnership

Audit Overview



Materiality and identified misstatement

For the purpose of the audit we calculated materiality for the year ended 31 March 2022 to be £40,500 with performance materiality being £32,700.

To assist you in fulfilling your governance responsibilities, which include maintaining oversight of the financial reporting process and the effectiveness of the system of internal control, we include, as part of Appendix B, a list of misstatements that were detected during the course of the audit. The adjustments processed within the financial statements have been agreed with the Chief Executive, Carol Gaskarth. There are no items that remain unadjusted which exceed the clearly trivial limit, which was set at £1,000.

Audit opinion

We have provided an unqualified audit opinion on the financial statements of Pioneering Care Partnership for the year ended 31 March 2022.

Financial statements

The trustees of Pioneering Care Partnership are responsible for the preparation of the financial statements on a going concern basis (unless this basis is not appropriate). The trustees are also responsible for ensuring that the financial statements give a true and fair view, that the process your management go through to arrive at the necessary judgements is appropriate and that any disclosure on going concern is appropriately made within the financial statements.



Pioneering Care Partnership

Significant matters arising from the audit

We reported in our Planning Communication Letter (dated 21 April 2022) a number of areas we identified as having specific audit risk, we have commented below on the work undertaken in these areas as well as any other additional key risks, judgements or other matters in relation to the financial statements of Pioneering Care Partnership identified during the course of the audit.

MATTER IDENTIFIED	AUDIT IMPACT	RESPONSE
Revenue recognition In accordance with the ISAs completeness and existence of income and cut-off is always considered a significant risk.	The financial statement may contain material misstatement as a result of inconsistent recognition with accounting policies.	A sample of grant and contract income was agreed back to documentation. Walkthroughs were performed on each income stream, along with transactional testing. Income is reviewed around the year end to ensure recorded in the appropriate period.
Management override The ISA's state that this is always deemed to be high risk for an audit.	The financial statements may contain material misstatements as a result of fraud or error due to management override of controls.	Walkthroughs were performed on all material areas of the financial statements to ensure that key controls in place are followed. A sample of journals were reviewed and agreed to supporting documentation



Pioneering Care Partnership

Significant matters arising from the audit

MATTER IDENTIFIED	AUDIT IMPACT	RESPONSE
ISA 540 – Accounting estimates ISA 540 includes revised audit requirements that are more specifically directed at the components of an accounting estimate.	This increases the documentation and review of higher risk areas, along with increased disclosure in the financial statements.	We identified support cost allocation as a key accounting estimate highlighted in our planning communication letter. We reviewed the assumptions in place for support cost allocations.
ISA 570 – Going concern The revised ISA 570 requires more reporting to ensure that the underlying budget assumptions and forecasts are realistic and free from management bias.	The auditor's will perform a detailed review of the directors' assessment of the going concern and the information provided for a period of at least 12 months post audit report date.	We undertook a review of managements assessment of going concern, including stress testing budgets provided to us. The entity remains a going concern for the year ended 31 March 2022.
ISA 240 – Auditors Responsibility relating to Fraud An Auditor is responsible for obtaining reasonable assurance that the financial statements taken as a whole are free from material misstatement, whether caused by fraud or error.	The auditor's report shall explain to what extent the audit was considered capable of detecting irregularities, including fraud. This explanation shall be specific to the circumstances of the charity and work undertaken during the audit.	We have enquired with management of any frauds during the year, through discussions and review of records during the audit. These procedures have been detailed within the audit report in line with the changes to the ISA.



Pioneering Care Partnership

Systems and controls issues

We have set out below certain potential improvements to the charity's processes and controls which we noted during our audit work.

In order to provide you with a clear picture of the significance of the issues raised, we have graded the issues by significance/priority.

High	These findings are significant and require urgent attention
Medium	These findings are less urgent but still require reasonably prompt action
Low	These findings merit attention within an agreed timescale

AUDIT FINDINGS	RECOMMENDATIONS	PRIORITY	MANAGEMENT RESPONSE
During a walkthrough on reception sales income, it was noted that there was a lack of segregation of duties between the member of staff cashing the monies in the bank and the person entering the details on the nominal.	A 3-way check between the till records, cash banked and nominal should be undertaken.		Systems and processes have been checked and refined to take account of suggestions at Audit. Segregation is now achieved through the following; 1. Daily cashing up sheets to be scanned and emailed to the Finance generic email address; 2. This daily record will then be stored on the finance system; 3. A separate member of the finance team will complete the banking and the ledger; 4. Quarterly a sample will be spot checked by the Finance Manager. This process will be implemented from 1st September 2022



Pioneering Care Partnership

Appendix A – Developments in the sector

Charity Commission publications

The Charity Commission have a number of publications offering guidance; the following have been updated over the last year:

- Protect your charity from fraud and cyber crime (October 2021)
- Prepare a charity annual return (July 2021) – update on filing extensions
- Independent examination of charity accounts; guidance for trustees (July 2021) – updated to reflect the use of electronic signatures
- Coronavirus (Covid-19) guidance for the charity sector (October 2021) – updates made to charity meetings and insolvency help for charities
- Charity reporting and accounting: the essentials (July 2021)
- Charities and terrorism (June 2021) – Chapter 1 of the compliance toolkit has been updated to reflect UK counter-terrorism legislative developments
- Charity purpose and rules (November 2020) – details the rules you must follow to govern your charity
- Charity Commission guidance (November 2020) – guidance to help you set up and run a charity
- Managing conflicts of interest in a charity (November 2020)
- Reporting serious incidents to the Charity Commission during the coronavirus pandemic (June 2020)

Charity governance, finance and resilience – 15 questions trustees should ask

CC3 – The essential trustees set out six key duties for a charity trustee. Focusing on three of these duties The Commission has designed 15 questions to get trustees to consider the charity's solvency, resilience and quality of governance.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/569550/15_questions_trustees_should_ask.pdf

5-minute guides for charity trustees

In February the Charity Commission issued bite-sized guidance to refresh trustees knowledge in various topics, these included; purpose, finance, conflicts of interest, decisions and support.

<https://www.gov.uk/government/collections/5-minute-guides-for-charity-trustees>



Pioneering Care Partnership

Appendix A – Developments in the sector

Charities Commission guidance regarding Covid-19

The Charity Commission has published guidance for the charity sector in respect of difficulties they may be facing due to the Coronavirus (COVID-19) pandemic. For some charities, this may be an increase in demand for others a grim financial impact.

<https://www.gov.uk/government/news/coronavirus-covid-19-guidance-for-the-charity-sector>

The Charity Commission guidance highlights the following key areas for charities to consider:

- Financial support for those charities no longer able to operate due to COVID-19 to enable charities to pay wages is available in the same way that it is to businesses.
- Reserves held by the charity can be spent to help cope with the charity's financial position; however trustees will still need to consider the short, medium and longer term priorities.
- Funds that have been designated for particular projects by the trustees can be undesignated and used for other purposes.

-
- Restricted and permanently endowed funds (where the donor has specified that the funds must be used for a particular purpose) should only be considered after other options such as the use of reserves are not possible. There may be ways under the Charities Act 2006 or the terms of the original gift to amend or release the restrictions on these funds; but you should seek professional advice if you are considering this option and that the Charity Commission will be as helpful as possible where its consent is needed.
 - If necessary to postpone or cancel an AGM or other critical meetings. This is acceptable given the circumstances but you should record this.
 - Check your governing document if you are planning to hold meetings by video or teleconferencing. Some governing documents will include a provision allowing this, others will not. You should ensure that you demonstrate good governance if you decide to proceed with meetings in this way.
 - Charities are reminded to ensure that volunteers and staff are protected and it is recommended that charities refer to the Charity Commission safeguarding guidance.
 - The Charity SORP accounting standards has issued updated guidance. The guidance considers the implications for the trustees' annual report, going concern and the alternative basis to going concern when preparing accounts under the SORP.

The initial guidance has been updated throughout the pandemic with recent guidance adding some insolvency guidance to charities.



Pioneering Care Partnership

Appendix A – Developments in the sector

SORP – Second Edition

A copy of the updated SORP can be found at the following address;

<https://www.charitySORP.org/media/647945/charities-sorp-frs102-2019a.pdf>

The next version of the Charity SORP was discussed at the July 2020 SORP Committee meeting. Future changes to the Charity SORP will be closely tied to more general developments in UK accounting practice and the next update of FRS102, the financial reporting standard upon which the SORP is based. As a result we can now expect that a draft of the next version of the Charity SORP will be published no earlier than July 2022, with a consultation and finalisation process taking up to a year to complete. It is hoped that the next version of the Charity SORP will then be finalised no later than October 2023 and will come into force for accounting periods beginning on or after 1 January 2024. This means the existing version of the Charity SORP will remain in force for a few years yet.

Streamlined energy and carbon reporting framework

The Streamlined Energy and Carbon Reporting (SECR) legislation was implemented on 1 April 2019. The new regulations apply to quoted and large unquoted companies, including charitable companies. The new regulations require companies to disclose their energy and carbon emissions in their annual report. Charities who fall below this threshold are not prevented from including these disclosures should they wish to improve transparency.

The requirements, as a minimum include reporting on UK energy use from electricity, gas and transport fuel, and associated greenhouse gases, and narrative reporting on measures taken to improve the businesses' energy efficiency in the year. Further details on climate related reporting can be found in guidance issued by the FRC in October 2019, Climate Change Reporting: Where to next.

Filing charity annual returns during the coronavirus pandemic

The Charity Commission has identified during the pandemic that the charity sector have faced a number of challenges, to show their support they have offered extensions to the filing of the annual return. This has recently been reviewed and for charities with an imminent filing deadline from 1 July to 30 September you can continue to apply for a fixed three month extension from the date of application.

This would need to be done by emailing filingextension@charitycommission.gov.uk



Pioneering Care Partnership

Appendix B – Letter of representation



Haines Watts
17 Queens Lane
Newcastle upon Tyne
NE1 1RN

To whom it may concern,

The following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience such as we consider necessary in connection with your audit of the charitable company's financial statements for the year ended 31 March 2022. These enquiries have included inspection of supporting documentation where appropriate and are sufficient to satisfy ourselves that we can make each of the following representations. All representations are made to the best of our knowledge and belief.

General

1. We have fulfilled our responsibilities as directors as set out in the terms of your engagement letter dated 28 July 2021 under the Charities Act 2011 for preparing financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), for being satisfied that they give a true and fair view and for making accurate representations to you.

-
2. All the transactions undertaken by the charity have been properly reflected and recorded in the accounting records.
 3. All the accounting records have been made available to you for the purpose of your audit. We have provided you with unrestricted access to all appropriate persons within the charitable company, and with all other records and related information requested, including minutes of all management and trustee meetings and correspondence with The Charity Commission.
 4. The financial statements are free of material misstatements, including omissions.
 5. The effects of uncorrected misstatements (as set out in the appendix to this letter) are immaterial both individually and in total.

Internal control and fraud

6. We acknowledge our responsibility for the design, implementation and maintenance of internal control systems to prevent and detect fraud and error. We have disclosed to you the results of our risk assessment that the financial statements may be misstated as a result of fraud.
7. We have disclosed to you all instances of known or suspected fraud affecting the entity involving management, employees who have a significant role in internal control or others that could have a material effect on the financial statements.
8. We have also disclosed to you all information in relation to allegations of fraud or suspected fraud affecting the entity's financial statements communicated by current or former employees, analysts, regulators or others.



Pioneering Care Partnership

Appendix B – Letter of representation



Assets and liabilities

9. The charity has satisfactory title to all assets and there are no liens or encumbrances on the charity's assets, except for those that are disclosed in the notes to the financial statements
10. All actual liabilities, contingent liabilities and guarantees given to third parties have been recorded or disclosed as appropriate.
11. We have no plans or intentions that may materially alter the carrying value and where relevant the fair value measurements or classification of assets and liabilities reflected in the financial statements.

Accounting estimates

12. The methods, data and significant assumptions used by us in making the accounting estimates, and their related disclosures, are appropriate to achieve recognition, measurement and disclosure that is reasonable in the context of the applicable financial reporting framework.

Loans and arrangements

13. The charity has not granted any advances or credits to, or made guarantees on behalf of, directors other than those disclosed in the financial statements.

Legal claims

14. We have disclosed to you all claims in connection with litigation that have been, or are expected to be, received and such matters, as appropriate, have been properly accounted for, and disclosed in, the financial statements.

Laws and regulations

15. We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.

Related parties

16. Related party relationships and transactions have been appropriately accounted for and disclosed in the financial statements. We have disclosed to you all relevant information concerning such relationships and transactions and are not aware of any other matters which require disclosure in order to comply with legislative and accounting standards requirements.

Subsequent events

17. All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed.



Pioneering Care Partnership

Appendix B – Letter of representation

Going concern

- 18. We have considered the impact of Covid-19 on the going concern of the charity and have made appropriate disclosures within the financial statements.
- 19. We believe that the charities financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the charitable company's needs. We have considered a period of twelve months from the date of approval of the financial statements. We believe that no further disclosures relating to the charities ability to continue as a going concern need to be made in the financial statements.

Grants and donations

- 20. All grants, donations and other income, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such income.
- 21. The restricted grants and donations are included within the financial statements.

We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that so far as we are aware, there is no relevant audit information needed by you in connection with preparing your audit report of which you are unaware.

Each director has taken all the steps that they ought to have taken as a director in order to make them aware of any relevant audit information and to establish that you are aware of that information.

Yours faithfully

.....
Signed on behalf of the board of directors

Date

Registered number: 03491237
Charity number: 1067888

Pioneering Care Partnership
Report of the Trustees and Financial Statements
For the year ended 31 March 2022

Pioneering Care Partnership

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Pioneering Care Partnership

Report of the Trustees

For the year ended 31 March 2022

The Trustees submit their report and the audited accounts for the year ended 31st March 2020. They confirm that the report and accounts conform with current statutory requirements and the charity's memorandum and articles, and also the requirements of the Statement of Recommended Practice - Accounting and Reporting by Charities.

Reference and administrative details

Company Number	3491237
Charity Number	1067888
Registered Office	Pioneering Care Centre, Carers Way, Newton Aycliffe, County Durham DL5 4SF
Board of Trustees	Barry Knevitt (Chairperson) Heather Brewster (Treasurer) Carol Briggs David Cockburn Brenda Davidson Marilyn Mohan Vijaya Kotur (Vice Chair) Dame Dela Smith
Company Secretary	Carol Gaskarth
Principal Staff	Carol Gaskarth (Chief Executive) Nigel Brough (Executive Lead) Jane Buckton (Project Development Manager) Toni McHale (Project Development Manager) Lindsay Sheridan (People & Impact Manager) Lynsey Todd (Executive Lead)
Auditors	Haines Watts, 17 Queens Lane, Newcastle Upon Tyne, NE1 1RN
Bankers	Unity Trust Bank Plc, Nine Brindley Place, 4 Oozells Square, Birmingham, B1 2HB NatWest, 29 Newgate Street, Bishop Auckland, Co Durham, DL14 7ET
Solicitors	Hewitt's Solicitors, 207 Newgate Street, Bishop Auckland, County Durham, DL14 7EL

Pioneering Care Partnership

Report of the Trustees (Continued) For the year ended 31 March 2022

The Trustees submit their report and the audited accounts for the year ended 31 March 2022. They confirm that the report and accounts comply with current statutory requirements and the charity's memorandum and articles, and also the requirements of the Statement of Recommended Practice - Accounting and Reporting by Charities.

Structure, Governance and Management Governing Document

The Pioneering Care Partnership (PCP) is a company limited by guarantee established on 7th January 1998 and a registered charity (registered 2nd Feb 1998). The company was established under a Memorandum of Association, which establishes the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount of £1 on the winding up of the organisation.

Governance Review

Periodically PCP's Board of Trustees review the organisation's governing documents and prior to the pandemic it was decided to conduct a full refresh. The activities, projects and services PCP provides have developed over time and the communities we serve have broadened across the North East. It is important the governing document reflects the current status of the organisation.

Using the Good Governance Code as a benchmark and through considering existing and emerging structures it was agreed that the most appropriate governing arrangements for the organisation is to remain a charitable company, limited by guarantee. Trustees spent time redefining the charitable purpose and consulting with voting members; with the aim of finalising arrangements in 2020, however the COVID-19 pandemic disrupted the timescales. In Quarter 4 of 2020-21 PCP appointed Ward Hadaway to provide legal expertise, this work progressed throughout the year and the refined articles of association were approved by PCP Board of Trustees in December 2021. These, along with a commentary on regulated changes have been submitted to the Charity Commission and PCP is awaiting feedback.

Recruitment and Appointment of Trustees

The charity Trustees are also Company Directors for the purposes of company law. As a charity, under the requirements of the Memorandum and Articles of Association, at the annual general meeting one third of the trustees who are subject to retirement by rotation, or the number nearest to one third, shall retire. If the vacancies are not filled, the retiring trustees, if willing, can be deemed to have been re-appointed.

The Articles of Association state that the Company shall use all reasonable endeavours to ensure that not less than 25% of the Trustees from time to time shall be service users, 63% of the Board of Trustees are considered to be service user representatives in 2021-22. PCP continues to refresh the Board to ensure a suitable mix of business skills, legal, charity leadership and accountancy and there are also a number of trustees who are disabled people, older people, carers, previous-carers or service users, thereby ensuring that the organisation is governed by representatives of those it seeks to serve.

Pioneering Care Partnership

Report of the Trustees *(Continued)* For the year ended 31 March 2022

Annually, PCP reviews Trustee skills and aspirations through a review with the Chair and Chief Executive and an anonymous survey. Results included:

- 100% felt the Board were Good or Excellent at ensuring PCP meets its objective
- 100% felt the Board were Good or Excellent at supporting strategic decision making
- 100% felt the Board were Good or Excellent in ensuring financial stability
- 100% of trustees upheld the reputation of PCP
- 86% felt the Board were Good or Excellent at evaluating PCP's effectiveness
- 100% felt progress against the Strategic Plan was being made as anticipated
- 87% felt the Board effectively holds the Chief Executive to account
- 100% felt PCP was in a strong position post COVID-19.

Comments included:

"Current Trustees all have a passion for the work that is carried out at PCP and will continue to support the Chief Exec and the staff to continue and progress effectively and sustain the work done so far. The communities we support are looking forward to some normality in the future."

"I believe that PCP makes a significant and positive difference to the lives of the people the organisation supports and those who work within it. The Board has a number of opportunities to meet the staff teams and the users and understand their experiences, especially in the Pioneering Care Centre. I am proud to have a small part in the team."

"A very big thankyou to the Chair, Chief Executive, board of trustees and all of the staff for their loyalty to PCP through these very hard times and still staying positive ...and looking into a brighter future, thank you."

Trustee Induction and Training

PCP currently has 8 active trustees, through the annual skills audit, trustee reviews and general feedback the charity feels presently the experience, knowledge and expertise covers the range of topics required to effectively govern the organisation. Consequently, there were no new Trustees recruited during 2021-22. The emphasis for the organisation has been on approving the new governing documents and once this is finalised trustee recruitment will commence. Comprehensive trustee recruitment and induction processes are in place and ready to be utilised when required. These were refreshed during 2021-22.

Induction and 'onboarding' processes are also well-established, covering governance, leadership, charity guidance, PCP policies and procedures and expectations from both the perspective of the organisation and individual. Mentoring and peer support from experienced trustees is offered to newcomers and often this is matched based on areas for development or where skills could be enhanced.

Throughout the year training has been informal with opportunities to reflect and learn integrated into both Board meetings and sub committees. This has included reflection on progress toward the strategic plan, presentations from projects and services, workshops to support the development of the Financial Strategy and COVID-19 updates.

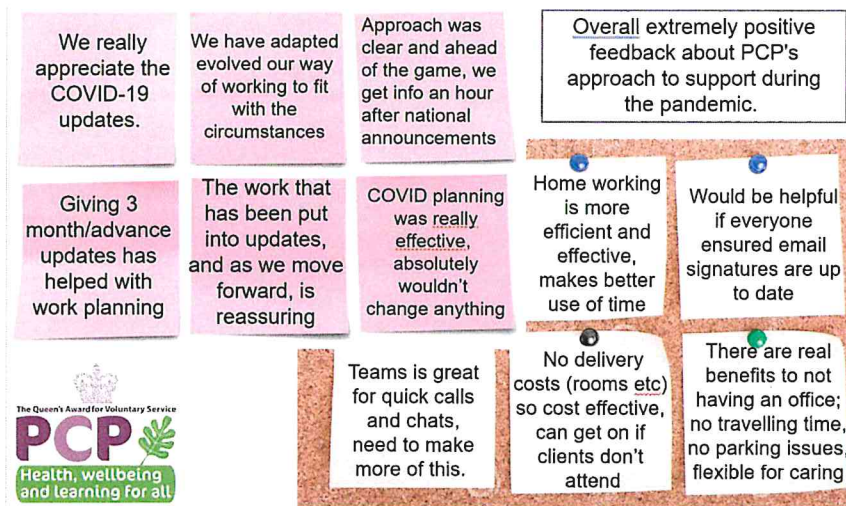
During 2021-22 PCP maintained the previous approach to COVID-19 communication and support, namely:

- Chief Executive leading on interpreting guidance and ensuring restrictions and measures were adhered to;
- Monthly Chief Executive email updates to all staff; and
- Standard agenda item at Board meetings.

Pioneering Care Partnership

Report of the Trustees (Continued) For the year ended 31 March 2022

With the duty of care for vulnerable people who access projects and services and the wellbeing of our staff and volunteer team at the forefront of minds, PCP has consistently taken a more cautious approach than outlined in central government guidance. This strategy has been welcomed with comments received including:



Staff were asked to use one word to describe PCP:



Trustee meetings returned to being held quarterly with a mix of face-to-face and virtual depending upon the restrictions, with a hybrid of the two in some instances. Trustee attendance and commitment remains excellent. They are dedicated to supporting the charity to grow and develop and provide effective constructive challenge, scrutiny and support. To do this they question, read and reflect. Chief Executive reports include links to key documents and reference materials to help with overall knowledge and skills development which in turn assist to ensure PCP maintains good governance.

External support is sourced where this is appropriate. In addition to contracting independent HR and Health & Safety specialists, PCP's Chair continues to be a member of the Association of Chairs, the Chief Executive is a member of ACEVO (Association of Chief Executive of Voluntary Organisations) and the Chartered Institute of Management. Furthermore, PCP is a member of VONNE (Voluntary Organisations Network North East) and utilises articles and resources from NCVO (National Council of Voluntary Organisations) and The Charity Commission to assist to provide informative and timely updates around best practice and governance.

Further professional development and networking opportunities will be provided in 2022-23. The Chair and Chief Executive will be attending the Civil Society Trustee Exchange in May 2022 and all Trustees and the Executive Team will benefit from charity finance training in August 2022.

Pioneering Care Partnership

Report of the Trustees (*Continued*) For the year ended 31 March 2022

The Structure of the Organisation

The Board of Trustees are elected by the membership. The Board can have up to 12 members and have responsibility for strategic direction and policy ensuring PCP meets its legal requirements. The Board of Trustees meets quarterly and their work is supported by a robust sub group structure.

Throughout 2021-22 six board meetings were held, four ordinary board meetings, one specific budget board meeting and one informal meeting to discuss the Pioneering Care Centre and centre renovation plans. Written board reports provided details of trustee duties and obligations, ensuring full compliance. The board report structure continues to be based on the Charity Governance Code, this assists PCP trustees not only to embed the principles of sound governance but also to maintain a clear focus on the organisation's mission and objects.

To support good governance PCP's Board of Trustees reviewed and updated the organisation's Scheme of Delegation and Register of Interests.

Annually Trustees, the Chief Executive and both Executive Leads completed the Automatic Disqualification Declaration, this process ensures PCP is confident those who are appointed to govern or lead the organisation are not disqualified from acting as a charity trustee or holding a senior management position. The Charity Commission guidance suggests that this check should be conducted periodically, PCP has chosen to do this annually. With regard to Senior Managers the Charity Commission refers to the Chief Executive, Finance Director and Chief Operating Officer, however PCP has deemed it appropriate that all executive leadership team members should complete this form for completeness.

During 2021-22 the following were also reviewed: PCP's Risk Register, Confidentiality Policy, Whistleblowing Policy, Compliments, Comments and Complaints Policy, Equality, Diversity & Inclusion Policy, Financial Controls, PCP Reserves Policy, Investment Policy and the Voting Member Policy. Trustees also reviewed the Health and Safety Policy Statement and the Environmental Policy Statement, both of which are signed by the Chair and Chief Executive demonstrating the organisational commitment to best practice.

Following the pandemic PCP Sub Committees resumed with two out of the three meeting quarterly during the year:

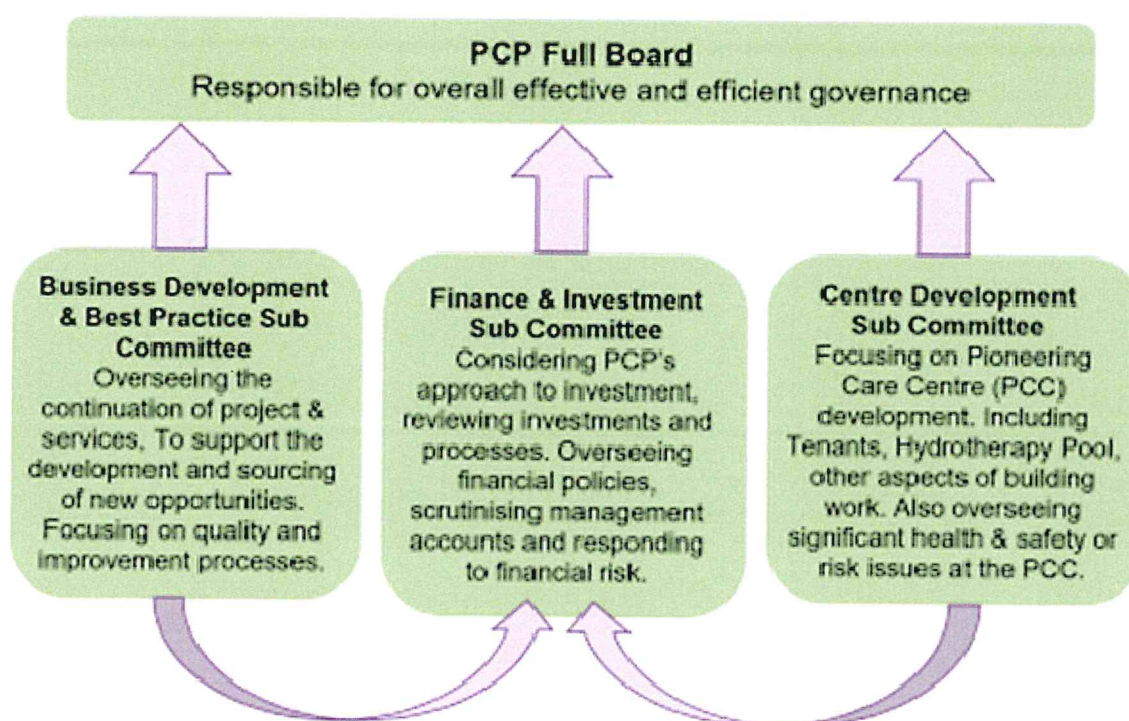
1. **Business Development Sub Committee** - to further PCP's objects, ensuring that projects and services meet the organisational mission and aims and considering new opportunities.
2. **Finance and Investment Sub Committee** - to enhance the stewardship of the organisation's financial arrangements and ensure prudence, and ethical investment principles.

The terms of reference along with key policies were reviewed to ensure they remain fit for purpose.

Pioneering Care Partnership

Report of the Trustees (Continued)
For the year ended 31 March 2022

The third sub committee, the **Compliance and Best Practice Sub Committee** did not resume and a review of PCP's subcommittee structure took place in Quarter 3. This concluded to change the sub committees and the proposal was approved by PCP's Board as follows:



The main Board retains responsibility for decision making and a subcommittee reporting structure enables all trustees to maintain oversight.

The Board of Trustees delegate the responsibility of the running of the organisation to the Chief Executive, whilst remaining fully accountable. PCP's Chief Executive has been in post for over nine years and during this time has ensured that systems and processes to govern the charity are robust, regularly reviewed and in line with best practice. PCP's Chief Executive is experienced and effectively oversees the organisation, including leading successfully through the challenge of the pandemic in a very different environment.

PCP's Chief Executive has a strong track record of sustaining projects and services and fundraising, she has a good reputation and is well-respected in her field. The Chief Executive works to ensure we achieve the organisation's mission and purpose and also represents the organisation on a number of networks and forums, chairing County Durham's Resilient Community Group and co-chairing the Mental Health Transformation Steering Group; she is therefore well-placed to ensure continuity and sustainability. The organisation continues to thrive. Since her tenure as Chief Executive 2013 income has increased by over 172%.

The Chief Executive is supported by PCP's experienced and forward-thinking leadership team (known as the Executive Leadership Team/ELT) who assist with strategic development and day-to-day management of the organisation. The number and range of projects and services have evolved and the Executive Lead structure which was introduced in 2020 provides appropriate and effective cross-organisational support.

Pioneering Care Partnership

Report of the Trustees (*Continued*)

For the year ended 31 March 2022

An Operations Manager was appointed in 2021 and this addition has proved successful in assisting with effective compliance, supporting Health and Safety, GDPR, lease arrangements for tenants and marketing. The postholder also leads on the Centre Development work and has been instrumental in assisting the organisation to make improvements in the ICT infrastructure and in 2022-23 a full digital strategy will be developed.

Towards the end of 2021-22 a 'Management Development Meeting (MDM)' comprising of ELT, Senior Managers and all project and service leads was created. The aim of the 'MDM' is to improve communications, aid organisational development and share best practice. Throughout 2022-23 the MDM will assist with reviewing operational policies, help to progress numerous quality standards and continually improve monitoring and evaluation processes.

PCP relies upon its dedicated, skilled and knowledgeable team of staff and volunteers to work with people, organisations and communities and it is through their highly-effective work that PCP is able to sustain services for a significant number of years. Our excellent track record of delivering projects effectively often results in projects and services being re-commissioned, a clear testament to the wider-team's effectiveness.

Chief Executive Pay

Transparency is the first principle of good pay and is crucial if the voluntary sector is to retain public trust. PCP takes its obligations seriously and to this end PCP prides itself on the efficient use of resources and ensures that pay rates are proportionate. PCP does not pay higher salaries than are necessary and/or reasonable whilst valuing the importance of talented and experienced staff to the fulfilment of the charity's public benefit objectives. The procedure for setting PCP's Chief Executive pay is robust; periodically the Board appoints a task group of Trustees to consider the external environment and organisational performance to assess appropriate remuneration levels. This process includes taking independent advice and reviewing trends and benchmarks in the sector in addition to reviewing organisation-wide impacts, outputs and financial performance. This process was last conducted in 2014-15 and the Chief Executive has been at the top of their pay scale for a number of years, however the Chief Executive does not feel it is appropriate to review this and given the current climate the Board is in agreement with this.

Volunteers

The organisation has a successful volunteer recruitment and support strategy and as we move into COVID recovery and reset it is has been pleasing to see volunteers returning to supporting projects and services across the whole organisation.

During 2021-22 PCP was supported by an average of 422 active volunteers who gave 5,536 hours supporting the projects and activities run by the organisation during the year. Using the real living wage as a benchmark, this is an in-kind equivalent of £54,807. Many of the volunteers have been service users themselves in the past and have progressed on to supporting the delivery of activities.

Volunteering remains at the heart of what PCP is about and during 2022-23 PCP will be reassessed for the Volunteer Kitemark and also will work to identify more volunteering opportunities for local people.

Pioneering Care Partnership

Report of the Trustees (*Continued*)
For the year ended 31 March 2022

Risk Management

The Chief Executive leads a process with the Senior Management Team (SMT) and the Board of Trustees to conduct a bi-annual review of the risks which the organisation is exposed through assessing every area of the organisation's activity, covering the environment, governance and management, operational issues, financial and compliance risks and each of the organisation's activities to meet its objectives. To ensure time to discuss the potential impact and likelihood in 2021-22 the Business Development and Best Practice took responsibility for a thorough review prior to discussion and approval at Board.

PCP's Health and Safety Policy is reviewed annually along with the fire risk assessment and other organisational, building and activity risk assessments. PCP is compliant with CHAS the Contractors Health and Safety Assessment Scheme, this was renewed in December 2021 and will be assessed again in December 2022.

Aims, objectives and activities:

The Pioneering Care Partnership's (PCP) is a multi-award-winning organisation whose mission is: "Health, Wellbeing and Learning for All," and PCP operates across the North East of England predominately in County Durham, Sunderland, and Teesside.

PCP's purpose is: **'To improve health, wellbeing and quality of life for people disadvantaged by disability, age, ill health and/ or caring responsibilities, and reduce inequalities in health.'**

The long-term outcomes the PCP is seeking to support are:

- To promote independence, choice & control
- To improve lifestyle
- To increase knowledge & skills
- To improve physical health
- To improve confidence, self-esteem & well-being
- To improve economic well-being
- To build community capacity
- To improve access to services for disadvantaged communities & groups
- To promote social inclusion

As a Charity and Company Limited by Guarantee PCP exists to serve local people and our customer-base is wide ranging. PCP supports groups and communities through projects and services which aim to build capacity and cohesion and individual people, particularly those who may be disadvantaged in localities, businesses with employee health and wellbeing and other charities through mentoring support. During 2021-22 PCP also began to support smaller voluntary and community sector organisations with grant funding, this has a particular emphasis on mental health and wellbeing, improving access to services and offering a wider range of opportunities for local people.

Whilst PCP's predominant focus is on health and wellbeing, it considers health in its widest sense. There are many factors, or determinates, that impact upon health and wellbeing including educational attainment, employment status, physical health, family and social connections, the environment in which people live, income, mental and emotional resilience therefore the thematic areas PCP covers are cross-cutting.

Partnership is in our name, because we aim to bring people together, working collectively to help but importantly we do this with local people and communities so they are a key stakeholder in all we do.

Pioneering Care Partnership

Report of the Trustees (Continued) For the year ended 31 March 2022

PCP has a focus on working with people who are disadvantaged across a population of almost 1.4m people. PCP operates in the following areas:

Area	Population*
County Durham	533,937
Darlington	106,933
Sunderland	277,576
Middlesbrough	140,301
Stockton-on-Tees	198,706
Redcar & Cleveland	138,354
TOTAL	1,395,807

*figures from the Office for National Statistic (ONS) Population figures over a 25-year period

PCP employ's an average of 105 people and ended the financial year with 114 employees. In 2021-22 staff stability was 85% which, despite some contracts ending and COVID-19, is a slight improvement on the last two years, where it stood at 82% and a marked increase from 75% in 2018-19. Naturally the voluntary sector can have a high turnover due to the short-term nature of projects and services. Therefore to achieve this level of stability is extremely good and is testament to the organisation's solid HR polices, focus on employee wellbeing, talent management and support to sustain staff wherever possible.

Principal Activities

The Pioneering Care Partnership is a multi-award-winning organisation whose impact spans across the North East.

PCP's first achievement was the development of a unique healthy living centre, bringing together voluntary and statutory services under one roof; the Pioneering Care Centre in Newton Aycliffe opened in 1999 and is seen as a beacon on best practice, replicated across the Country. The Pioneering Care Centre in Newton Aycliffe is home to a range of accessible activities designed to bring people together and support healthier lifestyles. A community hub that provides a range of health and wellbeing activities including community events, exercise classes, learning workshops, a community garden, community coffee shop, hydrotherapy pool, natural therapies, employability support services, and disability projects. The Centre also houses a GP Practice, Pharmacy, Mental Health Services, Children's Nursery, Speech and Language Service and other health and social care services making it a real community hub and hive of activity.

The Pioneering Care Centre closed its doors to the general public as a result of the pandemic in March 2020 and remained closed for the vast majority of 2020-21 however during 2021-22 the Centre opened incrementally. Throughout the pandemic PCP took a more cautious approach to lifting the restrictions, the overall aim was to keep people safe, instill confidence and support the range of people who access the Pioneering Care Centre, many of whom are vulnerable, have a disability or are carers. This has been welcomed by clients/service users, staff and volunteers.

To support the local COVID-19 effort part of the building was allocated to the GP Practice/Primary Care Network to enable COVID-19 testing and treatment. In August 2020 it was decided to extend the space leased to the Practice and in November PCP supported the implementation of the Vaccination Centre.

Appointments for podiatry, speech and language and adult mental health services continued, Furthermore Tees, Esk and Wear Valley took additional space to offer mental health and wellbeing appointments for children and young people. House of Eden Day Nursery operated for part of the year following the 'bubble' system.

Pioneering Care Partnership

Report of the Trustees (*Continued*)

For the year ended 31 March 2022

Centre-based activities which recommenced included:

- Health and wellbeing activities
- A fully accessible Hydrotherapy Pool
- Community garden and allotments
- Conference, meeting, room hire facilities and hospitality services
- The Garden Kitchen, community coffee shop
- Community courses and adult learning opportunities Lifestyle and exercise classes and activities
- Wellbeing Practitioner support services

The Centre also houses services delivered by other partners as follows:

- Jubilee Medical Practice
- The Village Pharmacy
- NHS clinics
- NHS Mental Health Services
- House of Eden Children's Nursery
- Great Aycliffe & Middridge Area Action Partnership (GAMP)
- Improving Access to Psychological Therapies (IAPT) Services

Employability support and the Natural Therapy suite services will recommence in 2022-23.

PCP provides a number of projects across the North East working in collaboration with a range of other voluntary or statutory organisations.

In 2001 the organisation began to work more on an outreach basis and over the years this has developed, PCP now provides over 35 projects and services across the North East. These include:

- Options, supporting adults with learning and physical disabilities
- County Durham and Sunderland Workplace Health
- Wellbeing for Life
- Stockton Community Connect Social Prescribing/community Connect Service
- Stockton Independent Complaints Advocacy Service
- Joining the Dots MacMillan Cancer Support
- Healthwatch in County Durham, Redcar & Cleveland, Middlesbrough, Stockton and Sunderland
- ESF Building Better Opportunities Step Forward Tees Valley
- ESF Building Better Opportunities Reaching Out Across Durham
- SafeHaven 'Happiness Hubs' Grants Programme
- COVID-19 Resilience Team County Durham
- Cancer Champions
- Stockton COVID-19 Community Champion Programme
- Frail Elderly Link Worker
- Primrose Lodge Events Worker
- Peer Support and Befriending Research
- Learning Disability & Autism Research
- COVID-19 Resilience Research
- Physical Health Workers in County Durham

In 2021-22 PCP was awarded funding from the Lottery Health Equalities Development Grant (HEDG) to consider the feasibility of alliance working in County Durham. This partnership proposal was jointly submitted by PCP, Durham Community Action, Investing in Children, Durham County Council Public Health and the NHS/Clinical Commissioning Group. This work will be taken forward during 2022-23.

Pioneering Care Partnership

Report of the Trustees *(Continued)*

For the year ended 31 March 2022

Partnership working is an essential part of PCP's success. PCP is recognised for its expertise in health and wellbeing and the Chief Executive plays a key role in developing community adult mental health wellbeing services across County Durham. She chairs the external County Durham Resilient Communities Group a sub-committee of the Mental Health Strategic Partnership Board and is a proactive member of several external networks and forums. During 2021-22 she has also commenced joint-chairing the County Durham Mental Health Transformation Steering Group and this work seeks to ensure that services are tailored to individual need, accessible in local communities and developed with those who have lived experience of mental health issues.

In the latter part of the year, it was pleasing to see the COVID-19 impact on delivery reducing with most projects and services returning to in-person support. Like many organisations PCP will learn from the COVID experience and aims to sustain some of the approaches, such as supporting people through video-conferencing, offering staff the opportunity to blend working arrangement between the office and home and delivering some meetings virtually to save travel time and costs.

PCP continued throughout 2021-22 with clear, concise and regular COVID-19 communications further details of the organisational approach are included in the 'Trustee Report on the 'Implications of COVID-19 measures' section on page 17 to 19.

For further information please refer to PCP's Annual Report which can be found on the website:

www.pcp.uk.net

Achievements and performance

PCP Strategic Plan

In June 2019 PCP's Board of Trustees approved a new 5-year Strategic Plan. This informs the future direction of the charity, feeds into the Chief Executive's objectives, supports the operational delivery and management of PCP and is reviewed annually by the Board. This annual assessment helps to determine where the organisation's energy and resources should focus for the coming year. COVID-19 has not halted progress against PCP's Strategic Plan but trustees recognised COVID-19 recovery will take time and could lead to difficulties in developing new projects and services. In 2020-21 the Board agreed to extend the lifespan of the Strategic Plan, this now runs until 2026 to allow time to work towards the ambitions outlined for each area.

PCP's Strategic Plan is designed as a cross-cutting document to direct organisational focus, enable continuous development and to instil confidence in PCP's governance arrangements as a Charity and Company Limited by Guarantee. The Strategic Plan covers 10 main areas:

1. PCP Mission and Purpose
2. Health, Wellbeing and Learning for All - targeting support
3. Governance
4. Leadership
5. Core Values
6. Finance
7. Quality, Human Resources & Volunteering
8. Marketing, Communications & Engagement
9. Digital Strategy
10. Environmental Management

Specific progress has been made in the following areas during 2021-22

- a. Refreshing PCP's organisational purpose and embedding in delivery;
- b. Finalising the new governance arrangements so that they remain fit for purpose over the life of the strategic plan;
- c. Improving trustee training, sustaining Board commitment to being a learning board;
- d. Reviewing effectiveness of the leadership structure of the organisation
- e. Considering the implications of values-based recruitment;
- f. Improving data, research and reporting capability across PCP;
- g. Engaging with local people and applying asset-based community development techniques; and
- h. Improving environmental monitoring.

Monitoring & Evaluation

PCP continues to maintain the approach to apply a model of evaluation called 'Impact Mapping' developed by the New Economics Foundation (NEF). This is based on a 'theory of change' methodology and assists PCP to link our mission, objectives and activities with what happens because of them. This is the ninth year of successfully using this model to monitor performance, consequently the organisation is usually able to use previous data to benchmark performance and undertake trend analysis. Both 2021-22 and 2020-21 was impacted by COVID -19 and cannot be compared against previous results, therefore when setting targets for 2022-23 PCP will use 2019-20 as the benchmark.

The following section highlights some of the key achievements for the year 2021-22:

Pioneering Care Partnership Annual Report 2021-22

This year's headlines

A round up of what's happened!



Pioneering Care Centre reopens following the pandemic



Befriending Group launched in County Durham



PCP contracted to support Primrose Lodge in Chester-le-Street



PCP awarded new Healthwatch contract for Stockton-on-Tees



Community Garden achieves Northumbria in Bloom RHS Award



PCP to deliver leading COVID recovery project in Stockton-on-Tees



Community COVID team crowned champions at Catalyst Awards



Pioneering Care Centre's Christmas Fayre raises over £2,100



Healthwatch South Tees celebrate health and social care with STAR Awards

Pioneering Care Partnership

Report of the Trustees (*Continued*)

For the year ended 31 March 2022

FINANCIAL REVIEW

During 2021-22 PCP planned to utilise reserves for a number of projects in support of the organisation's charitable objectives. Additional income was secured for projects and services in 2021-22, this equated to 8% more than the previous year. Furthermore, the efficient delivery of projects and services and the organisation's prudent approach saw expenditure less than budgeted. This resulted in an end of year surplus position.

The full results and company's financial position at the end of the year are shown in the attached financial statements.

Activities generating funds

Activities generating funds for the organisation include the Kitchen Garden, Room Hire, Therapy Suite and the Hydrotherapy Pool within the Pioneering Care Centre, all of which re-opened during 2021-22.

The organisation also sublets the Pioneering Care Centre to a number of Tenants within the building and charges rent and service charges for the appropriate allocated floor space. Tenants included: The Village Pharmacy; Jubilee Medical Group; Durham County Council; Tees, Esk & Wear Valley NHS Trust; House of Eden Children's Nursery, NHS Property Services and private counselling practitioners. During 2021-22 an independent valuation assessed the rental costs for the Pioneering Care Centre to ensure market value and to fulfil the trustees legal obligation to obtain and consider a written report from a suitably qualified surveyor before any disposal such as a lease is granted. out of a charity's land, in addition to their responsibility to achieve the best rent possible. The independent Chartered Surveyor's report was considered in 2021-22 and lease arrangements are in the process of being finalised.

Investment Policy

PCP's investment portfolio is managed by Rathbone Investment Management Ltd. The portfolio is a combination of different asset types and weightings to consider both long term investment behaviours and short-term prevailing market conditions. The investment objective aims to preserve the capital investment in real terms whilst providing the opportunity for some growth in capital and income and therefore PCP opted for a medium risk tolerance for the fund.

Investment Update

The 2021-22 financial year started on a positive footing as the global economy continued to re-open following the COVID-19 Pandemic and hopes for a successful global vaccination programme built. Furthermore, additional financial and economic support packages were enacted by Governments and Central Banks in developed markets which saw equity markets continue to climb above pre-COVID levels.

However, as 2021 drew to a close it became clear that such loose monetary and fiscal policies would be wound down and eventually need to be paid for, mainly through higher taxes while inflationary forces began to build and consumers who had managed to save during the Pandemic became increasingly nervous about the cost of living during the years ahead.

Pioneering Care Partnership

Report of the Trustees (*Continued*) For the year ended 31 March 2022

As a result, market volatility spiked following a period of relative calm and equities and bonds sold off during the closing weeks of the financial year as inflation jumped and Central bankers wrestled with the prospect of hiking interest rates. The nervous tone was exacerbated by the Russian invasion of Ukraine as both countries have played a major role in the supply of global commodities, both energy and agricultural.

The PCP portfolio was not immune to this volatility but still managed to post a gain of +6.4% for the financial year which was a reasonable outcome.

The economic and political outlook has worsened since the beginning of 2022 with financial assets remaining extremely volatile and against such an uncertain backdrop there will undoubtedly be some difficult months ahead.

However, the PCP portfolio remains well diversified across asset classes which should enable it to be relatively resilient in the short-term and perform well over the long-term.

In line with the organisation's Investment Policy, monies are also invested in a 7-year Fixed Bond Account with Secure Trust Bank. In March 2021 PCP opted to withdraw these funds following the decision of Secure Trust Bank to no longer offer this type of account, however this did not occur during the financial year and will be progressed in 2022-23.

During 2021-22 PCP undertook a review of its bank accounts and Trustees agreed to move from Unity Trust to Nat West Bank. The switch commenced in February 2022, however to ensure all transactions are effectively transferred the Unity Trust Accounts will remain open for a period of 6 months.

Reserves' Policy

PCP's Reserves' Policy ensures that Trustees, the Chief Executive and senior staff, act in the interests of their charity and its beneficiaries at all times. This Policy protects and safeguards organisational assets, assists Trustees to act with reasonable care and skill, and ensures that PCP is accountable.

The Reserves' Policy aims to aid PCP's strategic planning, budgeting and risk management processes. PCP reserves provide a cushion for planned or unplanned future needs safeguarding the organisation from unexpected events, losses of income and large unbudgeted expenses. The Reserves' Policy also aims to assist with the management of cash flow, provide working capital for day-to-day operations and aid decision making when considering investing in new ways of working.

The Policy and associated procedures sets out that PCP will aim to maintain reserves of a minimum of 6 months and maximum of 14 months core and centre operating costs. Where the reserves position exceeds this level the Board will then identify if resources are available to utilise to further PCP's charitable aims.

The organisational Reserves' Policy is reviewed on an annual basis by the Finance and Investment Sub Committee and full Board of Trustees. This was reviewed during 2021-22.

The Board of Trustees have stated that 'reserves' in this instance apply to general reserves, which is part of the income funds that are freely available for general use.

The charity has adopted a computational approach to justifying its reserves. This Reserves' Policy helps to ensure that the charity can meet its financial obligations to core and centre staff salary and operating costs. Other factors which are beginning to affect the organisation is that some funding streams have payments in arrears, therefore the organisation needs to have monies available to cushion this effect and ensure operational liquidity.

At 31 March 2022 the charity held free reserves of £799,756 which equates to 7 months core and centre running costs. It should be noted that as a result of COVID-19 and lower expenditure on some projects and services this includes funds which have been designated for 2022-23. Furthermore, £485,361 has been earmarked by Board to carry forward into 2022/23 and annual running costs are expected to be £1,200,913.

Pioneering Care Partnership

Report of the Trustees (*Continued*) For the year ended 31 March 2022

PCP Board of Trustees acknowledge and understand that as the COVID-19 pandemic continues and moves into the reset/resilience phase, many of the organisation's income generating activities now require subsidy whilst they return to pre-pandemic levels, and this could take several months. Therefore, there may be the need to use a proportion of the reserves to provide additional support to core and centre functions in 2021-22. The Board takes regular reports from the Chief Executive to closely monitor and assess the situation and ensure that appropriate and timely action is taken where required. This ongoing situation will be evaluated regularly by PCP.

Quality

Quality is at heart of what PCP does and is vitally important to ensure we fulfil our mission, continue to meet the needs of local people and communities, strive for improvement and ultimately make a difference or positive impact. PCP achieved the Environmental Quality Standard ISO 14001 and ISO 9001 the international standard that specifies requirements for a quality management system. A significant piece of work during 2021-22 took place to bring these standards together as one and enable a joined reaccreditation to both standards. The assessment in February 2022 was successful with positive feedback from the assessor/auditor about PCP's approach, progress and continuous development.

During 2021-22 PCP also maintained:

- Investors in People Standard, Gold Award
- Better Health at Work Award, Maintaining Excellence and Ambassador Status
- CHAS the Contractors Health and Safety Assessment
- Volunteer Kitemark
- Time to Change Pledge
- Carer's Pledge
- Mindful Employer/Charter for Employers who are Positive About Mental Health

Feedback from the Better Health at Work Award Assessor included:

- This is a very good Maintaining Excellence submission from PCP, with a wealth of activity across the organisation and a concerted staff focus.
- They have demonstrated a consistent approach, with annual strategy reviews and 3 yearly policy reviews, as well as regular consultation.
- The early delivery of another Health Needs Assessment in May 2021 is good practice and shows that there is an increasing drive to be proactive and address issues at early intervention and prevention points. The high response rate also illustrates that staff were very willing to engage and share their thoughts and feedback.
- PCP deserve credit for their extremely thorough analysis and for asking questions that many employers would be reluctant to. It is fantastic to see that the staff self-scores for physical and mental wellbeing have both held steady at an average of 7 out of 10, despite the very challenging circumstances and changes experienced over the last almost 2 years. This is indicative that PCP has worked hard to put in mitigating measures and ensure staff feel supported at work and able to support themselves.
- The increase of the allotted 30 mins 'Wellbeing time' for staff was increased to 2 hours per week during the pandemic and has remained, which is very likely to be a contributory factor to this - the survey showed that 86% of staff take advantage of this benefit!

Mindful Employer Assessment feedback included:

- It was reassuring to read that you provide training specifically for managers. Line managers are usually the initial point of contact for staff so have a crucial role to play in staff's experience of being supported by the organisation.
- Our social and working lives have changed enormously since March 2020. Your review showed a variety of support already available to staff, we recommend staff are regularly reminded of the range of support available to them.

Pioneering Care Partnership

Report of the Trustees (Continued) For the year ended 31 March 2022

PCP has had a focus on the environment during 2021-22 and PCP has pledged publicly our commitment through the North East Climate Coalition (NEECCo). PCP pledged: **“To understand the impact the organisation has on the environment. We will monitor energy consumption and actively strive to reduce it. We will work with our teams to increase awareness and encourage ideas to take positive action at work, home and in the community.”**

The environmental categories PCP contributes to are:

- Consumption/shopping habits
- Encouraging nature and biodiversity
- Reducing energy usage
- Reducing travel/ greener travel
- Reducing Waste/recycle

During 2022-23 PCP will be reassessed for the Volunteer Kitemark and during the year we will also look to develop further volunteering roles and opportunities across the organisation

The achievement of these standards puts PCP in a strong position in the competitive tendering market in addition to demonstrating our commitment to quality for our customers, clients, staff and volunteers.

Key financial performance indicators (2021-22)

Ratio	2021-22	2020-21	2019-20	2018-19	2017-18	2017-18
Liquidity ratio	23.05:1	19.72:1	7.1:1	7.1:1	6.8:1	6.08:1
Average Reserves : Expenditure (Other Charitable funds)	1.277:1	1.071:1	0.54:1	0.58:1	0.63:1	0.66:1
Debtors Days	162 days	77 days	35 days	26 days	54 days	58 days
Labour Turnover(%)	15.2%	23.8%	25.1%	32.9%	25.9%	30.1%
Labour Stability Index(%)	85%	82%	82%	75%	89%	76%
Absence(%)	2.6%	2.2%	2.6%	2.6%	2.9%	2.7%
Staff participation in training and development(%)	96%	68%	75%	87%	95%	95%

The organisation prides itself on being supportive to staff and we have a number of initiatives in place through our Work Life Balance policy and procedures and our return to work processes. The latest information published by the Office of National Statistics (ONS) estimate that the UK sickness absence rate has fallen to 1.8% in 2020. According to the ONS the coronavirus (COVID-19) pandemic has affected the sickness absence data in a number of ways; while the virus may have led to additional sickness absence, measures such as furloughing, social distancing, shielding and increased homeworking appear to have helped reduce other causes of absence.

PCP's absence figures are ordinarily consistently lower than the UK average however during 2021-22 we have had a few instances of long-term absence which has affected PCP's rate. Organisationally PCP continues to strive to ensure we support our teams effectively and feedback has been overwhelmingly positive in relation to the measures in place.

PCP's Labour Market stability has always fluctuated due to the nature of the charitable business; short term contracts and externally funded projects and services, however it has been consistently high for the past 3 years, with a slight increase in 2021-22. PCP works to sustain this through a number of support interventions and our strong track record of sustaining projects and interventions across the North East. 17

Pioneering Care Partnership

Report of the Trustees (*Continued*)

For the year ended 31 March 2022

An emphasis on staff training and development has seen dramatic improvements in the uptake of training and development across all teams, resulting a 28% increase in the take-up of training opportunities meaning 96% of our workforce undertook personal or professional development during the year.

The organisation's liquidity ratio is high again, as a result of project and service expenditure being dramatically reduced due to COVID-19.

Notably there has been a significant change in Debtors Days, this is due to the process of raising high value invoices at the beginning of the financial year which are paid incrementally over the year and therefore is not an organisational risk or concern.

As outlined in last year's Trustee report, PCP is not immune to the long-term financial impact of reduced services and therefore reduced income, particularly in relation to the Pioneering Care Centre. During 2020-21 a significant amount of work was undertaken to review the position and source new income streams and this worked continued in 2021-22. Work to develop PCP's Financial Strategy has progressed and this will enable improved forward-planning and financial modelling considering long term risks and how to mitigate or prevent these.

Future Priorities and Developments:

PCP priorities for 2021-22 will inevitably continue to focus on COVID-19 recovery but will also closely aligned to PCP's Strategic Plan and include:

1. Robust Financial Management

- a. Clear financial projections for 2021-22 and 2022-23 and beyond, recognizing a number of PCP projects and services are scheduled to cease in March 2023.
- b. Ongoing financial review of the Pioneering Care Centre, tenancies were considered during 2021-22, in the coming year each area will be assessed and reviewed.
- c. Development of a full Financial Strategy, this will be complete by September 2022.

2. Continue with the Hydrotherapy Pool Renovation and other building works to sustain and improve the Pioneering Care Centre. Progress during 2021-22 has been strong with momentum now building in readiness to submit a planning application in 2022. It is anticipated that work will commence in October/November 2022 with an aim of reopening in quarter 1 of 2023-24.

3. Strategic Plan priorities - trustees received a report on the 2021-22 progress which also outlined areas to prioritise in 2022-23. These included:

- a. Considering how to more effectively target support;
- b. Trialing distributed management approaches;
- c. Further developing internal reporting mechanisms;
- d. Publishing a Marketing Strategy to include stakeholder engagement and asset based community development;
- e. Increasing talent management capacity; and
- f. Embedding PCP's approach to environmental management and corporate social responsibility.

TRUSTEE REPORT ON THE IMPLICATIONS OF COVID-19 MEASURES

Throughout the global COVID-19 pandemic PCP Trustees have provided oversight and support to enable the Chief Executive to lead and guide the organisation, navigating changeable restrictions and balancing with local measures whilst ensuring the safety of staff, volunteers and clients. During this period of rapid change PCP has ensured the organisational approach was robust, considered, timely, well-planned and effectively communicated.

PCP's approach included:

- **Governance** – trustee meetings returned to be quarterly on the understanding that if required the frequency would be increased. In addition support was provided through 1-2-1 discussions between the Chair and Chief Executive remained in place with a focus on COVID. As well as full Board the Business Development Sub Committee and Finance and Investment Sub Committee continued and the Centre Development Task Group was established as a full sub committee. This provided robust and supportive governance during the continuing pandemic.
- **Preparation** – 'mini-lockdowns' which occurred during the year were well lead through the Chief Executive and further development of the ICT infrastructure was ongoing. Training and support was provided to all staff and during 2021-22 the bitesize learning offer has continued.
- **Communication** - regular updates and briefings are provided to staff, volunteers, tenants and beneficiaries across all areas of PCP. Central government measures varied throughout the year and as well as standard notifications, posters and displays to ensure consistency of approach PCP updated staff on our local response. This was consistently more cautious than the government advice for two reasons; firstly the North East experienced infection 'waves' later than the South and secondly many of those who access PCP support are vulnerable or have long term health conditions and we felt it was more appropriate to delay lifting some of the restrictions. Feedback from staff remains overwhelmingly positive with staff reporting that they felt engaged, supported and updated.
- **Working from home** – in 2021-22 PCP was quick to respond to the changing needs of our clients and workforce. During 2020-21 the majority of PCP's staff worked from home, but longer-term we needed a different solution. PCP have moved staff to a blended approach. This is not flexible working, it is set days at home and set days in the office enabling teams to come back together in a consistent and measured way, again to aid communication and support. We also recognised that those who had started their employment during COVID had missed out on informal learning and the opportunity to connect with colleague, again feedback has been positive.
- **Support for Communities** – the Pioneering Care Centre has been open for the vast majority of 2021-22 and PCP's projects have continued to operate across the North East, offering virtual and in-person support. PCP has found people are keen to re-connect and come together. Some service users, for example the Options members had found the lockdowns particularly hard and this has had an impact on their confidence and also some knowledge and skills had declined as a result of the break in service. Teams have work hard to encourage interactions, support positive contribution/networking, develop learning and reset how we work.
- **Impact on Fundraising** – in the short-term COVID has had a positive impact on funding, through grants and local authority support but also as a result of commissioning and effect relationships. Longer-term PCP anticipates funding will be a challenge. Work will continue during 2022-23 to secure resource and mitigate any risks.

COVID-19 FINANCIAL SUSTAINABILITY IMPACT

The Chief Executive maintains strong communication with the Board to ensure trustees are fully apprised of the financial situation, any liabilities or risks and any opportunities. PCP is in a strong position but is not complacent. Following the COVID-19 pandemic, PCP is not immune to the long-term impact and there is a need to maintain an agile business model. PCP Trustees are confident that the organisation is a going concern as a result of the following:

- New projects and services
- Strong strategic relationship and networks
- Healthy level of reserves
- 2021-22 end of year position
- 2022-23 budget projections
- PCP projects are sustained, effective and efficient.
- Improved Management Account reporting
- Liquidity ratio

Ongoing assessment of liabilities - some areas of operation are considered to be low-level liabilities, these small departments and individual action plans are developed to mitigate any risk.

Investment performance - Trustees are aware that this may fluctuate and PCP does not foresee the need to draw on this in the medium term.

Development opportunities - PCP continues to work on new initiatives and the potential to extend existing contracts.

Operational considerations - the Pioneering Care Centre was open at different periods over the past 2 years so now has the experience and processes in place to react quickly should this be required again in the future. The Centre is fully operational with classes, courses and events recommencing early 2022-23.

Staff satisfaction is high - staff turnover is low, our skilled, effective and experienced workforce are flexible and happy with how PCP has responded to the pandemic.

PCP's mission is Health, Wellbeing and Learning for All, and the organization is central in supporting the COVID-19 response and recovery in communities. Given the significant impact the pandemic could have had upon the charity PCP is in a strong financial and strategic position. It has sustained delivery over the past 2 years, during the most challenging time for everyone. PCP takes a creative approach to developing new projects and supported innovation in partnership with statutory and voluntary sector providers. The Board of Trustees are satisfied that there are no significant risks, financial or otherwise, or any material uncertainties related to events or conditions that cast significant doubt on the charity's ability to continue as a going concern.

Pioneering Care Partnership

Report of the Trustees (*Continued*) For the year ended 31 March 2022

STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees (who are also the Directors of The Pioneering Care Partnership for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Haines Watts, will be proposed for re-appointment at the forthcoming Annual General Meeting.

ON BEHALF OF THE BOARD OF TRUSTEES:



Barry Kneivt - Chairperson

Dated 8 August 2022

**Report of the Independent Auditors to the Members of Pioneering Care Partnership
For the year ended 31 March 2022**

Opinion

We have audited the financial statements of Pioneering Care Partnership (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 its incoming resources and application of resources, including its 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.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 group's or parent 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 Report of the Trustees, other than the financial statements and our Report of the Independent Auditors thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

Pioneering Care Partnership

Report of the Independent Auditors to the Members of Pioneering Care Partnership (Continued) For the year ended 31 March 2022

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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 Report of the Trustees.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the Statement of Trustees Responsibilities set out on page 21, 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 a Report of the Independent Auditors 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

Pioneering Care Partnership

Report of the Independent Auditors to the Members of Pioneering Care Partnership (*Continued*) For the year ended 31 March 2022

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

We obtained an understanding of the legal and regulatory framework applicable to both the charitable company itself and the industry in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the directors and other management. The most significant were identified as the Charities Act 2011, the Companies Act 2006, UK GAAP (FRS102) and relevant tax legislation. We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- making enquires of trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- reviewing the minutes of meetings of those charged with governance;
- assessing the risk of management override including identifying and testing journal entries;
- confirmation received directly from the banks to verify the balance at 31 March 2022; and
- challenging the assumptions and judgements made by management in its significant accounting estimates.

Our audit did not identify any key audit matters relating to the detection of irregularities including fraud. However, despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

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. 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.



Donna Bulmer BA (Hons) ACA (Senior Statutory Auditor)
For and on behalf of Haines Watts

19 August 2022

Statutory Auditors

17 Queens Lane
Newcastle upon Tyne
NE1 1RN

Pioneering Care Partnership

Statement of Financial Activities *(Incorporating the Income and Expenditure Account)*
For the year ended 31 March 2022

	Notes	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
Income from:					
Donations	4	15,262	6,641	21,903	294,179
Charitable activities					
Grant income	5	41,717	1,135,153	1,176,870	2,030,651
Contract Income	5	1,815,456	634,523	2,449,979	1,331,469
Trading activities	6	402,844	13,848	416,692	288,126
Investment income	7	3,759	-	3,759	28,104
Total income		2,279,038	1,790,165	4,069,203	3,972,529
Expenditure on:					
Raising funds					
Investment manager costs		3,000	-	3,000	3,000
Trading activities	8	13,324	-	13,324	37,956
Charitable activities	9	1,760,481	1,317,126	3,077,607	2,452,258
Total expenditure		1,776,805	1,317,126	3,093,931	2,493,214
Net gains on investments		13,827	-	13,827	44,130
Net income/expenditure before transfers		516,060	473,039	989,099	1,523,445
Transfers	19	(25,905)	25,905	-	-
Net income/expenditure		490,155	498,944	989,099	1,523,445
Reconciliation of funds					
Total funds brought forward		1,860,689	1,599,401	3,460,090	1,936,645
Total funds carried forward		2,350,844	2,098,345	4,449,189	3,460,090

Pioneering Care Partnership

Balance Sheet
As at 31 March 2022

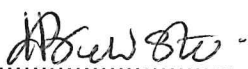
	Notes	£	2022 £	£	2021 £
Fixed assets					
Tangible assets	15		127,184		115,207
Investments	16		302,904		288,360
			<u>430,088</u>		<u>403,567</u>
Current assets					
Debtors	17	1,196,751		1,391,791	
Investments		258,779		250,923	
Cash at bank and in hand		2,745,447		1,576,704	
		<u>4,200,977</u>		<u>3,219,418</u>	
Liabilities					
Creditors: amounts falling due within one year	18	(181,876)		(162,895)	
		<u></u>		<u></u>	
Net current assets			4,019,101		3,056,523
Total net assets			<u>4,449,189</u>		<u>3,460,090</u>
The funds of the charity					
Unrestricted funds			1,715,205		1,599,401
Designated funds			635,639		430,681
Restricted funds			2,098,345		1,430,008
	19		<u>4,449,189</u>		<u>3,460,090</u>

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees on 8 August 2022 and were signed on its behalf by:



Barry Knevitt – Chairperson



Heather Brewster - Treasurer

Company Number: 03491237

The notes form part of these financial statements

Pioneering Care Partnership

Cash Flow Statement

For the year ended 31 March 2022

	Notes	2022 £	2021 £
Cash flows from operating activities:			
Cash generated from operations	24	1,203,438	306,784
Net cash provided by (used in) operating activities		<u>1,203,438</u>	<u>306,784</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		(38,374)	(10,850)
Purchase of fixed asset investments		(26,922)	(84,281)
Sale of fixed asset investments		26,842	83,981
Interest received		3,759	28,104
Net cash provided by (used in) investing activities		<u>(34,695)</u>	<u>16,954</u>
Change in cash and cash equivalents in the reporting period		<u>1,168,743</u>	<u>323,738</u>
Cash and cash equivalents at the beginning of the reporting period		<u>1,576,704</u>	<u>1,252,966</u>
Cash and cash equivalents at the end of the reporting period		<u>2,745,447</u>	<u>1,576,704</u>

1. Accounting Policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice.

Pioneering Care Partnership meets the definition of a public benefit entity under FRS 102. The financial statements are prepared on a going concern basis under the historical convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Going concern

The financial statements have been prepared on a going concern basis. The Trustees (Company Directors for the purpose of Company law) have reviewed and considered relevant information, including the annual budget in making their assessment. In particular, in response to the COVID-19 pandemic, the Trustees have tested their projections to consider the impact on their business of possible scenarios brought on by the impact of COVID-19, alongside the measures that they can take to mitigate the impact. Based on these assessments, given the measures that could and will be undertaken to mitigate the current adverse conditions, the current resources available and new projects already confirmed for 2021-22 the Trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

1.3 Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds can only be used for particular restricted purposes specified by the donor or when funds are raised for particular restricted purposes. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

1.4 Income

All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions and is recognised as earned. Grant income included in this category provides funding to support performance activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with reasonable certainty. Income received to deliver services over a specific period covering more than one financial year is accounted for over the specific period; related expenditure is accounted when incurred.

Notes to the financial statements *(Continued)*
for the year ended 31 March 2022

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing.

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

1.5 Expenditure and irrecoverable VAT

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

The charity is partially exempt for VAT and input VAT not recoverable is charged to management and administration costs.

1.6 Support cost allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity.

1.7 Tangible fixed assets

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Improvements to property	- 6% on cost
Hydrotherapy pool	- 20% on cost
Equipment	- 20% - 33% on cost

Assets costing less than £1,500 are not capitalised.

1.8 Investments

Investments are recognised initially as fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value through Statement of Financial Activities.

1.9 Debtors and creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the income statement in other operating expenses.

1.10 Financial instruments

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

1.11 Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

1.12 Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

1.13 Leasing

Rentals payable under operating lease contracts are charged to management and support costs on a straight line basis over the term of the contract.

The Charity extended its lease with Durham County Council on the Pioneering Care Centre during the year ended 31 March 2011. The Council will now terminate the lease in 125 years from April 2010. Leasehold property improvements capitalised after the extension of the lease will be appraised on an individual project basis and will be depreciated according to the Charity's assessment of their useful economic life.

1.14 Significant judgements and estimations

In the application of the charity's accounting policies the trustees are required to make judgements, estimates and assumptions about the carrying amounts of certain assets and liabilities. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. The items in the financial statements where these judgements and estimates have been made include:

Depreciation – Depreciation is calculated so as to write off the cost of an asset, less its residual value, over the economic life of that asset. An estimate of the useful life of assets is detailed in the depreciation accounting policy.

2. Legal form

Pioneering Care Partnership is a Company Limited by Guarantee registered in England and Wales. Every member of the company undertakes to contribute to the assets if the company is wound up while he/she is a member or within one year of ceasing to be a member, such amount as may be required not exceeding £1. The address of the registered office is given in the charity information in the reference and administration pages of these financial statements.

Pioneering Care Partnership

Notes to the financial statements (Continued)
for the year ended 31 March 2022

3. Statement of financial activities for the prior year

	Notes	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Income from:					
Donations	4	288,642	5,537	294,179	18,999
Charitable activities	5	1,768,887	1,593,233	3,362,120	2,459,729
Other trading activities	6	288,126	-	288,126	499,401
Investment income	7	28,104	-	28,104	14,753
Total income		2,373,759	1,598,770	3,972,529	2,992,882
Expenditure on:					
Raising Funds	8	40,956	-	40,956	109,622
Charitable activities		1,909,772	542,486	2,452,258	2,495,690
Total expenditure		1,950,728	542,486	2,493,214	2,605,312
Net gains/(losses) on Investments		44,130	-	44,130	(14,361)
Net income/expenditure before transfers		467,161	1,056,284	1,523,445	373,209
Transfers	20	(50,047)	50,047	-	-
Net income/expenditure		417,114	1,106,331	1,523,445	373,209
Reconciliation of funds					
Total funds brought forward		1,443,575	493,070	1,936,645	1,563,436
Total funds carried forward		1,860,689	1,599,401	3,460,090	1,936,645

4. Donations and legacies

	2022 £	2021 £
Donations and gifts	7,289	66,461
Job Retention Scheme	14,614	227,718
	21,903	294,179

Pioneering Care Partnership

Notes to the financial statements (Continued)
for the year ended 31 March 2022

5. Income from charitable activities		
	2022	2021
	£	£
Grants	1,176,870	2,030,651
Contracts	2,449,979	1,331,469
	<u>3,626,849</u>	<u>3,362,120</u>
Analysis by fund:		
	£	£
Unrestricted funds	1,857,173	1,768,887
Restricted funds	1,769,676	1,593,233
	<u>3,626,849</u>	<u>3,362,120</u>
6. Other trading activities		
	2022	2021
	£	£
Hydropool takings	26,890	720
Rents and service charges	294,723	245,587
Fees and room hire	43,208	16,787
Therapy income	2,346	370
Classes and courses	224	-
Coffee shop	8,077	-
Options	2,938	-
Fundraising	11,526	24,453
Other	26,760	209
	<u>416,692</u>	<u>288,126</u>
7. Investment income		
	2022	2021
	£	£
Bank interest receivable	42	3,300
Investment income	3,717	24,804
	<u>3,759</u>	<u>28,104</u>
8. Raising funds		
	2022	2021
	£	£
Direct delivery	7,228	37,230
Hydropool maintenance	6,096	726
Investment manager	3,000	3,000
	<u>16,324</u>	<u>40,956</u>

Pioneering Care Partnership

Notes to the financial statements (Continued)
for the year ended 31 March 2022

9. Charitable activities costs

	Direct costs £	Support costs £	2022 £	2021 £
Salaries & related costs	2,144,769	32,959	2,177,728	1,891,194
Depreciation and impairment	26,399	-	26,399	26,673
Room hire	7,643	-	7,643	(410)
Travel and subsistence	34,607	3,607	38,214	14,099
Activity expenditure	178,153	-	178,153	104,266
Payments to Partners	142,538	-	142,538	15,158
Miscellaneous	606	-	606	2,994
Office Costs	225,853	1,129	226,982	185,719
Training	34,372	-	34,372	11,626
Rent and rates	98,478	-	98,478	90,180
Marketing	36,335	-	36,335	33,918
Legal and professional	50,699	5,650	56,349	44,634
Bank charges	11,724	-	11,724	3,198
Irrecoverable VAT	42,086	-	42,086	29,009
	<u>3,034,262</u>	<u>43,345</u>	<u>3,077,607</u>	<u>2,452,258</u>

Analysis by fund:

	£	£
Unrestricted funds	1,760,481	1,909,772
Restricted funds	1,317,126	542,486
	<u>3,077,607</u>	<u>2,452,258</u>

10. Support costs

	2022 £	2021 £
Staff costs	32,959	36,436
Premises costs	-	63
Travel costs	2,236	-
Office costs	1,129	1,421
Governance costs	7,021	5,450
	<u>43,345</u>	<u>43,370</u>

11. Governance costs

	2022 £	2021 £
Trustee expenses	1,371	-
Audit fee	5,650	5,450
	<u>7,021</u>	<u>5,450</u>

Pioneering Care Partnership

Notes to the financial statements (Continued)
for the year ended 31 March 2022

12. Net income/(expenditure)

Net income/(expenditure) is stated after charging/(crediting):

	2022	2021
	£	£
Depreciation	26,398	26,673
Operating lease rentals – property	23,272	4,051
Operating lease rentals – equipment	3,719	2,451
	<hr/>	<hr/>

13. Auditors' remuneration

	2022	2021
	£	£
Fees payable to the charity's auditors for the audit of the charity's annual accounts	5,650	5,450
	<hr/>	<hr/>

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

	2022	2021
	£	£
Wages and salaries	1,945,991	1,720,032
Social security costs	144,814	123,280
Other pension costs	80,605	75,164
	<hr/>	<hr/>
	2,171,410	1,918,476
	<hr/>	<hr/>

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

	2022	2021
	No.	No.
Chief Executive	1	1
Senior Managers	5	6
Quality, HR & Finance staff	7	6
Administration & support	14	10
Other project staff, etc	77	75
	<hr/>	<hr/>
	104	98
	<hr/>	<hr/>

Notes to the financial statements *(Continued)*
for the year ended 31 March 2022

14. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel *(Continued)*

The number of employees whose annual remuneration was £60,000 or more were:

	2022	2021
	No.	No.
£60,000 to £70,000	-	1
£70,000 to £80,000	1	-

The charity trustees were not paid or received any other benefits from employment in the year (2020 - £nil). Three trustees were reimbursed expenses during the year of £1,371 (2021 - £0). No charity trustee received payment for professional or other services supplied to the charity (0 - £nil).

The key management personnel include the Chief Executive, Executive Leads and Project and People Managers. The total employee benefits of the key management personnel of the charity were £273,682 (2021 - £263,916)

Pioneering Care Partnership

Notes to the financial statements (*Continued*)
for the year ended 31 March 2022

15. Tangible fixed assets

	Improvement to property £	Hydrotherapy pool £	Equipment £	Totals £
Cost				
At 1 April 2021	209,511	41,829	204,171	455,511
Additions	-	-	38,374	38,374
Disposals	-	-	(4,204)	(4,204)
At 31 March 2022	209,511	41,829	238,341	489,681
Depreciation				
At 1 April 2021	120,761	41,829	177,714	340,304
Charge for year	12,571	-	13,827	26,398
Eliminated on disposal	-	-	(4,205)	(4,205)
At 31 March 2022	133,332	41,829	187,336	362,497
Net book value				
At 31 March 2022	76,179	-	51,005	127,184
At 31 March 2021	88,750	-	26,457	115,207

All fixed assets are for direct charitable use.

During the year ended 31 March 2011 an extension to the Pioneering Care Centre was completed. The extension was developed by County Durham Council under a partnership agreement with PCP and was funded by the Community Assets Programme via The Big Lottery. As part of this partnership agreement, on completion of the building, Durham County Council adjusted the terms of the lease of the Pioneering Care Centre to PCP to a long-term leasehold of 125 years, starting in April 2010, at a peppercorn rent.

Leasehold property improvements capitalised after the extension of the lease will be appraised on an individual project basis and will be depreciated according to the charity's assessment of their useful economic life.

Pioneering Care Partnership

Notes to the financial statements (Continued)
for the year ended 31 March 2022

16. Fixed asset investments

Cost or valuation	Listed investments	Cash in portfolio	Total
At 1 April 2021	272,651	15,709	288,360
Additions	15,074	-	15,074
Unrealised gains	14,464	-	14,464
Net Cash movements in portfolio	-	11,848	11,848
Disposals	(26,842)	-	(26,842)
At 31 March 2022	<u>275,347</u>	<u>27,557</u>	<u>302,904</u>

Listed equity investments that are traded on a quoted market are held at fair value determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

Within current assets, the charity holds a secured bond which has been invested for 7 years at an interest rate fixed at 3.13% per annum.

17. Debtors: Amounts falling due within one year

	2022	2021
	£	£
Trade debtors	1,070,001	1,268,150
Prepayments and accrued income	124,968	123,251
Other Debtors	1,782	390
	<u>1,196,751</u>	<u>1,391,791</u>

18. Creditors: Amounts falling due within one year

	2022	2021
	£	£
Trade creditors	72,883	47,623
Social security and other taxes	70,072	64,347
Other creditors	100	100
Accrued expenses	35,411	33,412
Deferred income	3,410	17,413
	<u>181,876</u>	<u>162,895</u>

Notes to the financial statements (*Continued*)
for the year ended 31 March 2022

19. Statement of funds

For the year ended 31 March 2022

	Balance at 1 April 2021 £	Income £	Expenditure £	Investment gains/losses £	Transfers £	Balance at 31 March 2022 £
Unrestricted funds						
General funds	1,430,008	2,279,038	(1,768,860)	13,827	(238,808)	1,715,205
Designated funds						
Hydrotherapy pool renewal	161,065	-	-	-	-	161,065
Projects	44,297	-	(7,945)	-	-	36,352
Centre Renovation	225,319	-	-	-	212,903	438,222
Total Unrestricted funds	1,860,689	2,279,038	(1,776,805)	13,827	(25,905)	2,350,844
Restricted fund						
Hydrotherapy pool	80,098	545	-	-	-	80,643
BBO SFTV	1,339	38,496	(42,481)	-	2,646	-
BBO Road	-	147,174	(151,523)	-	4,349	-
Growing Our Community	6,533	-	-	-	-	6,533
Together 21	20,000	36,245	(59,692)	-	3,447	-
RCG Mapping Grant	196,039	-	(34,058)	-	(9,159)	152,822
Befriending	21,644	-	(24,915)	-	9,159	5,888
Safe Haven	38,748	245,505	(180,250)	-	-	104,003
Healthwatch CIC	18,233	-	(4,817)	-	-	13,416
Healthwatch England	7,107	-	(6,160)	-	-	947
Covid 19 Resilience Hub	985,111	576,722	(480,168)	-	-	1,081,665
Befriending Research Project	206,000	212,000	(95,050)	-	-	322,950
Options Grant	3,590	85,489	(95,537)	-	15,463	9,005
Young Adults Support Café	7,256	7,860	(6,019)	-	-	9,097
This Girl Can	7,703	-	(6,366)	-	-	1,337
LD & Autism Research	-	237,521	(14,879)	-	-	222,642
Welfare Roadshow	-	5,000	-	-	-	5,000
Lottery development Alliance work	-	50,000	-	-	-	50,000
Catalyst Stockton	-	33,050	(16,357)	-	-	16,693
Stockton Covid Community Champions	-	114,558	(98,854)	-	-	15,704
Total restricted funds	1,599,401	1,790,165	(1,317,126)	-	25,905	2,098,345
Total Reserves	3,460,090	4,069,203	(3,093,931)	13,827	-	4,449,189

Pioneering Care Partnership

Notes to the financial statements (*Continued*)
for the year ended 31 March 2022

19. Statement of funds (*Continued*)

For the year ended 31 March 2021

	Balance at 1 April 2020 £	Income £	Expenditure £	Investment gains/losses £	Transfers £	Balance at 31 March 2021 £
Unrestricted funds						
General funds	1,232,653	2,365,092	(1,950,728)	44,130	(261,139)	1,430,008
Designated funds						
Hydrotherapy pool renewal	157,241	8,667	-	-	220,476	386,384
Project Fund	53,681	-	-	-	(9,384)	44,297
Total unrestricted funds	1,443,575	8,667	-	-	(50,047)	1,860,689
Restricted funds						
Hydrotherapy pool	80,098	-	-	-	-	80,098
BBO Road	-	138,711	(146,889)	-	8,178	-
BBO STV	3,079	38,246	(39,986)	-	-	1,339
Growing our Community	5,213	1,320	(563)	-	563	6,533
Together 21	-	45,201	(62,263)	-	37,062	20,000
Healthwatch England Secondment	-	30,000	(22,893)	-	-	7,107
Covid- 19 Resilience Hub	-	1,001,000	(15,889)	-	-	985,111
Befriending research Project	-	206,000	-	-	-	206,000
RCG Mapping Grant	346,041	-	(119,161)	-	(30,841)	196,039
Safe Haven	39,909	103,555	(104,716)	-	-	38,748
Options	-	3,590	-	-	-	3,590
Healthwatch CIC	18,730	-	(497)	-	-	18,233
Sport England	-	8,653	(950)	-	-	7,703
Young Adults support Café	-	7,860	(3 536)	-	2,932	7,256
RGC Befriending Research Project	-	14,634	(25,143)	-	32,153	21,644
Total Restricted Funds	493,070	1,598,770	(542,486)	-	50,047	1,599,401

Pioneering Care Partnership

Notes to the financial statements (*Continued*) for the year ended 31 March 2022

19. Statement of funds (*Continued*)

Building Better Opportunities - Step Forward Tees Valley (SFTV) support local people to overcome the complex reasons preventing them from finding work. These barriers could include physical or mental ill health, a lack of self-confidence, a gap in skills, a conviction or an addiction. Step Forward Tees Valley is joint funded by the Big Lottery Fund and the European Social Fund, as part of their investment in local projects that tackle the root causes of poverty and promote social inclusion. PCP delivers health and wellbeing support in Darlington, Redcar & Cleveland and Middlesbrough.

Dementia friendly gardening grant was received from Durham County Council in the year to support the Dementia Friendly Café.

Together 21 support children young people with Down Syndrome and their families in the Durham and Teesside area.

RCG Mapping Grant - PCP secured resource to support the development of information platforms for Children and Young People and Adults to support the work of County Durham's Mental Health Partnership and the Resilient Communities Group. This grant was awarded to enable scoping, testing and development prior to launching a platform (website) for use by local people. This work was due to fully commence at the end of 2019-20 but was delayed due to COVID-19.

Safe Haven - as part of a national NHS Transformation pilot PCP has been commissioned to develop 'Safe Havens' across the communities of County Durham and Darlington. This work was due to commence at the end of 2019-20 but was delayed due to COVID-19.

Healthwatch CIC relates to funds transferred to PCP during 2016 following the closure of the organisation.

20. Analysis of net assets

For the year ended 31 March 2022

	Unrestricted funds	Designated funds	Restricted funds	Total
Tangible assets	127,184	-	-	127,184
Investments	302,904	-	-	302,904
Net current assets / liabilities	1,285,117	635,639	2,098,345	4,019,101
	<u>1,715,205</u>	<u>635,639</u>	<u>2,098,345</u>	<u>4,449,189</u>

For the year ended 31 March 2021

	Unrestricted funds	Designated funds	Restricted funds	Total
Tangible assets	115,207	-	-	115,207
Investments	288,360	-	-	288,360
Net current assets / liabilities	1,026,441	430,681	1,599,401	3,056,523
	<u>1,430,008</u>	<u>430,681</u>	<u>1,599,401</u>	<u>3,460,090</u>

Notes to the financial statements *(Continued)*
for the year ended 31 March 2022

21. Pensions

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £0 (2021 - £40).

22. Leasing agreements

	Land & buildings		Other	
	2022	2021	2022	2021
	£	£	£	£
Expiring:				
Within one year	23,272	4,051	3,719	2,451
Between one and five years	15,704	23,554	4,191	143
In more than five years	108	109	-	-
	<u>39,084</u>	<u>27,714</u>	<u>7,910</u>	<u>2,594</u>

23. Related party disclosures

There were no related party transactions for the year ended 31 March 2022 (2021 – none).

24. Reconciliation of net income to net cash from operating activities

	2022	2021
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	989,099	1,523,445
Adjustments for:		
Investment income	(3,759)	(28,104)
Interest payable	11,724	-
Depreciation charges	26,398	26,673
Unrealised gains on investments	(14,464)	(44,130)
Interest paid	(19,580)	-
Decrease/(increase) in debtors	195,040	(1,118,612)
Increase/(decrease) in creditors	18,980	(52,488)
Net cash provided by operating activities	<u>1,203,438</u>	<u>306,784</u>

Pioneering Care Partnership

Report to the Trustees following the audit of the financial statements for the year ended 31 March 2022





The Trustees
Pioneering Care Partnership
Carer's Way
Newton Aycliffe
DL5 4SF

26 July 2022

Dear Trustees

Audit for the year ended 31 March 2022

Following the completion of our audit fieldwork on the financial statements of Pioneering Care Partnership for the year ended 31 March 2022 we have the pleasure of submitting our Report to Management, setting out the most significant matters which have come to our attention during our audit and of which we believe you need to be aware of when considering the financial statements. The matters included in this report have been discussed with management of Pioneering Care Partnership during the audit and at our closing meeting on 12 July 2022.

We would like to express our appreciation for the assistance provided to us by the finance team and other staff at the charity during the audit.

Use of this report

The procedures that we carry out are designed to provide us with reasonable assurance that the financial statements, taken as a whole, are free of material misstatement. They are not designed to disclose all errors or weaknesses in controls that exist and we report only on those that we have discovered during the course of our work. This report has been prepared for the Trustees' information only and is not intended to include every matter that may have come to our attention. We accept no responsibility for any reliance that might be placed on it for any purpose by third parties, to whom it should not be shown without our prior written consent.

Yours sincerely

Haines Watts



Pioneering Care Partnership

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Pioneering Care Partnership

Audit Overview



Audit scope and approach

Our audit work has been undertaken for the purpose of forming our audit opinion on the financial statements of Pioneering Care Partnership prepared by management with the oversight of the trustees and has been carried out in accordance with International Standards on Auditing (UK) (ISAs).

Our work combined substantive procedures, involving on a test basis direct verification of transactions and balances (including obtaining confirmations from third parties where we consider it necessary), with a review of your financial systems and controls where we considered relevant to our audit. No limitations were placed on our work.

Communicating significant findings from our audit

We are required by the ISAs to communicate with the trustees as “those charged with governance” various matters from our audit including:

- our views about significant qualitative aspects of the charity’s accounting practices, including accounting policies, accounting estimates and financial statement disclosures;
- significant difficulties, if any, encountered during the audit;
- any significant matters arising during the audit and written representations we are requesting;
- circumstances that affect the form and content of our audit report, if any; and
- any other significant matters brought to our attention during the audit.

This report refers only to material matters we have identified during the course of the audit of the financial statements of Pioneering Care Partnership for the year ended 31 March 2022 and which, in our professional opinion, are of sufficient importance to merit your attention. These matters are included within subsequent sections to this report.

You should note that our evaluation of the systems of control at Pioneering Care Partnership was carried out for the purpose of our audit and it is not intended to be a comprehensive review of systems and processes.



Pioneering Care Partnership

Audit Overview



Materiality and identified misstatement

For the purpose of the audit we calculated materiality for the year ended 31 March 2022 to be £40,500 with performance materiality being £32,700.

To assist you in fulfilling your governance responsibilities, which include maintaining oversight of the financial reporting process and the effectiveness of the system of internal control, we include, as part of Appendix B, a list of misstatements that were detected during the course of the audit. The adjustments processed within the financial statements have been agreed with the Chief Executive, Carol Gaskarth. There are no items that remain unadjusted which exceed the clearly trivial limit, which was set at £1,000.

Audit opinion

We have provided an unqualified audit opinion on the financial statements of Pioneering Care Partnership for the year ended 31 March 2022.

Financial statements

The trustees of Pioneering Care Partnership are responsible for the preparation of the financial statements on a going concern basis (unless this basis is not appropriate). The trustees are also responsible for ensuring that the financial statements give a true and fair view, that the process your management go through to arrive at the necessary judgements is appropriate and that any disclosure on going concern is appropriately made within the financial statements.



Pioneering Care Partnership

Significant matters arising from the audit

We reported in our Planning Communication Letter (dated 21 April 2022) a number of areas we identified as having specific audit risk, we have commented below on the work undertaken in these areas as well as any other additional key risks, judgements or other matters in relation to the financial statements of Pioneering Care Partnership identified during the course of the audit.

MATTER IDENTIFIED	AUDIT IMPACT	RESPONSE
Revenue recognition In accordance with the ISAs completeness and existence of income and cut-off is always considered a significant risk.	The financial statement may contain material misstatement as a result of inconsistent recognition with accounting policies.	A sample of grant and contract income was agreed back to documentation. Walkthroughs were performed on each income stream, along with transactional testing. Income is reviewed around the year end to ensure recorded in the appropriate period.
Management override The ISA's state that this is always deemed to be high risk for an audit.	The financial statements may contain material misstatements as a result of fraud or error due to management override of controls.	Walkthroughs were performed on all material areas of the financial statements to ensure that key controls in place are followed. A sample of journals were reviewed and agreed to supporting documentation



Pioneering Care Partnership

Significant matters arising from the audit

MATTER IDENTIFIED	AUDIT IMPACT	RESPONSE
ISA 540 – Accounting estimates ISA 540 includes revised audit requirements that are more specifically directed at the components of an accounting estimate.	This increases the documentation and review of higher risk areas, along with increased disclosure in the financial statements.	We identified support cost allocation as a key accounting estimate highlighted in our planning communication letter. We reviewed the assumptions in place for support cost allocations.
ISA 570 – Going concern The revised ISA 570 requires more reporting to ensure that the underlying budget assumptions and forecasts are realistic and free from management bias.	The auditor's will perform a detailed review of the directors' assessment of the going concern and the information provided for a period of at least 12 months post audit report date.	We undertook a review of managements assessment of going concern, including stress testing budgets provided to us. The entity remains a going concern for the year ended 31 March 2022.
ISA 240 – Auditors Responsibility relating to Fraud An Auditor is responsible for obtaining reasonable assurance that the financial statements taken as a whole are free from material misstatement, whether caused by fraud or error.	The auditor's report shall explain to what extent the audit was considered capable of detecting irregularities, including fraud. This explanation shall be specific to the circumstances of the charity and work undertaken during the audit.	We have enquired with management of any frauds during the year, through discussions and review of records during the audit. These procedures have been detailed within the audit report in line with the changes to the ISA.



Pioneering Care Partnership

Systems and controls issues

We have set out below certain potential improvements to the charity's processes and controls which we noted during our audit work.

In order to provide you with a clear picture of the significance of the issues raised, we have graded the issues by significance/priority.

High	These findings are significant and require urgent attention
Medium	These findings are less urgent but still require reasonably prompt action
Low	These findings merit attention within an agreed timescale

AUDIT FINDINGS	RECOMMENDATIONS	PRIORITY	MANAGEMENT RESPONSE
During a walkthrough on reception sales income, it was noted that there was a lack of segregation of duties between the member of staff cashing the monies in the bank and the person entering the details on the nominal.	A 3-way check between the till records, cash banked and nominal should be undertaken.		Systems and processes have been checked and refined to take account of suggestions at Audit. Segregation is now achieved through the following; 1. Daily cashing up sheets to be scanned and emailed to the Finance generic email address; 2. This daily record will then be stored on the finance system; 3. A separate member of the finance team will complete the banking and the ledger; 4. Quarterly a sample will be spot checked by the Finance Manager. This process will be implemented from 1st September 2022



Pioneering Care Partnership

Appendix A – Developments in the sector

Charity Commission publications

The Charity Commission have a number of publications offering guidance; the following have been updated over the last year:

- Protect your charity from fraud and cyber crime (October 2021)
- Prepare a charity annual return (July 2021) – update on filing extensions
- Independent examination of charity accounts; guidance for trustees (July 2021) – updated to reflect the use of electronic signatures
- Coronavirus (Covid-19) guidance for the charity sector (October 2021) – updates made to charity meetings and insolvency help for charities
- Charity reporting and accounting: the essentials (July 2021)
- Charities and terrorism (June 2021) – Chapter 1 of the compliance toolkit has been updated to reflect UK counter-terrorism legislative developments
- Charity purpose and rules (November 2020) – details the rules you must follow to govern your charity
- Charity Commission guidance (November 2020) – guidance to help you set up and run a charity
- Managing conflicts of interest in a charity (November 2020)
- Reporting serious incidents to the Charity Commission during the coronavirus pandemic (June 2020)

Charity governance, finance and resilience – 15 questions trustees should ask

CC3 – The essential trustees set out six key duties for a charity trustee. Focusing on three of these duties The Commission has designed 15 questions to get trustees to consider the charity's solvency, resilience and quality of governance.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/569550/15_questions_trustees_should_ask.pdf

5-minute guides for charity trustees

In February the Charity Commission issued bite-sized guidance to refresh trustees knowledge in various topics, these included; purpose, finance, conflicts of interest, decisions and support.

<https://www.gov.uk/government/collections/5-minute-guides-for-charity-trustees>



Pioneering Care Partnership

Appendix A – Developments in the sector

Charities Commission guidance regarding Covid-19

The Charity Commission has published guidance for the charity sector in respect of difficulties they may be facing due to the Coronavirus (COVID-19) pandemic. For some charities, this may be an increase in demand for others a grim financial impact.

<https://www.gov.uk/government/news/coronavirus-covid-19-guidance-for-the-charity-sector>

The Charity Commission guidance highlights the following key areas for charities to consider:

- Financial support for those charities no longer able to operate due to COVID-19 to enable charities to pay wages is available in the same way that it is to businesses.
- Reserves held by the charity can be spent to help cope with the charity's financial position; however trustees will still need to consider the short, medium and longer term priorities.
- Funds that have been designated for particular projects by the trustees can be undesignated and used for other purposes.

- Restricted and permanently endowed funds (where the donor has specified that the funds must be used for a particular purpose) should only be considered after other options such as the use of reserves are not possible. There may be ways under the Charities Act 2006 or the terms of the original gift to amend or release the restrictions on these funds; but you should seek professional advice if you are considering this option and that the Charity Commission will be as helpful as possible where its consent is needed.
- If necessary to postpone or cancel an AGM or other critical meetings. This is acceptable given the circumstances but you should record this.
- Check your governing document if you are planning to hold meetings by video or teleconferencing. Some governing documents will include a provision allowing this, others will not. You should ensure that you demonstrate good governance if you decide to proceed with meetings in this way.
- Charities are reminded to ensure that volunteers and staff are protected and it is recommended that charities refer to the Charity Commission safeguarding guidance.
- The Charity SORP accounting standards has issued updated guidance. The guidance considers the implications for the trustees' annual report, going concern and the alternative basis to going concern when preparing accounts under the SORP.

The initial guidance has been updated throughout the pandemic with recent guidance adding some insolvency guidance to charities.



Pioneering Care Partnership

Appendix A – Developments in the sector

SORP – Second Edition

A copy of the updated SORP can be found at the following address;

<https://www.charitySORP.org/media/647945/charities-sorp-frs102-2019a.pdf>

The next version of the Charity SORP was discussed at the July 2020 SORP Committee meeting. Future changes to the Charity SORP will be closely tied to more general developments in UK accounting practice and the next update of FRS102, the financial reporting standard upon which the SORP is based. As a result we can now expect that a draft of the next version of the Charity SORP will be published no earlier than July 2022, with a consultation and finalisation process taking up to a year to complete. It is hoped that the next version of the Charity SORP will then be finalised no later than October 2023 and will come into force for accounting periods beginning on or after 1 January 2024. This means the existing version of the Charity SORP will remain in force for a few years yet.

Streamlined energy and carbon reporting framework

The Streamlined Energy and Carbon Reporting (SECR) legislation was implemented on 1 April 2019. The new regulations apply to quoted and large unquoted companies, including charitable companies. The new regulations require companies to disclose their energy and carbon emissions in their annual report. Charities who fall below this threshold are not prevented from including these disclosures should they wish to improve transparency.

The requirements, as a minimum include reporting on UK energy use from electricity, gas and transport fuel, and associated greenhouse gases, and narrative reporting on measures taken to improve the businesses' energy efficiency in the year. Further details on climate related reporting can be found in guidance issued by the FRC in October 2019, Climate Change Reporting: Where to next.

Filing charity annual returns during the coronavirus pandemic

The Charity Commission has identified during the pandemic that the charity sector have faced a number of challenges, to show their support they have offered extensions to the filing of the annual return. This has recently been reviewed and for charities with an imminent filing deadline from 1 July to 30 September you can continue to apply for a fixed three month extension from the date of application.

This would need to be done by emailing filingextension@charitycommission.gov.uk



Pioneering Care Partnership

Appendix B – Letter of representation



Haines Watts
17 Queens Lane
Newcastle upon Tyne
NE1 1RN

To whom it may concern,

The following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience such as we consider necessary in connection with your audit of the charitable company's financial statements for the year ended 31 March 2022. These enquiries have included inspection of supporting documentation where appropriate and are sufficient to satisfy ourselves that we can make each of the following representations. All representations are made to the best of our knowledge and belief.

General

1. We have fulfilled our responsibilities as directors as set out in the terms of your engagement letter dated 28 July 2021 under the Charities Act 2011 for preparing financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), for being satisfied that they give a true and fair view and for making accurate representations to you.

-
2. All the transactions undertaken by the charity have been properly reflected and recorded in the accounting records.
 3. All the accounting records have been made available to you for the purpose of your audit. We have provided you with unrestricted access to all appropriate persons within the charitable company, and with all other records and related information requested, including minutes of all management and trustee meetings and correspondence with The Charity Commission.
 4. The financial statements are free of material misstatements, including omissions.
 5. The effects of uncorrected misstatements (as set out in the appendix to this letter) are immaterial both individually and in total.

Internal control and fraud

6. We acknowledge our responsibility for the design, implementation and maintenance of internal control systems to prevent and detect fraud and error. We have disclosed to you the results of our risk assessment that the financial statements may be misstated as a result of fraud.
7. We have disclosed to you all instances of known or suspected fraud affecting the entity involving management, employees who have a significant role in internal control or others that could have a material effect on the financial statements.
8. We have also disclosed to you all information in relation to allegations of fraud or suspected fraud affecting the entity's financial statements communicated by current or former employees, analysts, regulators or others.



Pioneering Care Partnership

Appendix B – Letter of representation



Assets and liabilities

9. The charity has satisfactory title to all assets and there are no liens or encumbrances on the charity's assets, except for those that are disclosed in the notes to the financial statements
10. All actual liabilities, contingent liabilities and guarantees given to third parties have been recorded or disclosed as appropriate.
11. We have no plans or intentions that may materially alter the carrying value and where relevant the fair value measurements or classification of assets and liabilities reflected in the financial statements.

Accounting estimates

12. The methods, data and significant assumptions used by us in making the accounting estimates, and their related disclosures, are appropriate to achieve recognition, measurement and disclosure that is reasonable in the context of the applicable financial reporting framework.

Loans and arrangements

13. The charity has not granted any advances or credits to, or made guarantees on behalf of, directors other than those disclosed in the financial statements.

Legal claims

14. We have disclosed to you all claims in connection with litigation that have been, or are expected to be, received and such matters, as appropriate, have been properly accounted for, and disclosed in, the financial statements.

Laws and regulations

15. We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.

Related parties

16. Related party relationships and transactions have been appropriately accounted for and disclosed in the financial statements. We have disclosed to you all relevant information concerning such relationships and transactions and are not aware of any other matters which require disclosure in order to comply with legislative and accounting standards requirements.

Subsequent events

17. All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed.



Pioneering Care Partnership

Appendix B – Letter of representation



Going concern

- 18. We have considered the impact of Covid-19 on the going concern of the charity and have made appropriate disclosures within the financial statements.
- 19. We believe that the charities financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the charitable company's needs. We have considered a period of twelve months from the date of approval of the financial statements. We believe that no further disclosures relating to the charities ability to continue as a going concern need to be made in the financial statements.

Grants and donations

- 20. All grants, donations and other income, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such income.
- 21. The restricted grants and donations are included within the financial statements.

We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that so far as we are aware, there is no relevant audit information needed by you in connection with preparing your audit report of which you are unaware.

Each director has taken all the steps that they ought to have taken as a director in order to make them aware of any relevant audit information and to establish that you are aware of that information.

Yours faithfully

.....
Signed on behalf of the board of directors

Date

PIONEERING CARE PARTNERSHIP

England & Wales - Charity number 1067888

Accounts

Charity Registration No. 1067888

Company Registration No. 03491237 (England and Wales)

PIONEERING CARE PARTNERSHIP
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

PIONEERING CARE PARTNERSHIP

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees

C Briggs
D Cockburn
B Davidson
M Mohan
B Wilson
V Kotur
Dame D Smith
H Brewster
B Knevitt

Secretary

C Gaskarth

Charity number

1067888

Company number

03491237

Registered Address

Pioneering Care Centre
Carers Way
Newton Aycliffe
County Durham
DL5 4SF

Auditor

Haines Watts North East Audit LLP
17 Queens Lane
Newcastle upon Tyne
NE1 1RN

Solicitors

Hewitt's Solicitors
207 Newgate Street
Bishop Auckland
County Durham
DL14 7EL

PIONEERING CARE PARTNERSHIP

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PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

The Trustees submit their report and the audited accounts for the year ended 31 March 2021. They confirm that the report and accounts comply with current statutory requirements and the charity's memorandum and articles, and also the requirements of the Statement of Recommended Practice - Accounting and Reporting by Charities.

Structure, Governance and Management

Governing Document

The Pioneering Care Partnership (PCP) is a company limited by guarantee established on 7th January 1998 and a registered charity (registered 2nd Feb 1998). The company was established under a Memorandum of Association, which establishes the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount of £1 on the winding up of the organisation.

Governance Review

Over the past two years the Board of Trustees have taken the opportunity to reflect and refresh the content of PCP's governing documents using the Good Governance Code as a benchmark and through considering existing and emerging structures it was agreed that the most appropriate governing arrangements for the organisation is to remain a charitable company, limited by guarantees. Trustees have spent time redefining the charitable purpose and consulting with voting members; with the aim of finalising arrangements in 2020, however the COVID-19 pandemic has disrupted the timescales. In Quarter 4 of 2020-21 PCP sought to appoint legal expertise and the governance review will now be complete by September 2021.

Recruitment and Appointment of Trustees

The charity Trustees are also Company Directors for the purposes of company law. As a charity, under the requirements of the Memorandum and Articles of Association, at the annual general meeting one third of the trustees who are subject to retirement by rotation, or the number nearest to one third, shall retire. If the vacancies are not filled, the retiring trustees, if willing, can be deemed to have been re-appointed.

The Articles of Association state that the Company shall use all reasonable endeavours to ensure that not less than 25% of the Trustees from time to time shall be service users, 63% of the Board of Trustees can be considered to be service user representatives in 2020-21. PCP continues to refresh the Board to ensure a suitable mix of business skills, legal, charity leadership and accountancy and there are also a number of trustees who are disabled people, older people, carers, previous-carers or service users, thereby ensuring that the organisation is governed by representatives of those it seeks to serve.

Annually, PCP reviews Trustees skills and aspirations through a review with the Chair and Chief Executive and an anonymous survey. During 2020-21 the following were also reviewed: Scheme of Delegation and the Register of Interests (both of which are reviewed bi-annually at Board), succession plans and the Business Continuity plan. Trustees also completed the Automatic Disqualification Declaration, again this is an annual process.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

Trustee Induction and Training

There were no new Trustees recruited during 2020-21 and given it was a very unusual year, with the COVID-19 pandemic lasting the full 12 months Trustee training was limited. However online opportunities were provided for trustees in relation to Safeguarding, LGBTQI+ Awareness, Equality, Diversity and Inclusion training.

The Chief Executive took responsibility for ensuring Trustees were appraised of the situation with regard to COVID-19 and Trustee meetings were held on a monthly basis and guidance updates/briefings were regularly received. Trustee attendance was 100% demonstrating commitment, dedication to support the organisation throughout the most difficult situation and their ongoing understanding of the importance of maintaining knowledge and adhering to good governance.

Newer trustees also benefited from ongoing mentoring to ensure they could fully participate in discussion and decision making processes alongside more experienced colleagues. PCP's Chair remains a member of the Association of Chairs, the Chief Executive is a member of ACEVO (Association of Chief Executive of Voluntary Organisations) and the Chartered Institute of Management. Furthermore PCP NCVO (National Council of Voluntary Organisations) utilises articles and resources to assist to provide informative and timely updates around best practice and governance.

Training opportunities were limited during 2020-21 however self-directed learning was encouraged, articles and webinar details shared and structured sessions were provided on the topics of equality, diversity and inclusion and transgender awareness.

Further professional development and networking opportunities will be provided in 2021-22.

The Structure of the Organisation

The Board of Trustees are elected by the membership. The Board can have up to 12 members and have responsibility for strategic direction and policy ensuring PCP meets its legal requirements. The Board of Trustees meets quarterly and their work is supported by a robust sub group structure.

Throughout 2020-21 eight board meetings were held, this was an increase on the previous year in recognition of the need to provide additional governance support during the pandemic. Written board reports were received which provided details of trustee duties and obligations, ensuring full compliance. The board report structure continues to be based on the Charity Governance Code, this assists PCP trustees not only to embed the principles of sound governance but also to maintain a clear focus on the organisation's mission and objects. In 2020-21 reports included specific information regarding Safeguarding as a key governance priority along with board diversity.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

During 2020-21 the Board approved a number of documents to support good governance including:

- Business Development Sub Committee Terms of Reference
- Finance and Investment Sub Committee Terms of Reference
- PCP Fundraising Strategy
- PCP Investment Policy
- PCP Reserves Policy
- PCP Health and Safety Policy Statement
- PCP Equality and Diversity Policy Statement
- PCP Environmental Policy and Policy Statement

The Board also reviewed the organisation's Risk Register, Scheme of Delegation and Register of Interests.

During 2020-21 the Sub Committee Structure was stood down temporarily and all relevant items were overseen by the full Board of Trustees. Ordinarily PCP sub committees are:

1. **Business Development Sub Committee** - to further PCP's objects, ensuring that projects and services meet the organisational mission and aims and considering new opportunities.
2. **Finance and Investment Sub Committee** - to enhance the stewardship of the organisation's financial arrangements and ensure prudence, and ethical investment principles.
3. **Compliance and Best Practice Sub Committee** - to ensure PCP is run in a way that is legal, responsible and effective whilst also considering continuous improvement and striving for excellence.

Business Development and Finance and Investment Sub Committees recommenced in November 2020, a full review of the terms of reference was conducted along with key policies. During 2021-22 a review of the aims of the Compliance and Best Practice Sub Committee will be complete.

The Board of Trustees delegate the responsibility of the running of the organisation to the Chief Executive, whilst remaining fully accountable. PCP's Chief Executive has been in post for over eight years and during this time has ensured that systems and processes to govern the charity are robust, regularly reviewed and in line with best practice. PCP's Chief Executive is experienced and effectively oversees the organisation, including leading successfully through the challenge of the pandemic in a very different environment.

The organisation continues to thrive. Since 2013 income has increased by over 165%, the number and range of projects and services have evolved and the need to ensure appropriate leadership capacity grown. During 2020-21 the role of Executive Lead was introduced into the organisation with two existing leaders moving into these fundamental roles to directly support the Chief Executive. Additionally in 2021-22 an operations manager will be appointed to enhance and improve overall governance arrangements.

Leadership is not restricted to the Chief Executive and senior leaders, it is dispersed across the organisation and leadership attributes are encouraged throughout PCP. The success and ability for PCP to work towards the mission of, "Health, Wellbeing and Learning for All" relies on a full team, cross-organisational approach.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

Chief Executive Pay

Transparency is the first principle of good pay and is crucial if the voluntary sector is to retain public trust and PCP takes its obligations seriously and to this end PCP prides itself on the efficient use of resources and ensures that pay rates are proportionate. PCP does not pay higher salaries than are necessary and/or reasonable whilst valuing the importance of talented and experienced staff to the fulfilment of the charity's public benefit objectives. The procedure for setting PCP's Chief Executive pay is robust; periodically the Board appoints a task group of Trustees to consider the external environment and organisational performance to assess appropriate remuneration levels. This process includes taking independent advice and reviewing trends and benchmarks in the sector in addition to reviewing organisation-wide impacts, outputs and financial performance.

Volunteers

The organisation has a successful volunteer recruitment and support strategy. However as a direct consequence of the COVID-19 pandemic and the national and local restrictions, volunteering opportunities have been incredibly limited during 2020-21. Unfortunately initially all volunteering, with the exception of time dedicated by PCP Trustees, ceased in March 2020 as a result of the government's measures to control the COVID-19 outbreak.

Latterly some volunteering opportunities returned, particularly in outdoor activities such as the Community Garden, telephone and virtual support services such as Befriending and 'user voice' projects including local Healthwatch.

During 2020-21 PCP has maintained an average of 255 active volunteers who gave 6,502 hours supporting the projects and activities run by the organisation during the year. Using the real living wage as a benchmark, this is an in-kind equivalent of £61,769. Many of the volunteers have been service users themselves in the past and have progressed on to supporting the delivery of activities.

Volunteering remains at the heart of what PCP is about and during 2020-21 we will work to re-engage and support volunteers, in line with relevant guidance.

Risk Management

The Chief Executive leads a process with the Senior Management Team (SMT) and the Board of Trustees to conduct a bi-annual review of the risks which the organisation is exposed through assessing every area of the organisation's activity, covering the environment, governance and management, operational issues, financial and compliance risks and each of the organisation's activities to meet the objectives. In 2019-20 PCP implemented a process to rate and rank the organisational risk register, the rating against each risk is based on identifying the potential impact and likelihood.

PCP's Health and Safety Policy is reviewed annually along with the fire risk assessment and other organisational, building and activity risk assessments. PCP is compliant with CHAS the Contractors Health and Safety Assessment Scheme, this was renewed in December 2020.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

A full Business Continuity Plan was implemented in 2018 with different aspects tested periodically, during 2019-20 a test was undertaken of the 'Payroll' section. In March 2020 the 'health pandemic' section of the Business Continuity Plan was activated as a result of the COVID-19 global pandemic. PCP was well-prepared, the Chief Executive led on the effective close down of the Pioneering Care Centre and all office locations across the North East. Throughout 2020-21 central communication and staff support has been consistent, timely and well-received. At every stage PCP has interpreted the government guidelines, ensured compliance with legislation and adhered to all national measures. Additionally PCP has closely monitored and responded to the local and regional position. Feedback from both staff and commissioners continues to be positive. Staff remained designated as home-workers for the whole of 2020-21 with the exception of those who were unable to work from home; in this instance PCP utilised the Job Retention Scheme.

Across PCP staff teams managed remarkably well and quickly adjusted to home working. The vast majority of support for clients and beneficiaries in 2020-21 was provided remotely via telephone and video conferencing. Despite closure of offices, there continued to be no significant disruption to financial processes, payroll or other key management support functions.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

Aims, objectives and activities:

PCP has grown to become a leading third sector organisation working across the North East, whose charitable aims continue to focus on health improvement and reducing health inequalities through building capacity in disadvantaged communities. PCP continues to thrive and delivering services from eight sites. A planned expansion into Redcar and Middlesbrough remains on hold.

PCP continues to employ an average of 100 people. In 2020-21 staff stability was 82% which is the same as 2019-20 and a marked increase from 75% in the previous year (2018-19). To achieve this level of stability is extremely good given the short term nature of projects and services PCP delivers.

PCP has a focus on working with people who are disadvantaged across a population of over 1.2m people. PCP operates in the following areas:

Area	Population*
County Durham	513,242
Sunderland	275,506
Middlesbrough	138,412
Stockton-on-Tees	191,610
Redcar & Cleveland	135,177
TOTAL	1,253,947

**usual population figures from ONS*

PCP's mission is **'Health, Wellbeing and Learning for All'**

The aim/purpose is: **"To improve the health, wellbeing and quality of life of local people disadvantaged through caring responsibilities, disability, age or ill health and reduce inequalities in health."**

The long term outcomes the PCP is seeking for disadvantaged people in order to achieve our aim are:

- To promote independence, choice & control
- To improve lifestyle
- To increase knowledge & skills
- To improve physical health
- To improve confidence, self-esteem & well-being
- To improve economic well-being
- To build community capacity
- To improve access to services for disadvantaged communities & groups
- To promote social inclusion

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

Principal Activities

The Pioneering Care Centre

PCP manages a fully accessible purpose built healthy living centre, the Pioneering Care Centre in County Durham, providing services at a local, sub-regional and regional level.

The Pioneering Care Centre closed its doors to the general public as a result of the pandemic in March 2020 and remained closed for the vast majority of 2020-21. The Chief Executive and one caretaker facilitated access for key health and social care services until a skeleton staff team was brought back in August 2020. However due to local restrictions the Centre was not able to re-open as planned.

To support the local COVID-19 effort part of the building was allocated to the GP Practice/Primary Care Network to enable COVID-19 testing and treatment. In August 2020 it was decided to extend the space leased to the Practice and in November PCP supported the implementation of the Vaccination Centre.

Appointments for podiatry, speech and language and adult mental health services continued, Furthermore Tees, Esk and Wear Valley took additional space to offer mental health and wellbeing appointments for children and young people. House of Eden Day Nursery operated for part of the year following the 'bubble' system.

From January 2021 it was anticipated that PCP Centre-based activities would be able to recommence, however due to local restrictions this was not possible.

Usually PCP runs the following services and activities from the Pioneering Care Centre:

- Health and wellbeing activities
- A fully accessible hydrotherapy pool
- Natural Therapy Suite
- Conference, meeting, room hire facilities and hospitality services
- A community coffee shop
- Employability support services
- Community courses and adult learning opportunities
- Lifestyle and exercise classes and activities
- Health Trainer and Health Trainer Champion support services
- Community garden and allotments

The Centre also houses services delivered by other partners as follows:

- Jubilee Medical Practice
- The Village Pharmacy
- NHS clinics
- NHS Mental Health Services
- House of Eden Children's Nursery
- Great Aycliffe & Middridge Area Action Partnership (GAMP)
- Improving Access to Psychological Therapies (IAPT) Services

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

PCP provides a number of projects across County Durham working in collaboration with a range of other voluntary or statutory organisation's. These have been delivered virtually during 2020-21 and include:

- County Durham Wellbeing for Life
- Joining the Dots (cancer support)
- Cancer Awareness
- 5 local Healthwatch contracts - County Durham, Sunderland, Stockton-on-Tees, Redcar & Cleveland and Middlesbrough (known locally as 'South Tees Healthwatch)
- Stockton Independent Complaints Advocacy Service
- ESF Building Better Opportunities Health and Financial Support (County Durham and Tees Valley)
- Stockton Service Navigation Project (Social Prescribing);
- Options Day Service
- Mental Health and Befriending services
- Workplace Health Support

New projects or service for 2020-21 include:

- SafeHaven/Happiness Hubs
- Stockton COVID-19 Community Champion Programme
- County Durham COVID-19 Resilience Team
- Peer Support and Befriending Research
- Primrose Lodge Events Worker
- Frail Elderly Link Worker

PCP is recognised for its expertise in health and wellbeing. PCP's Chief Executive plays a key role in developing community adult mental health wellbeing services across County Durham and beyond chairing the Resilient Communities Group a sub-committee of the Mental Health Strategic Partnership Board.

The COVID-19 impact on delivery is included in the 'Trustee Report on the 'Implications of COVID-19 measures' section on page 17 to 19.

For further information please refer to PCP's Annual Report which can be found on the website: www.pcp.uk.net

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

Achievements and performance

PCP Strategic Plan

In June 2019 PCP's Board of Trustees approved a new 5-year Strategic Plan. This informs the future direction of the charity, feeds into the Chief Executive's objectives, supports the operational delivery and management of PCP and is reviewed annually by the Board. This annual assessment helps to determine where the organisation's energy and resources should focus for the coming year.

PCP's Strategic Plan is designed as a cross-cutting document to direct organisational focus, enable continuous development and to instill confidence in PCP's governance arrangements as a charity and company limited by guarantee. The Strategic Plan covers 10 main areas:

1. PCP Mission and Purpose
2. Health, Wellbeing and Learning for All - targeting support
3. Governance
4. Leadership
5. Core Values
6. Finance
7. Quality, Human Resources & Volunteering
8. Marketing, Communications & Engagement
9. Digital Strategy
10. Environmental Management

COVID-19 has not halted progress against PCP's Strategic Plan and in some areas the pandemic is expected to result in short term positive outcomes, such as reduction in PCP's carbon footprint through reduced travel, photocopying etc, agile working, embracing digital communications both internally and externally and importantly continued support for beneficiaries is able to be sustained through outreach teams and projects. However trustees recognise that COVID-19 recovery will take time and the short-term gains may be outweighed by longer term difficulties in developing new projects and services. In 2020-21 the Board agreed to extend the lifespan of the Strategic Plan, this now runs until 2026 to allow time to work towards the ambitions outlined for each area,

Monitoring & Evaluation

In 2020-21 PCP maintained the approach to apply a model of evaluation called 'Impact Mapping' developed by the New Economics Foundation (NEF). This is based on a 'theory of change' methodology and assist PCP to link our mission, objectives and activities with what happens because of them. This is the eighth year of successfully using this model to monitor performance, consequently the organisation is usually able to use previous data to benchmark performance and undertake trend analysis. 2020-21 has been a year like no other and unfortunately it cannot be compared against previous results.

Different monitoring and evaluation tools were explored during 2019-20 and it had been anticipated that the model may change in 2020-21, however this has been delayed as a result of COVID-19.

The following section highlights some of the key achievements for the year 2020-21:

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

Further information can be found at the organisation's website www.pcp.uk.net

This year's headlines

A round up of what's happened!

GP practice at the Pioneering Care Centre becomes a vaccination centre



PCP launch new befriending service



PCP win Garden Award



Waterbabies continue to use hydrotherapy pool



This Girl Can and POW virtual sessions launch



Options return to the Pioneering Care Centre



New COVID-19 Stockton-On-Tees Community Champions go live



PCP launches the County Durham COVID-19 Resilience Team



Day of Reflection across PCP to remember those impacted by COVID-19



PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

FINANCIAL REVIEW

During 2020-21 PCP planned to utilise reserves for a number of projects in support of the organisation's charitable objectives. Additional income has been secured for projects and services in 2020-21, this is 11% less than the budgeted income for the year 32% ahead of 2019-20. Furthermore, the efficient delivery of projects and services and the organisation's prudent approach saw expenditure 23% less than budgeted. This resulted in an end of year surplus position.

The full results and company's financial position at the end of the year are shown in the attached financial statements.

Activities generating funds

Activities generating funds for the organisation include the Kitchen Garden, Room Hire, Therapy Suite and the Hydrotherapy Pool within the Pioneering Care Centre, all of which have remained closed during 2020-21. Some elements of these services are usually subsidised by the charity in line with supporting the organisation's mission of health, wellbeing and learning for all and to enable people from disadvantaged communities to access services.

The organisation also sublets the Pioneering Care Centre to a number of Tenants within the building and charges rent and service charges for the appropriate allocated floor space. Tenants included: The Village Pharmacy; Jubilee Medical Group; Durham County Council; Tees, Esk & Wear Valley NHS Trust; House of Eden Children's Nursery, NHS Property Services and private counselling practitioners. During 2019-20 PCP worked with tenants to agree long- term lease arrangements and leases were in the process of being drawn up by PCP's solicitors in March 2020. This was put on hold due to COVID-19.

Trustees recognise their legal obligation to obtain and consider a written report from a suitably qualified surveyor before any disposal such as a lease is granted out of a charity's land, in addition to their responsibility to achieve the best rent possible. Trustees have appointed an independent Chartered Surveyor to provide a market rent valuation report to be used as an indication of the value in accordance with the Charities Act Market Rent and S119 of the Charities Act 2011. This report will be considered in 2021-22 and lease arrangements finalised thereafter.

Investment Policy

PCP's investment portfolio is managed by Rathbone Investment Management Ltd. The portfolio is a combination of different asset types and weightings to take into account both long term investment behaviours and shorter term prevailing market conditions. The investment objective aims to preserve the capital investment in real terms whilst providing the opportunity for some growth in capital and income and therefore PCP opted for a medium risk tolerance for the fund.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

The investment portfolio performed strongly during the financial year ending 31 March 2021, posting a gain of 19.1%. Following the collapse in stock markets during the final quarter of the previous year as the Pandemic took hold, the significant amount of economic and monetary support provided by Governments and Central Banks worldwide enabled a swift and sustained recovery in value. The first day of the financial year represented the low point for the period and the PCP portfolio took full part in the recovery, such that by 31 March 2021 it stood at a record high since inception of the investment strategy. Whilst the short-term outlook remained cautious during 2020/21 amid uncertainty for the easing of lockdowns and the effectiveness of vaccination programmes, the long-term investment objectives remained in place; to preserve value in real terms whilst providing the opportunity for some growth in capital and income. As such, the portfolio remained invested throughout which resulted in a positive outcome for performance during the year.

In line with the organisation's Investment Policy, monies are also invested in a 7-year Fixed Bond Account with Secure Trust Bank. In March 2021 PCP opted to withdraw these funds following the decision of Secure Trust Bank to no longer offer this type of account.

Additionally PCP holds a 35 day reserve account and an instant access custom account, for which the current interest return on these accounts is significantly low due to the present economic climate.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

Reserves' Policy

PCP's Reserves' Policy ensures that Trustees, the Chief Executive and senior staff, act in the interests of their charity and its beneficiaries at all times. This Policy protects and safeguards organisational assets, assists Trustees to act with reasonable care and skill, and ensures that PCP is accountable.

The Reserves' Policy aims to aid PCP's strategic planning, budgeting and risk management processes. PCP reserves provide a cushion for planned or unplanned future needs safeguarding the organisation from unexpected events, losses of income and large unbudgeted expenses. The Reserves' Policy also aims to assist with the management of cash flow, provide working capital for day-to-day operations and aid decision making when considering investing in new ways of working.

The Policy and associated procedures sets out that PCP will aim to maintain reserves of a minimum of 6 months and maximum of 14 months core and centre operating costs. Where the reserves position exceeds this level the Board will then identify if resources are available to utilise to further PCP's charitable aims.

The organisational Reserves' Policy is reviewed on an annual basis by the Finance and Investment Sub Committee and full Board of Trustees. This was reviewed during 2020-21.

The Board of Trustees have stated that 'reserves' in this instance apply to general reserves, which is part of the income funds that are freely available for general use.

The charity has adopted a computational approach to justifying its reserves. This Reserves' Policy helps to ensure that the charity can meet its financial obligations to core and centre staff salary and operating costs. Other factors which are beginning to affect the organisation is that some funding streams have payments in arrears, therefore the organisation needs to have monies available to cushion this effect and ensure operational liquidity.

At 31 March 2021 the charity held free reserves of £1,026,440 which equates to 13 months core and centre running costs.

PCP Board of Trustees acknowledge and understand that as the COVID-19 pandemic unfolds and the organisation's income generating activities have ceased there may be the need to use a proportion of the reserves to support core and centre functions in 2020-21. The Board takes regular reports from the Chief Executive to closely monitor and assess the situation and ensure that appropriate and timely action is taken where required. This ongoing situation will be evaluated regularly by PCP.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

Quality

Quality is at heart of what PCP does and is vitally important to ensure we fulfil our mission, continue to meet the needs of local people and communities, strive for improvement and ultimately make a difference or positive impact. PCP achieved the Environmental Quality Standard ISO 14001 and ISO 9001 the international standard that specifies requirements for a quality management system. Both have been successfully reassessed during the year with the Environmental award being full recertified.

During 2020-21 PCP was also re-assessed against the Investors in People Standard. Investors in People have accredited more than 50,000 organisations, underpinning each of the 9 standards is a maturity model. This sets out the criteria of accreditation, from Bronze, Silver and Gold levels. Each level progresses from Developing to High Performing. PCP was delighted to have continued to progress significantly with its employment practices and was awarded GOLD in October 2020.

The Assessor said:

- You are an example of a charity which has continued to embrace proven principles of high performance management.
- There is a clear plan for the future based around delivering the mission and purpose of the charity.
- Your ambition is supported by formal planning processes and clear and concise impact plans for all areas within the charity, with effective governance from the board.
- As leaders, you clearly articulated a desire to build on the successes you have experienced since the last review and this is recognised across the board.
- You and your people clearly described the approaches designed to deliver success, all of which focused on doing the right things and examples even during the Pandemic supported this.
- Combine this desire with extensive reporting and evaluation activity and an open leadership style, and you have the recipe for success.
- More importantly, employees feel the charity remains a great place to work. Your people provided many examples to confirm this belief which was underpinned by a feeling of trust, transparency and empowerment.
- As a result of your hard work, you now have a loyal workforce who take pride in their work, who feel trusted, empowered and involved in delivering success.
- People are proud to be an employee of the charity and proud to be delivering support for the community.
- Pioneering Care Partnership is a great company to work for.

PCP Staff feedback included:

"At PCP we have a savings club, we get wellbeing support such as a 30 minute wellbeing break, which has been increased to 60 minutes, we have a cycle to work scheme, although I don't cycle and the best thing is we get loads of praise, even from our Chief Exec. They treat you as a real person here and appreciate the work you do."

"The charity celebrates events – for example we held a 20th Birthday celebration for PCP, they have Awards, they have events like Christmas and Halloween and provide long service awards."

"In 6 years I have been promoted three times and always get thanks and praise in my job – they have maintained a commitment to my development and supported me in my role."

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

"The best thing about working here is that it's a really nice place and I feel valued for the work I do, helping people in the community and helping people who are vulnerable."

"During the Pandemic we have received regular update emails from the CEO about current and future issues – this gave me confidence and made me feel like the values are real."

Furthermore PCP continues to sustain the following standards such as:

- Investors in People Status
- Better Health at Work Continuing Excellence/Ambassador Status
- CHAS the Contractors Health and Safety Assessment Scheme
- ISO 9001 Quality Standard
- ISO 14001 Environmental Management System
- Time to Change Pledge
- Carer Pledge

PCP were awarded the County Durham Volunteering Kitemark which is awarded to organisations who demonstrate how their volunteering programmes endeavour to overcome barriers to volunteering, recognising the value of recruiting and retaining volunteers. The Kite Mark is valid for two years, PCP will be reassessed in 2021.

The achievement of these standards puts PCP in a strong position in the competitive tendering market in addition to demonstrating our commitment to quality for our customers, clients, staff and volunteers.

Key financial performance indicators (2020-21)

Ratio	2020-21	2019-20	2018-19	2017-18	2017-18	2015-16
Liquidity ratio	19.72:1	7.1:1	7.1:1	6.8:1	6.08:1	4.6:1
Average Reserves : Expenditure (Other Charitable funds)	1.071:1	0.54:1	0.58:1	0.63:1	0.66:1	0.61:1
Debtors Days	77	35 days	26 days	54 days	58 days	52 days
Labour Turnover (%)	23.8%	25.1%	32.9%	25.9%	30.1%	27.7%
Labour Stability Index (%)	82%	82%	75%	89%	76%	81%
Absence (%)	2.2%	2.6%	2.6%	2.9%	2.7%	3.4%
Staff participation in training And development (%)	67.3%	75%	87%	95%	95%	91%

The organisation prides itself on being supportive to staff and we have a number of initiatives in place through our Work Life Balance policy and procedures and our return to work processes. The latest information published by the Office of National Statistics (ONS) estimate that the UK sickness absence rate has fallen to 1.8% in 2020. According to the ONS the coronavirus (COVID-19) pandemic has affected the sickness absence data in a number of ways; while the virus may have led to additional sickness absence, measures such as furloughing, social distancing, shielding and increased homeworking appear to have helped reduce other causes of absence.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

PCP's absence figures are ordinarily consistently lower than the UK average however during 2020-21 we have had one instance of long-term absence which has affected PCP's rate. Had this not occurred the PCP's absence rate would have been 1%. Organisationally PCP continues to strive to ensure we support our teams effectively and feedback has been overwhelmingly positive in relation to the measures in place. Staff particularly like the 2 hours paid wellbeing time provided throughout 2020-21.

PCP's Labour Market stability has always fluctuated due to the nature of the charitable business; short term contracts and externally funded projects and services, however it has been consistently high for the past 2 years. PCP works to sustain this through a number of support interventions and our strong track record of sustaining projects and interventions across the North East.

The organisation's liquidity ratio is high, as a result of project and service expenditure being dramatically reduced due to COVID-19. Following the COVID-19 pandemic, across the country, and indeed internationally, businesses from all sectors will be starting to consider and plan for a very different future. PCP has benefited from the assistance of the Job Retention Scheme, however PCP is not immune to the long-term financial impact of reduced services and therefore reduced income, particularly in relation to the Pioneering Care Centre. During 2020-21 a significant amount of work was undertaken to review the position and source new income streams. As the Country progressed throughout the pandemic and into recovery PCP will continue to effectively plan and take any necessary action to safeguard the organisation.

Future Priorities and Developments:

PCP priorities for 2021-22 will inevitably focus on COVID-19 recovery. These will be closely aligned to PCP's Strategic Plan and include:

1. Robust financial management

- a. Clear financial projections for 2021-22 and 2022-23 with COVID-19 scenario planning considerations developed on 'real time' data and forecasting principles.
- b. Financial review of the Pioneering Care Centre including tenancies and service delivery to understand and mitigate risks in relation to COVID-19
- c. Development of a full Financial Strategy

2. COVID-19 recovery and minimise impact and risk for 2021-22 any beyond

- a. Continue to critically review the organisational structure, specifically with regard to Pioneering Care Centre based services.
- b. Position future services to support communities with post-COVID-19 needs.
- c. Systematically consider learning points from COVID-19
- d. Implement new working practices, embedding agile methods, considering opportunities for hybrid models and talent management strategies across the organisation.

3. Continue with the Hydrotherapy Pool Renovation and other building works to sustain and improve the Pioneering Care Centre.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

TRUSTEE REPORT ON THE IMPLICATIONS OF COVID-19 MEASURES

Throughout the global COVID-19 pandemic PCP Trustees have provided oversight and support to enable the Chief Executive to lead and guide the organisation, navigating changeable restrictions and balancing with local measures whilst ensuring the safety of staff, volunteers and clients. During this period of rapid change PCP has ensured the organisational approach was robust, considered, timely, well-planned and effectively communicated.

PCP's approach included:

- **Governance** - monthly trustee meetings were scheduled, these continued to be held during 2020-21, in addition support was provided through 1-2-1 discussions with the Chair. In addition to full Board the Business Development Sub Committee and Finance and Investment Sub Committee re-commenced and a Centre Development Task Group was established to focus on building work and Hydrotherapy Pool renovation.
- **Preparation** - PCP's Business Continuity Plan was reviewed and the actions relating to pandemic considered. ICT infrastructure continued to be developed with the ongoing purchase of hardware and the move to Office 365. Training and support was provided to all staff and during 2021-22 bitesize learning will continue to be offered.
- **Communication** - regular updates and briefings are provided to staff, volunteers, tenants and beneficiaries across all areas of PCP. As central government updated measures standard notifications, posters and displays ensure consistency of approach. Staff and volunteer contact details (personal email addresses) remain fully up-to-date and therefore communication has been straightforward throughout the pandemic. Feedback from staff has been overwhelmingly positive with staff reporting that they felt engaged, supported and updated.
- **Working from home** - the majority of PCP's staff have been supported to work from home. Wellbeing is central to our approach to supporting teams and we have encouraged full flexibility to enable those who have caring or other responsibilities to have a healthy work life balance.
- **Closure of public buildings** - as a result of the announcement on 20th March 2020 the Pioneering Care Centre closed on Saturday 21st March 2020. Business Continuity Plans supported the process therefore the closure was executed effectively, likewise the re-opening has been managed well. This is an ongoing/phased process and subject to change.
- **Charity Financial Assistance** - PCP has utilised the HMRC Job Retention Scheme and continues to do so on a very limited basis. Also PCP received a small business grant and tenants are mainly statutory bodies and therefore have continued to pay rent. PCP delivers a day service for adults with learning and physical disabilities and sustainability payments have been received in 2020-21 from Durham County Council (DCC) for this service. This range of support and income has assisted with the financial stability of the Pioneering Care Centre and is in line with the government's ambition to not destabilise the charitable sector.
- **Staff Financial Support** - Financial hardship was a concern therefore PCP committed to pay those who were 'furloughed'/part of the HMRC Job Retention Scheme 100% of their salary. PCP immediately instigated working from home allowances to ensure that staff who incurred additional costs were supported financially, this is ongoing.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

- **Support for Communities** - all of PCP's projects continued to operate across the North East, this accounts for approximately 60% of the organisation's work. Whilst the Pioneering Care Centre was closed and therefore all of PCP's services ceased the charity supported communities virtually. PCP also provided additional space to the NHS free of charge to establish a local COVID-19 Testing and Treatment area. Tees Esk and Wear Valley took additional space to provide mental health support to children and young people; recognising the Pioneering Care Centre is a COVID Secure Environment.
- **Impact on Fundraising** - during the pandemic PCP has continued to seek new opportunities and secure new funding to expand and deliver services. During 2020-21 PCP secured funding to provide direct support to people affected by COVID-19 as well as a range of mental health and wellbeing related projects.
- **COVID-19 Secure:** During 2020-21 PCP sustained its work on all area risk assessments, relating to COVID-19, office locations, outside activities, lone working, etc. and has appropriate measures in place as set out in government guidance. Confidence in PCP's ability to manage the risk is high across all staff teams and tenants are comfortable with the approach taken.

COVID-19 FINANCIAL SUSTAINABILITY IMPACT

PCP Trustees agreed to postpone the AGM in 2020 to allow time to assess the financial situation and provide going concern assurance; however this is not required in 2021 and the AGM will be held in July as scheduled. Due to the foresight and work of the leadership team the organisation is in a very strong position with a range of new projects and services. These have been developed as a direct result of PCP's reputation, track record and networks.

The Chief Executive maintains strong communication with the Board to ensure trustees are fully apprised of the financial situation, any liabilities or risks and any opportunities. PCP is in a strong position but is not complacent. Following the COVID-19 pandemic, PCP is not immune to the long-term impact and there is a need to maintain an agile business model. PCP Trustees are confident that the organisation is a going concern as a result of the following:

- New projects and services
- Strong strategic relationship and networks
- Healthy level of reserves
- 2020-21 end of year position
- 2021-22 budget projections
- PCP projects are sustained, effective and efficient.
- Improved Management Account reporting – this has been refined during 2020-21 to improve understanding
- Liquidity ratio
- Assessment of liabilities - some areas of operation are considered to be low-level liabilities, these small departments and individual action plans are developed to mitigate any risk.
- Investment performance - PCP's investment portfolio value increase in 2020-21. Trustees are aware that this may fluctuate and PCP does not foresee the need to draw on this in the medium term.
- Development opportunities - PCP continues to work on new initiatives and the potential to extend existing contracts.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

- Operational considerations - the Pioneering Care Centre is reopening incrementally. Project and office staff will continue to work from home for the foreseeable future and some areas may not return to full operation for a significant period of time, this has been factored into projections.
- Staff satisfaction is high – staff turnover is low, our skilled, effective and experienced workforce are flexible and happy with how PCP has responded to the pandemic.

PCP's mission is Health, Wellbeing and Learning for All, and the organisation is central in supporting the COVID-19 response and recovery in communities. Given the significant impact the pandemic could have had on the charity PCP is in a strong financial and strategic position. It has sustained delivery where possible throughout 2020-21, taken a creative approach to developing new projects and supported innovation in partnership with statutory and voluntary sector providers. The Board of Trustees are satisfied that there are no significant risks, financial or otherwise, or any material uncertainties related to events or conditions that cast significant doubt on the charity's ability to continue as a going concern.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees (who are also the Directors of The Pioneering Care Partnership for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

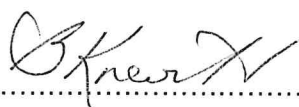
In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Haines Watts, will be proposed for re-appointment at the forthcoming Annual General Meeting.

SIGNED ON BEHALF OF THE BOARD OF TRUSTEES:



Barry Knevitt - Chairperson

Dated 14/9/21

PIONEERING CARE PARTNERSHIP

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF PIONEERING CARE PARTNERSHIP

Opinion

We have audited the financial statements of Pioneering Care Partnership (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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 charity'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.

However, not all future events or conditions can be predicted. The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the charitable company's activities, customers, suppliers and wider economy. The trustees' view on the impact of COVID-19 is disclosed on within the trustees report on page 17 and within the accounting policies.

Other information

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

We have nothing to report in this regard.

PIONEERING CARE PARTNERSHIP

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF PIONEERING CARE PARTNERSHIP

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report 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 directors' report included within the trustees' report has 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 charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose 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 charity'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.

PIONEERING CARE PARTNERSHIP

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF PIONEERING CARE PARTNERSHIP

We obtained an understanding of the legal and regulatory framework applicable to both the company itself and the industry in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the directors and other management. The most significant were identified as the Companies Act 2006, UK GAAP (FRS102) and relevant tax legislation. We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- confirming with the directors and management whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- Confirmation received direct from banks to verify balance as on the last day of the accounting year;
- Reviewed appropriateness of allocation of restricted funds;
- Reviewing minutes of meetings of those charged with governance.

Our audit did not identify any key audit matters relating to the detection of irregularities including fraud. However, despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://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. 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 auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the 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.



Gillian Benjamin ACA (Senior Statutory Auditor)
for and on behalf of Haines Watts North East Audit LLP

27th September 2021

Chartered Accountants
Statutory Auditor

17 Queens Lane
Newcastle upon Tyne
NE1 1RN

PIONEERING CARE PARTNERSHIP

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

Current financial year

	Notes	Unrestricted funds general 2021 £	Unrestricted funds designated 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
Income from:						
Donations	3	283,799	4,843	5,537	294,179	18,999
Charitable activities	4	1,768,887	-	1,593,233	3,362,120	2,459,729
Other trading activities	5	284,302	3,824	-	288,126	499,401
Investments	6	28,104	-	-	28,104	14,753
Total income		<u>2,365,092</u>	<u>8,667</u>	<u>1,598,770</u>	<u>3,972,529</u>	<u>2,992,882</u>
Expenditure on:						
Raising funds	7	40,956	-	-	40,956	109,622
Charitable activities	8	1,909,772	-	542,486	2,452,258	2,495,690
Total resources expended		<u>1,950,728</u>	<u>-</u>	<u>542,486</u>	<u>2,493,214</u>	<u>2,605,312</u>
Net gains/(losses) on investments	13	44,130	-	-	44,130	(14,361)
Net incoming resources before transfers		458,494	8,667	1,056,284	1,523,445	373,209
Gross transfers between funds		(261,139)	211,092	50,047	-	-
Net income for the year/ Net movement in funds		<u>197,355</u>	<u>219,759</u>	<u>1,106,331</u>	<u>1,523,445</u>	<u>373,209</u>
Fund balances at 1 April 2020		<u>1,232,653</u>	<u>210,922</u>	<u>493,070</u>	<u>1,936,645</u>	<u>1,563,436</u>
Fund balances at 31 March 2021		<u><u>1,430,008</u></u>	<u><u>430,681</u></u>	<u><u>1,599,401</u></u>	<u><u>3,460,090</u></u>	<u><u>1,936,645</u></u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

PIONEERING CARE PARTNERSHIP

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

Prior financial year

		Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
	Notes			
Income from:				
Donations	3	11,429	7,570	18,999
Charitable activities	4	1,826,963	632,766	2,459,729
Other trading activities	5	499,401	-	499,401
Investments	6	14,753	-	14,753
Total income		<u>2,352,546</u>	<u>640,336</u>	<u>2,992,882</u>
Expenditure on:				
Raising funds	7	<u>109,622</u>	<u>-</u>	<u>109,622</u>
Charitable activities	8	<u>2,180,525</u>	<u>315,165</u>	<u>2,495,690</u>
Total resources expended		<u>2,290,147</u>	<u>315,165</u>	<u>2,605,312</u>
Net gains/(losses) on investments	13	<u>(14,361)</u>	<u>-</u>	<u>(14,361)</u>
Net incoming resources before transfers		48,038	325,171	373,209
Gross transfers between funds		<u>(36,344)</u>	<u>36,344</u>	<u>-</u>
Net income for the year/ Net movement in funds		11,694	361,515	373,209
Fund balances at 1 April 2019		<u>1,431,881</u>	<u>131,555</u>	<u>1,563,436</u>
Fund balances at 31 March 2020		<u><u>1,443,575</u></u>	<u><u>493,070</u></u>	<u><u>1,936,645</u></u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

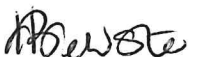
PIONEERING CARE PARTNERSHIP

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021		2020	
		£	£	£	£
Fixed assets					
Tangible assets	14		115,207		131,030
Investments	15		288,360		494,853
			<u>403,567</u>		<u>625,883</u>
Current assets					
Debtors	16	1,391,791		273,179	
Investments	17	250,923		-	
Cash at bank and in hand		1,576,704		1,252,966	
		<u>3,219,418</u>		<u>1,526,145</u>	
Creditors: amounts falling due within one year	18	<u>(162,895)</u>		<u>(215,383)</u>	
Net current assets			<u>3,056,523</u>		<u>1,310,762</u>
Total assets less current liabilities			<u>3,460,090</u>		<u>1,936,645</u>
Income funds					
Restricted funds	21		1,599,401		493,070
<u>Unrestricted funds</u>					
Designated funds	22	430,681		210,922	
General unrestricted funds		1,430,008		1,232,653	
			<u>1,860,689</u>		<u>1,443,575</u>
			<u>3,460,090</u>		<u>1,936,645</u>

The financial statements were approved by the Trustees on 29/7/21


.....
H Brewster
Trustee


.....
B Knevitt
Trustee

Company Registration No. 03491237

PIONEERING CARE PARTNERSHIP

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash generated from operations	26		306,784		429,815
Investing activities					
Purchase of tangible fixed assets		(10,850)		(33,663)	
Purchase of investments		(84,281)		(48,347)	
Proceeds on disposal of investments		83,981		46,705	
Investment income received		28,104		14,753	
		<u> </u>		<u> </u>	
Net cash generated from/(used in) investing activities			16,954		(20,552)
Net cash used in financing activities			<u> </u>		<u> </u>
Net increase in cash and cash equivalents			323,738		409,263
Cash and cash equivalents at beginning of year			<u>1,252,966</u>		<u>843,703</u>
Cash and cash equivalents at end of year			<u><u>1,576,704</u></u>		<u><u>1,252,966</u></u>

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Charity information

Pioneering Care Partnership is a Company Limited by Guarantee registered in England and Wales. Every member of the company undertakes to contribute to the assets if the company is wound up while he/she is a member or within one year of ceasing to be a member, such amount as may be required not exceeding £1. The address of the registered office is given in the legal and administration information page.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

The financial statements have been prepared on a going concern basis. The Trustees (Company Directors for the purpose of Company law) have reviewed and considered relevant information, including the annual budget in making their assessment. In particular, in response to the COVID-19 pandemic, the Trustees have tested their projections to take into account the impact on their business of possible scenarios brought on by the impact of COVID-19, alongside the measures that they can take to mitigate the impact. Based on these assessments, given the measures that could and will be undertaken to mitigate the current adverse conditions, the current resources available and new projects already confirmed for 2021-22 the Trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions and is recognised as earned. Grant income included in this category provides funding to support performance activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with reasonable certainty. Income received to deliver services over a specific period covering more than one financial year is accounted for over the specific period; related expenditure is accounted when incurred.

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

1.5 Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

The charity is partially exempt for VAT and input VAT not recoverable is charged to management and administration costs.

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Improvements to property	6% on cost
Hydrotherapy pool	25% on cost
Hydrotherapy Pool	25% on cost

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

Fixed assets costing less than £1,500 are not capitalised.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

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

1.11 Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the testes set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Retirement benefits

The charity operates a defined contribution pension scheme. Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

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

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

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

3 Donations

	Total	Total
	2021	2020
	£	£
Donations and gifts	66,461	10,243
Job retention scheme	227,718	8,756
	<u>294,179</u>	<u>18,999</u>

4 Charitable activities

	2021	2020
	£	£
Contracts	2,030,651	2,037,218
Grants	1,331,469	422,511
	<u>3,362,120</u>	<u>2,459,729</u>
Analysis by fund		
Unrestricted funds - general	1,768,887	1,826,963
Restricted funds	1,593,233	632,766
	<u>3,362,120</u>	<u>2,459,729</u>

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

5 Other trading activities

	Unrestricted funds general 2021 £	Unrestricted funds designated 2021 £	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
Hydropool takings	720	-	720	53,088
Rents and service charges	245,587	-	245,587	231,902
Fees and room hire	12,963	3,824	16,787	60,555
Therapy income	370	-	370	31,159
Classes and courses	-	-	-	8,827
Coffee shop	-	-	-	67,329
Fundraising	24,453	-	24,453	28,617
Other	209	-	209	17,924
	<u>284,302</u>	<u>3,824</u>	<u>288,126</u>	<u>499,401</u>

6 Investments

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
Investment income	3,300	4,642
Interest receivable	24,804	10,111
	<u>28,104</u>	<u>14,753</u>

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

7 Raising funds

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
<u>Trading costs</u>		
Direct Delivery Costs	9,948	37,231
Staff costs	27,282	69,388
Hydropool costs	726	3
	<hr/>	<hr/>
Trading costs	37,956	106,622
	<hr/>	<hr/>
<u>Investment management</u>	3,000	3,000
	<hr/>	<hr/>
	40,956	109,622
	<hr/> <hr/>	<hr/> <hr/>

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

8 Charitable activities

	2021	2020
	£	£
Staff costs	1,854,758	1,765,585
Depreciation and impairment	26,673	19,769
Room Hire	(473)	25,108
Travel and Subsistence	14,099	69,391
Activity Expenditure	104,266	44,430
Partner Payments	15,158	39,740
Direct costs	1,225	2,085
Office costs	184,298	202,361
Training	11,626	58,435
Rent and rates	90,180	83,071
Marketing	33,918	44,027
Legal and professional	39,184	41,379
Hydropool maintenance	1,722	-
Bank charges	3,198	4,117
Irrecoverable VAT	29,009	48,718
Miscellaneous	47	-
	<u>2,408,888</u>	<u>2,448,216</u>
Share of support costs (see note 9)	37,920	40,953
Share of governance costs (see note 9)	5,450	6,521
	<u>2,452,258</u>	<u>2,495,690</u>
Analysis by fund		
Unrestricted funds - general	1,909,772	2,180,525
Restricted funds	542,486	315,165
	<u>2,452,258</u>	<u>2,495,690</u>

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

9 Support costs

	Support costs	Governance costs	2021 Support costs		Governance costs	2020
	£	£	£	£	£	£
Staff costs	36,436	-	36,436	35,503	-	35,503
Room hire	63	-	63	941	-	941
Office costs	1,421	-	1,421	1,563	-	1,563
Travel costs	-	-	-	2,282	1,071	3,353
Training	-	-	-	664	-	664
Audit fees	-	5,450	5,450	-	5,450	5,450
	<u>37,920</u>	<u>5,450</u>	<u>43,370</u>	<u>40,953</u>	<u>6,521</u>	<u>47,474</u>
Analysed between Charitable activities	<u>37,920</u>	<u>5,450</u>	<u>43,370</u>	<u>40,953</u>	<u>6,521</u>	<u>47,474</u>

10 Net movement in funds

	2021	2020
	£	£
Net movement in funds is stated after charging/(crediting)		
Fees payable to the company's auditor for the audit of the company's financial statements	5,450	5,450
Depreciation of owned tangible fixed assets	<u>26,673</u>	<u>19,773</u>

11 Trustees

The trustees were not paid or received any other benefits from employment in the year (2020 - £nil).

No trustees received reimbursement of expenses during the year (2020 - three trustees received £1,547).

No trustee received payment for professional or other services supplied to the charity (2020 - £nil).

12 Employees

The average monthly number of employees during the year was:

	2021	2020
	Number	Number
Chief executive	1	1
Senior management	6	6
Quality, HR and finance	6	10
Admin & support	10	11
Other project staff, etc	75	73
Total	<u>98</u>	<u>101</u>

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

12 Employees

Employment costs	2021 £	2020 £
Wages and salaries	1,720,032	1,698,451
Social security costs	123,280	117,479
Other pension costs	75,164	54,546
	<u>1,918,476</u>	<u>1,870,476</u>

The number of employees whose annual remuneration was £60,000 or more were:

	2021 Number	2020 Number
£60,000 - £70,000	<u>1</u>	<u>1</u>

The key management personnel include the Chief Executive, Executive Leads and Project and People Managers. The total employee benefits of the key management personnel of the charity were £263,916 (2020 - £266,007).

13 Net gains/(losses) on investments

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
Gain/(loss) on sale of investments	<u>44,130</u>	<u>(14,361)</u>

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

14 Tangible fixed assets

	Improvements to property	Hydrotherapy pool	Fixtures, fitting & equipment	Total
	£	£	£	£
Cost				
At 1 April 2020	209,511	41,829	198,092	449,432
Additions	-	-	10,850	10,850
Disposals	-	-	(4,771)	(4,771)
	<u>209,511</u>	<u>41,829</u>	<u>204,171</u>	<u>455,511</u>
At 31 March 2021	209,511	41,829	204,171	455,511
Depreciation and impairment				
At 1 April 2020	108,190	41,829	168,383	318,402
Depreciation charged in the year	12,571	-	14,102	26,673
Eliminated in respect of disposals	-	-	(4,771)	(4,771)
	<u>120,761</u>	<u>41,829</u>	<u>177,714</u>	<u>340,304</u>
At 31 March 2021	120,761	41,829	177,714	340,304
Carrying amount				
At 31 March 2021	<u>88,750</u>	<u>-</u>	<u>26,457</u>	<u>115,207</u>
At 31 March 2020	<u>101,320</u>	<u>17</u>	<u>6,259</u>	<u>131,030</u>

All fixed assets are for direct charitable use.

During the year ended 31 March 2011 an extension to the Pioneering Care Centre was completed. The extension was developed by County Durham Council under a partnership agreement with PCP and was funded by the Community Assets Programme via The Big Lottery. As part of this partnership agreement, on completion of the building, Durham County Council adjusted the terms of the lease of the Pioneering Care Centre to PCP to a long term leasehold of 125 years, starting in April 2010, at a peppercorn rent.

Leasehold property improvements capitalised after the extension of the lease will be appraised on an individual project basis and will be depreciated according to the charity's assessment of their useful economic life.

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

15 Fixed asset investments

	Listed investments £	Unlisted investments £	Cash in portfolio	Total £
Cost or valuation				
At 1 April 2020	212,575	250,923	31,355	494,853
Additions	84,281	-	-	84,281
Unrealised (loss) / gain	44,130	-	-	44,130
Cash held	-	(250,923)	(15,646)	(266,569)
Disposals	(68,335)	-	-	(68,335)
	<u>272,651</u>	<u>-</u>	<u>15,709</u>	<u>288,360</u>
At 31 March 2021	272,651	-	15,709	288,360
Carrying amount				
At 31 March 2021	<u>272,651</u>	<u>-</u>	<u>15,709</u>	<u>288,360</u>
At 31 March 2020	<u>212,575</u>	<u>250,923</u>	<u>31,355</u>	<u>494,853</u>

Equity investments that are traded on a quoted market are held at fair value determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

16 Debtors

	2021 £	2020 £
Amounts falling due within one year:		
Trade debtors	1,268,150	184,700
Other debtors	390	-
Prepayments and accrued income	123,251	88,479
	<u>1,391,791</u>	<u>273,179</u>

17 Current asset investments

	2021 £	2020 £
Unlisted investments	<u>250,923</u>	<u>-</u>

The charity holds a secured bond which has been invested for 7 years at an interest rate fixed at 3.13% per annum. Due to changes with the Trust the funds are held with this is due to mature at 31 March 2021.

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

18 Creditors: amounts falling due within one year

	Notes	2021 £	2020 £
Other taxation and social security		64,347	69,742
Deferred income	19	17,413	79,729
Trade creditors		47,623	45,821
Other creditors		100	100
Accruals and deferred income		33,412	19,991
		<u>162,895</u>	<u>215,383</u>

19 Deferred income

	2021 £	2020 £
Other deferred income	<u>17,413</u>	<u>79,729</u>

20 Financial instruments

	2021 £	2020 £
Carrying amount of financial assets		
Instruments measured at fair value through profit or loss	<u>523,574</u>	<u>212,575</u>

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

21 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

Current year

	Movement in funds				Balance at 31 March 2021 £
	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	Transfers £	
Hydrotherapy Pool	80,098	-	-	-	80,098
BBO Road	-	138,711	(146,889)	8,178	-
BBO SFTV	3,079	38,246	(39,986)	-	1,339
Growing our Community (formally Dementia Friendly Gardening Grant)	5,213	1,320	(563)	563	6,533
Together 21	-	45,201	(62,263)	37,062	20,000
Healthwatch England Secondment	-	30,000	(22,893)	-	7,107
COVID-19 Resilience Hub (Durham)	-	1,001,000	(15,889)	-	985,111
Befriending Research Project	-	206,000	-	-	206,000
RCG Mapping Grant	346,041	-	(119,161)	(30,841)	196,039
Safe Haven	39,909	103,555	(104,716)	-	38,748
Options	-	3,590	-	-	3,590
Healthwatch CIC	18,730	-	(497)	-	18,233
Sport England - This Girl Can	-	8,653	(950)	-	7,703
Young Adults Support Cafe	-	7,860	(3,536)	2,932	7,256
RGC Befriending Research Project	-	14,634	(25,143)	32,153	21,644
	<u>493,070</u>	<u>1,598,770</u>	<u>(542,486)</u>	<u>(50,047)</u>	<u>1,599,401</u>

Prior year

	Movement in funds				Balance at 1 April 2020 £
	Balance at 1 April 2019 £	Incoming resources £	Resources expended £	Transfers £	
Hydrotherapy Pool	74,993	5,080	25	-	80,098
BBO Road	-	168,666	(173,180)	4,514	-
BBO SFTV	17	45,086	(42,024)	-	3,079
Growing our Community (formally Dementia Friendly Gardening Grant)	7,322	10,251	(13,263)	903	5,213
Together 21	24,999	15,951	(71,877)	30,927	-
RCG Mapping Grant	-	350,000	(3,959)	-	346,041
Safe Haven	-	45,302	(5,393)	-	39,909
Healthwatch CIC	24,224	-	(5,494)	-	18,730
	<u>131,555</u>	<u>640,336</u>	<u>(315,165)</u>	<u>36,344</u>	<u>493,070</u>

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

21 Restricted funds

Hydrotherapy pool renovation fund is the amount set aside for the planned replacement of the Hydrotherapy pool in the Pioneering Care Centre.

Building Better Opportunities - Reaching Out Across Durham (ROAD) supports disadvantaged individuals in Durham aged 25+ who are furthest away from employment and experiencing significant barriers. ROAD is funded by the Big Lottery Fund and the European Social Fund, hosted by Groundwork NE & Cumbria and involves several partner organisations. PCP leads the health and wellbeing aspect and contributions to financial and digital inclusion work.

Building Better Opportunities - Step Forward Tees Valley (SFTV) support local people to overcome the complex reasons preventing them from finding work. These barriers could include physical or mental ill health, a lack of self-confidence, a gap in skills, a conviction or an addiction. Step Forward Tees Valley is joint funded by the Big Lottery Fund and the European Social Fund, as part of their investment in local projects that tackle the root causes of poverty and promote social inclusion. PCP delivers health and wellbeing support in Darlington, Redcar & Cleveland and Middlesbrough.

Dementia friendly gardening grant was received from Durham County Council in the year to support the Dementia Friendly Café.

Together 21 support children young people with Down Syndrome and their families in the Durham and Teesside area.

RCG Mapping Grant - PCP secured resource to support the development of information platforms for Children and Young People and Adults to support the work of County Durham's Mental Health Partnership and the Resilient Communities Group. This grant was awarded to enable scoping, testing and development prior to launching a platform (website) for use by local people. This work was due to fully commence at the end of 2019-20 but was delayed due to COVID-19.

Safe Haven - as part of a national NHS Transformation pilot PCP has been commissioned to develop 'Safe Havens' across the communities of County Durham and Darlington. This work was due to commence at the end of 2019-20 but was delayed due to COVID-19.

Healthwatch CIC relates to funds transferred to PCP during 2016 following the closure of the organisation.

Healthwatch England Secondment - expertise of a Healthwatch Project Lead to support the development of national governance templates, policies and procedures. This was a time-limit assignment.

PCP secured funding for COVID 19 Resilience Hub to help provide access to timely and local support for COVID-19 specific mental health and emotional wellbeing needs within County Durham.

The Befriending Research Project helps support in the response to community mental health needs and develop new systems for delivery of community support services.

Options is a member led day service providing support for adults with a range of learning and physical disabilities.

This Girl Can funding was received to support a programme of physical activity sessions that will encourage women to participate in a relaxed, informal environment with an emphasis on positivity, encouragement and support.

PCP provide a safe space for the Young Adults Support Café and a dedicated worker to deliver the sessions.

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

22 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

Current year

	Movement in funds				Balance at 31 March 2021 £
	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	Transfers £	
Hydropool	157,241	8,667	-	220,476	386,384
Project Fund	53,681	-	-	(9,384)	44,297
	<u>210,922</u>	<u>8,667</u>	<u>-</u>	<u>211,092</u>	<u>430,681</u>

Prior year

	Movement in funds				Balance at 31 March 2020 £
	Balance at 1 April 2019 £	Incoming resources £	Resources expended £	Transfers £	
Hydropool	150,000	7,241	-	-	157,241
Project Fund	-	-	-	53,681	53,681
	<u>150,000</u>	<u>7,241</u>	<u>-</u>	<u>53,681</u>	<u>210,922</u>

Hydropool needs to be replaced. A fundraising campaign will commence to part raise the funds. Trustees have set aside some reserves to support the overall replacement costs.

Projects - This underspend relates to project delivery during 2019/20, for example County Durham Healthwatch.

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

23 Analysis of net assets between funds

Current year

	Unrestricted funds	Designated funds	Restricted funds	Total
	2021	2021	2021	2021
	£	£	£	£
Fund balances at 31 March 2021 are represented by:				
Tangible assets	115,207	-	-	115,207
Investments	288,360	-	-	288,360
Current assets/(liabilities)	1,026,441	430,681	1,599,401	3,056,523
	<u>1,430,008</u>	<u>430,681</u>	<u>1,599,401</u>	<u>3,460,090</u>

Prior year

	Unrestricted funds	Designated funds	Restricted funds	Total
	2020	2020	2020	2020
	£	£	£	£
Fund balances at 31 March 2020 are represented by:				
Tangible assets	131,030	-	-	131,030
Investments	494,853	-	-	494,853
Current assets/(liabilities)	606,770	210,922	493,070	1,310,762
	<u>1,232,653</u>	<u>210,922</u>	<u>493,070</u>	<u>1,936,645</u>

24 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021	2020
	£	£
Within one year	6,257	19,715
Between two and five years	147	6,403
In over five years	109	110
	<u>6,513</u>	<u>26,228</u>

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

25 Related party transactions

There were no disclosable related party transactions during the year (2020 - none).

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2021 £	2020 £
Aggregate compensation	263,916	266,007

26 Cash generated from operations

	2021 £	2020 £
Surplus for the year	1,523,445	373,209
Adjustments for:		
Investment income recognised in statement of financial activities	(28,104)	(14,753)
(Gain)/loss on disposal of investments	(44,130)	14,361
Depreciation and impairment of tangible fixed assets	26,673	19,772
Movements in working capital:		
(Increase)/decrease in debtors	(1,118,612)	16,027
Increase/(decrease) in creditors	9,828	(26,970)
(Decrease)/increase in provisions	-	(100)
(Decrease)/increase in deferred income	(62,316)	48,269
Cash generated from operations	306,784	429,815

27 Analysis of changes in net funds

The charity had no debt during the year.

Charity Registration No. 1067888

Company Registration No. 03491237 (England and Wales)

PIONEERING CARE PARTNERSHIP
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

PIONEERING CARE PARTNERSHIP

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees

C Briggs
D Cockburn
B Davidson
M Mohan
B Wilson
V Kotur
Dame D Smith
H Brewster
B Knevitt

Secretary

C Gaskarth

Charity number

1067888

Company number

03491237

Registered Address

Pioneering Care Centre
Carers Way
Newton Aycliffe
County Durham
DL5 4SF

Auditor

Haines Watts North East Audit LLP
17 Queens Lane
Newcastle upon Tyne
NE1 1RN

Solicitors

Hewitt's Solicitors
207 Newgate Street
Bishop Auckland
County Durham
DL14 7EL

PIONEERING CARE PARTNERSHIP

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PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

The Trustees submit their report and the audited accounts for the year ended 31 March 2021. They confirm that the report and accounts comply with current statutory requirements and the charity's memorandum and articles, and also the requirements of the Statement of Recommended Practice - Accounting and Reporting by Charities.

Structure, Governance and Management

Governing Document

The Pioneering Care Partnership (PCP) is a company limited by guarantee established on 7th January 1998 and a registered charity (registered 2nd Feb 1998). The company was established under a Memorandum of Association, which establishes the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount of £1 on the winding up of the organisation.

Governance Review

Over the past two years the Board of Trustees have taken the opportunity to reflect and refresh the content of PCP's governing documents using the Good Governance Code as a benchmark and through considering existing and emerging structures it was agreed that the most appropriate governing arrangements for the organisation is to remain a charitable company, limited by guarantees. Trustees have spent time redefining the charitable purpose and consulting with voting members; with the aim of finalising arrangements in 2020, however the COVID-19 pandemic has disrupted the timescales. In Quarter 4 of 2020-21 PCP sought to appoint legal expertise and the governance review will now be complete by September 2021.

Recruitment and Appointment of Trustees

The charity Trustees are also Company Directors for the purposes of company law. As a charity, under the requirements of the Memorandum and Articles of Association, at the annual general meeting one third of the trustees who are subject to retirement by rotation, or the number nearest to one third, shall retire. If the vacancies are not filled, the retiring trustees, if willing, can be deemed to have been re-appointed.

The Articles of Association state that the Company shall use all reasonable endeavours to ensure that not less than 25% of the Trustees from time to time shall be service users, 63% of the Board of Trustees can be considered to be service user representatives in 2020-21. PCP continues to refresh the Board to ensure a suitable mix of business skills, legal, charity leadership and accountancy and there are also a number of trustees who are disabled people, older people, carers, previous-carers or service users, thereby ensuring that the organisation is governed by representatives of those it seeks to serve.

Annually, PCP reviews Trustees skills and aspirations through a review with the Chair and Chief Executive and an anonymous survey. During 2020-21 the following were also reviewed: Scheme of Delegation and the Register of Interests (both of which are reviewed bi-annually at Board), succession plans and the Business Continuity plan. Trustees also completed the Automatic Disqualification Declaration, again this is an annual process.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

Trustee Induction and Training

There were no new Trustees recruited during 2020-21 and given it was a very unusual year, with the COVID-19 pandemic lasting the full 12 months Trustee training was limited. However online opportunities were provided for trustees in relation to Safeguarding, LGBTQI+ Awareness, Equality, Diversity and Inclusion training.

The Chief Executive took responsibility for ensuring Trustees were appraised of the situation with regard to COVID-19 and Trustee meetings were held on a monthly basis and guidance updates/briefings were regularly received. Trustee attendance was 100% demonstrating commitment, dedication to support the organisation throughout the most difficult situation and their ongoing understanding of the importance of maintaining knowledge and adhering to good governance.

Newer trustees also benefited from ongoing mentoring to ensure they could fully participate in discussion and decision making processes alongside more experienced colleagues. PCP's Chair remains a member of the Association of Chairs, the Chief Executive is a member of ACEVO (Association of Chief Executive of Voluntary Organisations) and the Chartered Institute of Management. Furthermore PCP NCVO (National Council of Voluntary Organisations) utilises articles and resources to assist to provide informative and timely updates around best practice and governance.

Training opportunities were limited during 2020-21 however self-directed learning was encouraged, articles and webinar details shared and structured sessions were provided on the topics of equality, diversity and inclusion and transgender awareness.

Further professional development and networking opportunities will be provided in 2021-22.

The Structure of the Organisation

The Board of Trustees are elected by the membership. The Board can have up to 12 members and have responsibility for strategic direction and policy ensuring PCP meets its legal requirements. The Board of Trustees meets quarterly and their work is supported by a robust sub group structure.

Throughout 2020-21 eight board meetings were held, this was an increase on the previous year in recognition of the need to provide additional governance support during the pandemic. Written board reports were received which provided details of trustee duties and obligations, ensuring full compliance. The board report structure continues to be based on the Charity Governance Code, this assists PCP trustees not only to embed the principles of sound governance but also to maintain a clear focus on the organisation's mission and objects. In 2020-21 reports included specific information regarding Safeguarding as a key governance priority along with board diversity.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

During 2020-21 the Board approved a number of documents to support good governance including:

- Business Development Sub Committee Terms of Reference
- Finance and Investment Sub Committee Terms of Reference
- PCP Fundraising Strategy
- PCP Investment Policy
- PCP Reserves Policy
- PCP Health and Safety Policy Statement
- PCP Equality and Diversity Policy Statement
- PCP Environmental Policy and Policy Statement

The Board also reviewed the organisation's Risk Register, Scheme of Delegation and Register of Interests.

During 2020-21 the Sub Committee Structure was stood down temporarily and all relevant items were overseen by the full Board of Trustees. Ordinarily PCP sub committees are:

1. **Business Development Sub Committee** - to further PCP's objects, ensuring that projects and services meet the organisational mission and aims and considering new opportunities.
2. **Finance and Investment Sub Committee** - to enhance the stewardship of the organisation's financial arrangements and ensure prudence, and ethical investment principles.
3. **Compliance and Best Practice Sub Committee** - to ensure PCP is run in a way that is legal, responsible and effective whilst also considering continuous improvement and striving for excellence.

Business Development and Finance and Investment Sub Committees recommenced in November 2020, a full review of the terms of reference was conducted along with key policies. During 2021-22 a review of the aims of the Compliance and Best Practice Sub Committee will be complete.

The Board of Trustees delegate the responsibility of the running of the organisation to the Chief Executive, whilst remaining fully accountable. PCP's Chief Executive has been in post for over eight years and during this time has ensured that systems and processes to govern the charity are robust, regularly reviewed and in line with best practice. PCP's Chief Executive is experienced and effectively oversees the organisation, including leading successfully through the challenge of the pandemic in a very different environment.

The organisation continues to thrive. Since 2013 income has increased by over 165%, the number and range of projects and services have evolved and the need to ensure appropriate leadership capacity grown. During 2020-21 the role of Executive Lead was introduced into the organisation with two existing leaders moving into these fundamental roles to directly support the Chief Executive. Additionally in 2021-22 an operations manager will be appointed to enhance and improve overall governance arrangements.

Leadership is not restricted to the Chief Executive and senior leaders, it is dispersed across the organisation and leadership attributes are encouraged throughout PCP. The success and ability for PCP to work towards the mission of, "Health, Wellbeing and Learning for All" relies on a full team, cross-organisational approach.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

Chief Executive Pay

Transparency is the first principle of good pay and is crucial if the voluntary sector is to retain public trust and PCP takes its obligations seriously and to this end PCP prides itself on the efficient use of resources and ensures that pay rates are proportionate. PCP does not pay higher salaries than are necessary and/or reasonable whilst valuing the importance of talented and experienced staff to the fulfilment of the charity's public benefit objectives. The procedure for setting PCP's Chief Executive pay is robust; periodically the Board appoints a task group of Trustees to consider the external environment and organisational performance to assess appropriate remuneration levels. This process includes taking independent advice and reviewing trends and benchmarks in the sector in addition to reviewing organisation-wide impacts, outputs and financial performance.

Volunteers

The organisation has a successful volunteer recruitment and support strategy. However as a direct consequence of the COVID-19 pandemic and the national and local restrictions, volunteering opportunities have been incredibly limited during 2020-21. Unfortunately initially all volunteering, with the exception of time dedicated by PCP Trustees, ceased in March 2020 as a result of the government's measures to control the COVID-19 outbreak.

Latterly some volunteering opportunities returned, particularly in outdoor activities such as the Community Garden, telephone and virtual support services such as Befriending and 'user voice' projects including local Healthwatch.

During 2020-21 PCP has maintained an average of 255 active volunteers who gave 6,502 hours supporting the projects and activities run by the organisation during the year. Using the real living wage as a benchmark, this is an in-kind equivalent of £61,769. Many of the volunteers have been service users themselves in the past and have progressed on to supporting the delivery of activities.

Volunteering remains at the heart of what PCP is about and during 2020-21 we will work to re-engage and support volunteers, in line with relevant guidance.

Risk Management

The Chief Executive leads a process with the Senior Management Team (SMT) and the Board of Trustees to conduct a bi-annual review of the risks which the organisation is exposed through assessing every area of the organisation's activity, covering the environment, governance and management, operational issues, financial and compliance risks and each of the organisation's activities to meet the objectives. In 2019-20 PCP implemented a process to rate and rank the organisational risk register, the rating against each risk is based on identifying the potential impact and likelihood.

PCP's Health and Safety Policy is reviewed annually along with the fire risk assessment and other organisational, building and activity risk assessments. PCP is compliant with CHAS the Contractors Health and Safety Assessment Scheme, this was renewed in December 2020.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

A full Business Continuity Plan was implemented in 2018 with different aspects tested periodically, during 2019-20 a test was undertaken of the 'Payroll' section. In March 2020 the 'health pandemic' section of the Business Continuity Plan was activated as a result of the COVID-19 global pandemic. PCP was well-prepared, the Chief Executive led on the effective close down of the Pioneering Care Centre and all office locations across the North East. Throughout 2020-21 central communication and staff support has been consistent, timely and well-received. At every stage PCP has interpreted the government guidelines, ensured compliance with legislation and adhered to all national measures. Additionally PCP has closely monitored and responded to the local and regional position. Feedback from both staff and commissioners continues to be positive. Staff remained designated as home-workers for the whole of 2020-21 with the exception of those who were unable to work from home; in this instance PCP utilised the Job Retention Scheme.

Across PCP staff teams managed remarkably well and quickly adjusted to home working. The vast majority of support for clients and beneficiaries in 2020-21 was provided remotely via telephone and video conferencing. Despite closure of offices, there continued to be no significant disruption to financial processes, payroll or other key management support functions.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

Aims, objectives and activities:

PCP has grown to become a leading third sector organisation working across the North East, whose charitable aims continue to focus on health improvement and reducing health inequalities through building capacity in disadvantaged communities. PCP continues to thrive and delivering services from eight sites. A planned expansion into Redcar and Middlesbrough remains on hold.

PCP continues to employ an average of 100 people. In 2020-21 staff stability was 82% which is the same as 2019-20 and a marked increase from 75% in the previous year (2018-19). To achieve this level of stability is extremely good given the short term nature of projects and services PCP delivers.

PCP has a focus on working with people who are disadvantaged across a population of over 1.2m people. PCP operates in the following areas:

Area	Population*
County Durham	513,242
Sunderland	275,506
Middlesbrough	138,412
Stockton-on-Tees	191,610
Redcar & Cleveland	135,177
TOTAL	1,253,947

**usual population figures from ONS*

PCP's mission is **'Health, Wellbeing and Learning for All'**

The aim/purpose is: **"To improve the health, wellbeing and quality of life of local people disadvantaged through caring responsibilities, disability, age or ill health and reduce inequalities in health."**

The long term outcomes the PCP is seeking for disadvantaged people in order to achieve our aim are:

- To promote independence, choice & control
- To improve lifestyle
- To increase knowledge & skills
- To improve physical health
- To improve confidence, self-esteem & well-being
- To improve economic well-being
- To build community capacity
- To improve access to services for disadvantaged communities & groups
- To promote social inclusion

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

Principal Activities

The Pioneering Care Centre

PCP manages a fully accessible purpose built healthy living centre, the Pioneering Care Centre in County Durham, providing services at a local, sub-regional and regional level.

The Pioneering Care Centre closed its doors to the general public as a result of the pandemic in March 2020 and remained closed for the vast majority of 2020-21. The Chief Executive and one caretaker facilitated access for key health and social care services until a skeleton staff team was brought back in August 2020. However due to local restrictions the Centre was not able to re-open as planned.

To support the local COVID-19 effort part of the building was allocated to the GP Practice/Primary Care Network to enable COVID-19 testing and treatment. In August 2020 it was decided to extend the space leased to the Practice and in November PCP supported the implementation of the Vaccination Centre.

Appointments for podiatry, speech and language and adult mental health services continued, Furthermore Tees, Esk and Wear Valley took additional space to offer mental health and wellbeing appointments for children and young people. House of Eden Day Nursery operated for part of the year following the 'bubble' system.

From January 2021 it was anticipated that PCP Centre-based activities would be able to recommence, however due to local restrictions this was not possible.

Usually PCP runs the following services and activities from the Pioneering Care Centre:

- Health and wellbeing activities
- A fully accessible hydrotherapy pool
- Natural Therapy Suite
- Conference, meeting, room hire facilities and hospitality services
- A community coffee shop
- Employability support services
- Community courses and adult learning opportunities
- Lifestyle and exercise classes and activities
- Health Trainer and Health Trainer Champion support services
- Community garden and allotments

The Centre also houses services delivered by other partners as follows:

- Jubilee Medical Practice
- The Village Pharmacy
- NHS clinics
- NHS Mental Health Services
- House of Eden Children's Nursery
- Great Aycliffe & Middridge Area Action Partnership (GAMP)
- Improving Access to Psychological Therapies (IAPT) Services

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

PCP provides a number of projects across County Durham working in collaboration with a range of other voluntary or statutory organisation's. These have been delivered virtually during 2020-21 and include:

- County Durham Wellbeing for Life
- Joining the Dots (cancer support)
- Cancer Awareness
- 5 local Healthwatch contracts - County Durham, Sunderland, Stockton-on-Tees, Redcar & Cleveland and Middlesbrough (known locally as 'South Tees Healthwatch)
- Stockton Independent Complaints Advocacy Service
- ESF Building Better Opportunities Health and Financial Support (County Durham and Tees Valley)
- Stockton Service Navigation Project (Social Prescribing);
- Options Day Service
- Mental Health and Befriending services
- Workplace Health Support

New projects or service for 2020-21 include:

- SafeHaven/Happiness Hubs
- Stockton COVID-19 Community Champion Programme
- County Durham COVID-19 Resilience Team
- Peer Support and Befriending Research
- Primrose Lodge Events Worker
- Frail Elderly Link Worker

PCP is recognised for its expertise in health and wellbeing. PCP's Chief Executive plays a key role in developing community adult mental health wellbeing services across County Durham and beyond chairing the Resilient Communities Group a sub-committee of the Mental Health Strategic Partnership Board.

The COVID-19 impact on delivery is included in the 'Trustee Report on the 'Implications of COVID-19 measures' section on page 17 to 19.

For further information please refer to PCP's Annual Report which can be found on the website: www.pcp.uk.net

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

Achievements and performance

PCP Strategic Plan

In June 2019 PCP's Board of Trustees approved a new 5-year Strategic Plan. This informs the future direction of the charity, feeds into the Chief Executive's objectives, supports the operational delivery and management of PCP and is reviewed annually by the Board. This annual assessment helps to determine where the organisation's energy and resources should focus for the coming year.

PCP's Strategic Plan is designed as a cross-cutting document to direct organisational focus, enable continuous development and to instill confidence in PCP's governance arrangements as a charity and company limited by guarantee. The Strategic Plan covers 10 main areas:

1. PCP Mission and Purpose
2. Health, Wellbeing and Learning for All - targeting support
3. Governance
4. Leadership
5. Core Values
6. Finance
7. Quality, Human Resources & Volunteering
8. Marketing, Communications & Engagement
9. Digital Strategy
10. Environmental Management

COVID-19 has not halted progress against PCP's Strategic Plan and in some areas the pandemic is expected to result in short term positive outcomes, such as reduction in PCP's carbon footprint through reduced travel, photocopying etc, agile working, embracing digital communications both internally and externally and importantly continued support for beneficiaries is able to be sustained through outreach teams and projects. However trustees recognise that COVID-19 recovery will take time and the short-term gains may be outweighed by longer term difficulties in developing new projects and services. In 2020-21 the Board agreed to extend the lifespan of the Strategic Plan, this now runs until 2026 to allow time to work towards the ambitions outlined for each area,

Monitoring & Evaluation

In 2020-21 PCP maintained the approach to apply a model of evaluation called 'Impact Mapping' developed by the New Economics Foundation (NEF). This is based on a 'theory of change' methodology and assist PCP to link our mission, objectives and activities with what happens because of them. This is the eighth year of successfully using this model to monitor performance, consequently the organisation is usually able to use previous data to benchmark performance and undertake trend analysis. 2020-21 has been a year like no other and unfortunately it cannot be compared against previous results.

Different monitoring and evaluation tools were explored during 2019-20 and it had been anticipated that the model may change in 2020-21, however this has been delayed as a result of COVID-19.

The following section highlights some of the key achievements for the year 2020-21:

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

Further information can be found at the organisation's website www.pcp.uk.net

This year's headlines

A round up of what's happened!

**GP practice at the
Pioneering Care
Centre becomes a
vaccination centre**



**PCP launch new
befriending service**



**PCP win Garden
Award**



**Waterbabies continue
to use hydrotherapy
pool**



**This Girl Can and POW
virtual sessions
launch**



**Options return to the
Pioneering Care
Centre**



**New COVID-19
Stockton-On-Tees
Community
Champions go live**



**PCP launches the
County Durham
COVID-19 Resilience
Team**



**Day of Reflection
across PCP to
remember those
impacted by COVID-19**



PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

FINANCIAL REVIEW

During 2020-21 PCP planned to utilise reserves for a number of projects in support of the organisation's charitable objectives. Additional income has been secured for projects and services in 2020-21, this is 11% less than the budgeted income for the year 32% ahead of 2019-20. Furthermore, the efficient delivery of projects and services and the organisation's prudent approach saw expenditure 23% less than budgeted. This resulted in an end of year surplus position.

The full results and company's financial position at the end of the year are shown in the attached financial statements.

Activities generating funds

Activities generating funds for the organisation include the Kitchen Garden, Room Hire, Therapy Suite and the Hydrotherapy Pool within the Pioneering Care Centre, all of which have remained closed during 2020-21. Some elements of these services are usually subsidised by the charity in line with supporting the organisation's mission of health, wellbeing and learning for all and to enable people from disadvantaged communities to access services.

The organisation also sublets the Pioneering Care Centre to a number of Tenants within the building and charges rent and service charges for the appropriate allocated floor space. Tenants included: The Village Pharmacy; Jubilee Medical Group; Durham County Council; Tees, Esk & Wear Valley NHS Trust; House of Eden Children's Nursery, NHS Property Services and private counselling practitioners. During 2019-20 PCP worked with tenants to agree long- term lease arrangements and leases were in the process of being drawn up by PCP's solicitors in March 2020. This was put on hold due to COVID-19.

Trustees recognise their legal obligation to obtain and consider a written report from a suitably qualified surveyor before any disposal such as a lease is granted out of a charity's land, in addition to their responsibility to achieve the best rent possible. Trustees have appointed an independent Chartered Surveyor to provide a market rent valuation report to be used as an indication of the value in accordance with the Charities Act Market Rent and S119 of the Charities Act 2011. This report will be considered in 2021-22 and lease arrangements finalised thereafter.

Investment Policy

PCP's investment portfolio is managed by Rathbone Investment Management Ltd. The portfolio is a combination of different asset types and weightings to take into account both long term investment behaviours and shorter term prevailing market conditions. The investment objective aims to preserve the capital investment in real terms whilst providing the opportunity for some growth in capital and income and therefore PCP opted for a medium risk tolerance for the fund.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

The investment portfolio performed strongly during the financial year ending 31 March 2021, posting a gain of 19.1%. Following the collapse in stock markets during the final quarter of the previous year as the Pandemic took hold, the significant amount of economic and monetary support provided by Governments and Central Banks worldwide enabled a swift and sustained recovery in value. The first day of the financial year represented the low point for the period and the PCP portfolio took full part in the recovery, such that by 31 March 2021 it stood at a record high since inception of the investment strategy. Whilst the short-term outlook remained cautious during 2020/21 amid uncertainty for the easing of lockdowns and the effectiveness of vaccination programmes, the long-term investment objectives remained in place; to preserve value in real terms whilst providing the opportunity for some growth in capital and income. As such, the portfolio remained invested throughout which resulted in a positive outcome for performance during the year.

In line with the organisation's Investment Policy, monies are also invested in a 7-year Fixed Bond Account with Secure Trust Bank. In March 2021 PCP opted to withdraw these funds following the decision of Secure Trust Bank to no longer offer this type of account.

Additionally PCP holds a 35 day reserve account and an instant access custom account, for which the current interest return on these accounts is significantly low due to the present economic climate.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

Reserves' Policy

PCP's Reserves' Policy ensures that Trustees, the Chief Executive and senior staff, act in the interests of their charity and its beneficiaries at all times. This Policy protects and safeguards organisational assets, assists Trustees to act with reasonable care and skill, and ensures that PCP is accountable.

The Reserves' Policy aims to aid PCP's strategic planning, budgeting and risk management processes. PCP reserves provide a cushion for planned or unplanned future needs safeguarding the organisation from unexpected events, losses of income and large unbudgeted expenses. The Reserves' Policy also aims to assist with the management of cash flow, provide working capital for day-to-day operations and aid decision making when considering investing in new ways of working.

The Policy and associated procedures sets out that PCP will aim to maintain reserves of a minimum of 6 months and maximum of 14 months core and centre operating costs. Where the reserves position exceeds this level the Board will then identify if resources are available to utilise to further PCP's charitable aims.

The organisational Reserves' Policy is reviewed on an annual basis by the Finance and Investment Sub Committee and full Board of Trustees. This was reviewed during 2020-21.

The Board of Trustees have stated that 'reserves' in this instance apply to general reserves, which is part of the income funds that are freely available for general use.

The charity has adopted a computational approach to justifying its reserves. This Reserves' Policy helps to ensure that the charity can meet its financial obligations to core and centre staff salary and operating costs. Other factors which are beginning to affect the organisation is that some funding streams have payments in arrears, therefore the organisation needs to have monies available to cushion this effect and ensure operational liquidity.

At 31 March 2021 the charity held free reserves of £1,026,440 which equates to 13 months core and centre running costs.

PCP Board of Trustees acknowledge and understand that as the COVID-19 pandemic unfolds and the organisation's income generating activities have ceased there may be the need to use a proportion of the reserves to support core and centre functions in 2020-21. The Board takes regular reports from the Chief Executive to closely monitor and assess the situation and ensure that appropriate and timely action is taken where required. This ongoing situation will be evaluated regularly by PCP.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

Quality

Quality is at heart of what PCP does and is vitally important to ensure we fulfil our mission, continue to meet the needs of local people and communities, strive for improvement and ultimately make a difference or positive impact. PCP achieved the Environmental Quality Standard ISO 14001 and ISO 9001 the international standard that specifies requirements for a quality management system. Both have been successfully reassessed during the year with the Environmental award being full recertified.

During 2020-21 PCP was also re-assessed against the Investors in People Standard. Investors in People have accredited more than 50,000 organisations, underpinning each of the 9 standards is a maturity model. This sets out the criteria of accreditation, from Bronze, Silver and Gold levels. Each level progresses from Developing to High Performing. PCP was delighted to have continued to progress significantly with its employment practices and was awarded GOLD in October 2020.

The Assessor said:

- You are an example of a charity which has continued to embrace proven principles of high performance management.
- There is a clear plan for the future based around delivering the mission and purpose of the charity.
- Your ambition is supported by formal planning processes and clear and concise impact plans for all areas within the charity, with effective governance from the board.
- As leaders, you clearly articulated a desire to build on the successes you have experienced since the last review and this is recognised across the board.
- You and your people clearly described the approaches designed to deliver success, all of which focused on doing the right things and examples even during the Pandemic supported this.
- Combine this desire with extensive reporting and evaluation activity and an open leadership style, and you have the recipe for success.
- More importantly, employees feel the charity remains a great place to work. Your people provided many examples to confirm this belief which was underpinned by a feeling of trust, transparency and empowerment.
- As a result of your hard work, you now have a loyal workforce who take pride in their work, who feel trusted, empowered and involved in delivering success.
- People are proud to be an employee of the charity and proud to be delivering support for the community.
- Pioneering Care Partnership is a great company to work for.

PCP Staff feedback included:

"At PCP we have a savings club, we get wellbeing support such as a 30 minute wellbeing break, which has been increased to 60 minutes, we have a cycle to work scheme, although I don't cycle and the best thing is we get loads of praise, even from our Chief Exec. They treat you as a real person here and appreciate the work you do."

"The charity celebrates events – for example we held a 20th Birthday celebration for PCP, they have Awards, they have events like Christmas and Halloween and provide long service awards."

"In 6 years I have been promoted three times and always get thanks and praise in my job – they have maintained a commitment to my development and supported me in my role."

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

"The best thing about working here is that it's a really nice place and I feel valued for the work I do, helping people in the community and helping people who are vulnerable."

"During the Pandemic we have received regular update emails from the CEO about current and future issues – this gave me confidence and made me feel like the values are real."

Furthermore PCP continues to sustain the following standards such as:

- Investors in People Status
- Better Health at Work Continuing Excellence/Ambassador Status
- CHAS the Contractors Health and Safety Assessment Scheme
- ISO 9001 Quality Standard
- ISO 14001 Environmental Management System
- Time to Change Pledge
- Carer Pledge

PCP were awarded the County Durham Volunteering Kitemark which is awarded to organisations who demonstrate how their volunteering programmes endeavour to overcome barriers to volunteering, recognising the value of recruiting and retaining volunteers. The Kite Mark is valid for two years, PCP will be reassessed in 2021.

The achievement of these standards puts PCP in a strong position in the competitive tendering market in addition to demonstrating our commitment to quality for our customers, clients, staff and volunteers.

Key financial performance indicators (2020-21)

Ratio	2020-21	2019-20	2018-19	2017-18	2017-18	2015-16
Liquidity ratio	19.72:1	7.1:1	7.1:1	6.8:1	6.08:1	4.6:1
Average Reserves : Expenditure (Other Charitable funds)	1.071:1	0.54:1	0.58:1	0.63:1	0.66:1	0.61:1
Debtors Days	77	35 days	26 days	54 days	58 days	52 days
Labour Turnover (%)	23.8%	25.1%	32.9%	25.9%	30.1%	27.7%
Labour Stability Index (%)	82%	82%	75%	89%	76%	81%
Absence (%)	2.2%	2.6%	2.6%	2.9%	2.7%	3.4%
Staff participation in training And development (%)	67.3%	75%	87%	95%	95%	91%

The organisation prides itself on being supportive to staff and we have a number of initiatives in place through our Work Life Balance policy and procedures and our return to work processes. The latest information published by the Office of National Statistics (ONS) estimate that the UK sickness absence rate has fallen to 1.8% in 2020. According to the ONS the coronavirus (COVID-19) pandemic has affected the sickness absence data in a number of ways; while the virus may have led to additional sickness absence, measures such as furloughing, social distancing, shielding and increased homeworking appear to have helped reduce other causes of absence.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

PCP's absence figures are ordinarily consistently lower than the UK average however during 2020-21 we have had one instance of long-term absence which has affected PCP's rate. Had this not occurred the PCP's absence rate would have been 1%. Organisationally PCP continues to strive to ensure we support our teams effectively and feedback has been overwhelmingly positive in relation to the measures in place. Staff particularly like the 2 hours paid wellbeing time provided throughout 2020-21.

PCP's Labour Market stability has always fluctuated due to the nature of the charitable business; short term contracts and externally funded projects and services, however it has been consistently high for the past 2 years. PCP works to sustain this through a number of support interventions and our strong track record of sustaining projects and interventions across the North East.

The organisation's liquidity ratio is high, as a result of project and service expenditure being dramatically reduced due to COVID-19. Following the COVID-19 pandemic, across the country, and indeed internationally, businesses from all sectors will be starting to consider and plan for a very different future. PCP has benefited from the assistance of the Job Retention Scheme, however PCP is not immune to the long-term financial impact of reduced services and therefore reduced income, particularly in relation to the Pioneering Care Centre. During 2020-21 a significant amount of work was undertaken to review the position and source new income streams. As the Country progressed throughout the pandemic and into recovery PCP will continue to effectively plan and take any necessary action to safeguard the organisation.

Future Priorities and Developments:

PCP priorities for 2021-22 will inevitably focus on COVID-19 recovery. These will be closely aligned to PCP's Strategic Plan and include:

1. Robust financial management

- a. Clear financial projections for 2021-22 and 2022-23 with COVID-19 scenario planning considerations developed on 'real time' data and forecasting principles.
- b. Financial review of the Pioneering Care Centre including tenancies and service delivery to understand and mitigate risks in relation to COVID-19
- c. Development of a full Financial Strategy

2. COVID-19 recovery and minimise impact and risk for 2021-22 any beyond

- a. Continue to critically review the organisational structure, specifically with regard to Pioneering Care Centre based services.
- b. Position future services to support communities with post-COVID-19 needs.
- c. Systematically consider learning points from COVID-19
- d. Implement new working practices, embedding agile methods, considering opportunities for hybrid models and talent management strategies across the organisation.

3. Continue with the Hydrotherapy Pool Renovation and other building works to sustain and improve the Pioneering Care Centre.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

TRUSTEE REPORT ON THE IMPLICATIONS OF COVID-19 MEASURES

Throughout the global COVID-19 pandemic PCP Trustees have provided oversight and support to enable the Chief Executive to lead and guide the organisation, navigating changeable restrictions and balancing with local measures whilst ensuring the safety of staff, volunteers and clients. During this period of rapid change PCP has ensured the organisational approach was robust, considered, timely, well-planned and effectively communicated.

PCP's approach included:

- **Governance** - monthly trustee meetings were scheduled, these continued to be held during 2020-21, in addition support was provided through 1-2-1 discussions with the Chair. In addition to full Board the Business Development Sub Committee and Finance and Investment Sub Committee re-commenced and a Centre Development Task Group was established to focus on building work and Hydrotherapy Pool renovation.
- **Preparation** - PCP's Business Continuity Plan was reviewed and the actions relating to pandemic considered. ICT infrastructure continued to be developed with the ongoing purchase of hardware and the move to Office 365. Training and support was provided to all staff and during 2021-22 bite-size learning will continue to be offered.
- **Communication** - regular updates and briefings are provided to staff, volunteers, tenants and beneficiaries across all areas of PCP. As central government updated measures standard notifications, posters and displays ensure consistency of approach. Staff and volunteer contact details (personal email addresses) remain fully up-to-date and therefore communication has been straightforward throughout the pandemic. Feedback from staff has been overwhelmingly positive with staff reporting that they felt engaged, supported and updated.
- **Working from home** - the majority of PCP's staff have been supported to work from home. Wellbeing is central to our approach to supporting teams and we have encouraged full flexibility to enable those who have caring or other responsibilities to have a healthy work life balance.
- **Closure of public buildings** - as a result of the announcement on 20th March 2020 the Pioneering Care Centre closed on Saturday 21st March 2020. Business Continuity Plans supported the process therefore the closure was executed effectively, likewise the re-opening has been managed well. This is an ongoing/phased process and subject to change.
- **Charity Financial Assistance** - PCP has utilised the HMRC Job Retention Scheme and continues to do so on a very limited basis. Also PCP received a small business grant and tenants are mainly statutory bodies and therefore have continued to pay rent. PCP delivers a day service for adults with learning and physical disabilities and sustainability payments have been received in 2020-21 from Durham County Council (DCC) for this service. This range of support and income has assisted with the financial stability of the Pioneering Care Centre and is in line with the government's ambition to not destabilise the charitable sector.
- **Staff Financial Support** - Financial hardship was a concern therefore PCP committed to pay those who were 'furloughed'/part of the HMRC Job Retention Scheme 100% of their salary. PCP immediately instigated working from home allowances to ensure that staff who incurred additional costs were supported financially, this is ongoing.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

- **Support for Communities** - all of PCP's projects continued to operate across the North East, this accounts for approximately 60% of the organisation's work. Whilst the Pioneering Care Centre was closed and therefore all of PCP's services ceased the charity supported communities virtually. PCP also provided additional space to the NHS free of charge to establish a local COVID-19 Testing and Treatment area. Tees Esk and Wear Valley took additional space to provide mental health support to children and young people; recognising the Pioneering Care Centre is a COVID Secure Environment.
- **Impact on Fundraising** - during the pandemic PCP has continued to seek new opportunities and secure new funding to expand and deliver services. During 2020-21 PCP secured funding to provide direct support to people affected by COVID-19 as well as a range of mental health and wellbeing related projects.
- **COVID-19 Secure:** During 2020-21 PCP sustained its work on all area risk assessments, relating to COVID-19, office locations, outside activities, lone working, etc. and has appropriate measures in place as set out in government guidance. Confidence in PCP's ability to manage the risk is high across all staff teams and tenants are comfortable with the approach taken.

COVID-19 FINANCIAL SUSTAINABILITY IMPACT

PCP Trustees agreed to postpone the AGM in 2020 to allow time to assess the financial situation and provide going concern assurance; however this is not required in 2021 and the AGM will be held in July as scheduled. Due to the foresight and work of the leadership team the organisation is in a very strong position with a range of new projects and services. These have been developed as a direct result of PCP's reputation, track record and networks.

The Chief Executive maintains strong communication with the Board to ensure trustees are fully apprised of the financial situation, any liabilities or risks and any opportunities. PCP is in a strong position but is not complacent. Following the COVID-19 pandemic, PCP is not immune to the long-term impact and there is a need to maintain an agile business model. PCP Trustees are confident that the organisation is a going concern as a result of the following:

- New projects and services
- Strong strategic relationship and networks
- Healthy level of reserves
- 2020-21 end of year position
- 2021-22 budget projections
- PCP projects are sustained, effective and efficient.
- Improved Management Account reporting – this has been refined during 2020-21 to improve understanding
- Liquidity ratio
- Assessment of liabilities - some areas of operation are considered to be low-level liabilities, these small departments and individual action plans are developed to mitigate any risk.
- Investment performance - PCP's investment portfolio value increase in 2020-21. Trustees are aware that this may fluctuate and PCP does not foresee the need to draw on this in the medium term.
- Development opportunities - PCP continues to work on new initiatives and the potential to extend existing contracts.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

- Operational considerations - the Pioneering Care Centre is reopening incrementally. Project and office staff will continue to work from home for the foreseeable future and some areas may not return to full operation for a significant period of time, this has been factored into projections.
- Staff satisfaction is high – staff turnover is low, our skilled, effective and experienced workforce are flexible and happy with how PCP has responded to the pandemic.

PCP's mission is Health, Wellbeing and Learning for All, and the organisation is central in supporting the COVID-19 response and recovery in communities. Given the significant impact the pandemic could have had on the charity PCP is in a strong financial and strategic position. It has sustained delivery where possible throughout 2020-21, taken a creative approach to developing new projects and supported innovation in partnership with statutory and voluntary sector providers. The Board of Trustees are satisfied that there are no significant risks, financial or otherwise, or any material uncertainties related to events or conditions that cast significant doubt on the charity's ability to continue as a going concern.

PIONEERING CARE PARTNERSHIP

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees (who are also the Directors of The Pioneering Care Partnership for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

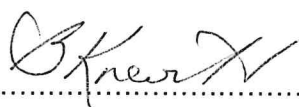
In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Haines Watts, will be proposed for re-appointment at the forthcoming Annual General Meeting.

SIGNED ON BEHALF OF THE BOARD OF TRUSTEES:



Barry Knevitt - Chairperson

Dated 14/9/21

PIONEERING CARE PARTNERSHIP

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF PIONEERING CARE PARTNERSHIP

Opinion

We have audited the financial statements of Pioneering Care Partnership (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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 charity'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.

However, not all future events or conditions can be predicted. The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the charitable company's activities, customers, suppliers and wider economy. The trustees' view on the impact of COVID-19 is disclosed on within the trustees report on page 17 and within the accounting policies.

Other information

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

We have nothing to report in this regard.

PIONEERING CARE PARTNERSHIP

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF PIONEERING CARE PARTNERSHIP

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report 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 directors' report included within the trustees' report has 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 charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose 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 charity'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.

PIONEERING CARE PARTNERSHIP

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF PIONEERING CARE PARTNERSHIP

We obtained an understanding of the legal and regulatory framework applicable to both the company itself and the industry in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the directors and other management. The most significant were identified as the Companies Act 2006, UK GAAP (FRS102) and relevant tax legislation. We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- confirming with the directors and management whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- Confirmation received direct from banks to verify balance as on the last day of the accounting year;
- Reviewed appropriateness of allocation of restricted funds;
- Reviewing minutes of meetings of those charged with governance.

Our audit did not identify any key audit matters relating to the detection of irregularities including fraud. However, despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://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. 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 auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the 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.



Gillian Benjamin ACA (Senior Statutory Auditor)
for and on behalf of Haines Watts North East Audit LLP

27th September 2021

Chartered Accountants
Statutory Auditor

17 Queens Lane
Newcastle upon Tyne
NE1 1RN

PIONEERING CARE PARTNERSHIP

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

Current financial year

	Notes	Unrestricted funds general 2021 £	Unrestricted funds designated 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
Income from:						
Donations	3	283,799	4,843	5,537	294,179	18,999
Charitable activities	4	1,768,887	-	1,593,233	3,362,120	2,459,729
Other trading activities	5	284,302	3,824	-	288,126	499,401
Investments	6	28,104	-	-	28,104	14,753
Total income		<u>2,365,092</u>	<u>8,667</u>	<u>1,598,770</u>	<u>3,972,529</u>	<u>2,992,882</u>
Expenditure on:						
Raising funds	7	40,956	-	-	40,956	109,622
Charitable activities	8	1,909,772	-	542,486	2,452,258	2,495,690
Total resources expended		<u>1,950,728</u>	<u>-</u>	<u>542,486</u>	<u>2,493,214</u>	<u>2,605,312</u>
Net gains/(losses) on investments	13	44,130	-	-	44,130	(14,361)
Net incoming resources before transfers		458,494	8,667	1,056,284	1,523,445	373,209
Gross transfers between funds		(261,139)	211,092	50,047	-	-
Net income for the year/ Net movement in funds		<u>197,355</u>	<u>219,759</u>	<u>1,106,331</u>	<u>1,523,445</u>	<u>373,209</u>
Fund balances at 1 April 2020		<u>1,232,653</u>	<u>210,922</u>	<u>493,070</u>	<u>1,936,645</u>	<u>1,563,436</u>
Fund balances at 31 March 2021		<u><u>1,430,008</u></u>	<u><u>430,681</u></u>	<u><u>1,599,401</u></u>	<u><u>3,460,090</u></u>	<u><u>1,936,645</u></u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

PIONEERING CARE PARTNERSHIP

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

Prior financial year

		Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
	Notes			
Income from:				
Donations	3	11,429	7,570	18,999
Charitable activities	4	1,826,963	632,766	2,459,729
Other trading activities	5	499,401	-	499,401
Investments	6	14,753	-	14,753
Total income		<u>2,352,546</u>	<u>640,336</u>	<u>2,992,882</u>
Expenditure on:				
Raising funds	7	<u>109,622</u>	<u>-</u>	<u>109,622</u>
Charitable activities	8	<u>2,180,525</u>	<u>315,165</u>	<u>2,495,690</u>
Total resources expended		<u>2,290,147</u>	<u>315,165</u>	<u>2,605,312</u>
Net gains/(losses) on investments	13	<u>(14,361)</u>	<u>-</u>	<u>(14,361)</u>
Net incoming resources before transfers		48,038	325,171	373,209
Gross transfers between funds		<u>(36,344)</u>	<u>36,344</u>	<u>-</u>
Net income for the year/ Net movement in funds		11,694	361,515	373,209
Fund balances at 1 April 2019		<u>1,431,881</u>	<u>131,555</u>	<u>1,563,436</u>
Fund balances at 31 March 2020		<u><u>1,443,575</u></u>	<u><u>493,070</u></u>	<u><u>1,936,645</u></u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.


PIONEERING CARE PARTNERSHIP

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021		2020	
		£	£	£	£
Fixed assets					
Tangible assets	14		115,207		131,030
Investments	15		288,360		494,853
			<u>403,567</u>		<u>625,883</u>
Current assets					
Debtors	16	1,391,791		273,179	
Investments	17	250,923		-	
Cash at bank and in hand		1,576,704		1,252,966	
		<u>3,219,418</u>		<u>1,526,145</u>	
Creditors: amounts falling due within one year	18	<u>(162,895)</u>		<u>(215,383)</u>	
Net current assets			<u>3,056,523</u>		<u>1,310,762</u>
Total assets less current liabilities			<u>3,460,090</u>		<u>1,936,645</u>
Income funds					
Restricted funds	21		1,599,401		493,070
<u>Unrestricted funds</u>					
Designated funds	22	430,681		210,922	
General unrestricted funds		1,430,008		1,232,653	
			<u>1,860,689</u>		<u>1,443,575</u>
			<u>3,460,090</u>		<u>1,936,645</u>

The financial statements were approved by the Trustees on 29/7/21


.....
H Brewster
Trustee


.....
B Knevitt
Trustee

Company Registration No. 03491237

PIONEERING CARE PARTNERSHIP

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash generated from operations	26		306,784		429,815
Investing activities					
Purchase of tangible fixed assets		(10,850)		(33,663)	
Purchase of investments		(84,281)		(48,347)	
Proceeds on disposal of investments		83,981		46,705	
Investment income received		28,104		14,753	
Net cash generated from/(used in) investing activities			16,954		(20,552)
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			323,738		409,263
Cash and cash equivalents at beginning of year			1,252,966		843,703
Cash and cash equivalents at end of year			1,576,704		1,252,966

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Charity information

Pioneering Care Partnership is a Company Limited by Guarantee registered in England and Wales. Every member of the company undertakes to contribute to the assets if the company is wound up while he/she is a member or within one year of ceasing to be a member, such amount as may be required not exceeding £1. The address of the registered office is given in the legal and administration information page.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

The financial statements have been prepared on a going concern basis. The Trustees (Company Directors for the purpose of Company law) have reviewed and considered relevant information, including the annual budget in making their assessment. In particular, in response to the COVID-19 pandemic, the Trustees have tested their projections to take into account the impact on their business of possible scenarios brought on by the impact of COVID-19, alongside the measures that they can take to mitigate the impact. Based on these assessments, given the measures that could and will be undertaken to mitigate the current adverse conditions, the current resources available and new projects already confirmed for 2021-22 the Trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions and is recognised as earned. Grant income included in this category provides funding to support performance activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with reasonable certainty. Income received to deliver services over a specific period covering more than one financial year is accounted for over the specific period; related expenditure is accounted when incurred.

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

1.5 Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

The charity is partially exempt for VAT and input VAT not recoverable is charged to management and administration costs.

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Improvements to property	6% on cost
Hydrotherapy pool	25% on cost
Hydrotherapy Pool	25% on cost

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

Fixed assets costing less than £1,500 are not capitalised.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

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

1.11 Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the testes set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Retirement benefits

The charity operates a defined contribution pension scheme. Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

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

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

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

3 Donations

	Total	Total
	2021	2020
	£	£
Donations and gifts	66,461	10,243
Job retention scheme	227,718	8,756
	<u>294,179</u>	<u>18,999</u>

4 Charitable activities

	2021	2020
	£	£
Contracts	2,030,651	2,037,218
Grants	1,331,469	422,511
	<u>3,362,120</u>	<u>2,459,729</u>
Analysis by fund		
Unrestricted funds - general	1,768,887	1,826,963
Restricted funds	1,593,233	632,766
	<u>3,362,120</u>	<u>2,459,729</u>

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

5 Other trading activities

	Unrestricted funds general 2021 £	Unrestricted funds designated 2021 £	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
Hydropool takings	720	-	720	53,088
Rents and service charges	245,587	-	245,587	231,902
Fees and room hire	12,963	3,824	16,787	60,555
Therapy income	370	-	370	31,159
Classes and courses	-	-	-	8,827
Coffee shop	-	-	-	67,329
Fundraising	24,453	-	24,453	28,617
Other	209	-	209	17,924
	<u>284,302</u>	<u>3,824</u>	<u>288,126</u>	<u>499,401</u>

6 Investments

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
Investment income	3,300	4,642
Interest receivable	24,804	10,111
	<u>28,104</u>	<u>14,753</u>

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

7 Raising funds

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
<u>Trading costs</u>		
Direct Delivery Costs	9,948	37,231
Staff costs	27,282	69,388
Hydropool costs	726	3
	<hr/>	<hr/>
Trading costs	37,956	106,622
	<hr/>	<hr/>
<u>Investment management</u>	3,000	3,000
	<hr/>	<hr/>
	40,956	109,622
	<hr/> <hr/>	<hr/> <hr/>

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

8 Charitable activities

	2021	2020
	£	£
Staff costs	1,854,758	1,765,585
Depreciation and impairment	26,673	19,769
Room Hire	(473)	25,108
Travel and Subsistence	14,099	69,391
Activity Expenditure	104,266	44,430
Partner Payments	15,158	39,740
Direct costs	1,225	2,085
Office costs	184,298	202,361
Training	11,626	58,435
Rent and rates	90,180	83,071
Marketing	33,918	44,027
Legal and professional	39,184	41,379
Hydropool maintenance	1,722	-
Bank charges	3,198	4,117
Irrecoverable VAT	29,009	48,718
Miscellaneous	47	-
	<u>2,408,888</u>	<u>2,448,216</u>
Share of support costs (see note 9)	37,920	40,953
Share of governance costs (see note 9)	5,450	6,521
	<u>2,452,258</u>	<u>2,495,690</u>
Analysis by fund		
Unrestricted funds - general	1,909,772	2,180,525
Restricted funds	542,486	315,165
	<u>2,452,258</u>	<u>2,495,690</u>

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

9 Support costs

	Support costs	Governance costs	2021 Support costs	Governance costs	2020
	£	£	£	£	£
Staff costs	36,436	-	36,436	35,503	35,503
Room hire	63	-	63	941	941
Office costs	1,421	-	1,421	1,563	1,563
Travel costs	-	-	-	2,282	3,353
Training	-	-	-	664	664
Audit fees	-	5,450	5,450	-	5,450
	<u>37,920</u>	<u>5,450</u>	<u>43,370</u>	<u>40,953</u>	<u>47,474</u>
Analysed between Charitable activities	<u>37,920</u>	<u>5,450</u>	<u>43,370</u>	<u>40,953</u>	<u>47,474</u>

10 Net movement in funds

	2021	2020
	£	£
Net movement in funds is stated after charging/(crediting)		
Fees payable to the company's auditor for the audit of the company's financial statements	5,450	5,450
Depreciation of owned tangible fixed assets	<u>26,673</u>	<u>19,773</u>

11 Trustees

The trustees were not paid or received any other benefits from employment in the year (2020 - £nil).

No trustees received reimbursement of expenses during the year (2020 - three trustees received £1,547).

No trustee received payment for professional or other services supplied to the charity (2020 - £nil).

12 Employees

The average monthly number of employees during the year was:

	2021	2020
	Number	Number
Chief executive	1	1
Senior management	6	6
Quality, HR and finance	6	10
Admin & support	10	11
Other project staff, etc	75	73
Total	<u>98</u>	<u>101</u>

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

12 Employees

Employment costs	2021 £	2020 £
Wages and salaries	1,720,032	1,698,451
Social security costs	123,280	117,479
Other pension costs	75,164	54,546
	<u>1,918,476</u>	<u>1,870,476</u>

The number of employees whose annual remuneration was £60,000 or more were:

	2021 Number	2020 Number
£60,000 - £70,000	<u>1</u>	<u>1</u>

The key management personnel include the Chief Executive, Executive Leads and Project and People Managers. The total employee benefits of the key management personnel of the charity were £263,916 (2020 - £266,007).

13 Net gains/(losses) on investments

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
Gain/(loss) on sale of investments	<u>44,130</u>	<u>(14,361)</u>

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

14 Tangible fixed assets

	Improvements to property	Hydrotherapy pool	Fixtures, fitting & equipment	Total
	£	£	£	£
Cost				
At 1 April 2020	209,511	41,829	198,092	449,432
Additions	-	-	10,850	10,850
Disposals	-	-	(4,771)	(4,771)
	<u>209,511</u>	<u>41,829</u>	<u>204,171</u>	<u>455,511</u>
At 31 March 2021	209,511	41,829	204,171	455,511
	<u>209,511</u>	<u>41,829</u>	<u>204,171</u>	<u>455,511</u>
Depreciation and impairment				
At 1 April 2020	108,190	41,829	168,383	318,402
Depreciation charged in the year	12,571	-	14,102	26,673
Eliminated in respect of disposals	-	-	(4,771)	(4,771)
	<u>120,761</u>	<u>41,829</u>	<u>177,714</u>	<u>340,304</u>
At 31 March 2021	120,761	41,829	177,714	340,304
	<u>120,761</u>	<u>41,829</u>	<u>177,714</u>	<u>340,304</u>
Carrying amount				
At 31 March 2021	88,750	-	26,457	115,207
	<u>88,750</u>	<u>-</u>	<u>26,457</u>	<u>115,207</u>
At 31 March 2020	101,320	17	6,259	131,030
	<u>101,320</u>	<u>17</u>	<u>6,259</u>	<u>131,030</u>

All fixed assets are for direct charitable use.

During the year ended 31 March 2011 an extension to the Pioneering Care Centre was completed. The extension was developed by County Durham Council under a partnership agreement with PCP and was funded by the Community Assets Programme via The Big Lottery. As part of this partnership agreement, on completion of the building, Durham County Council adjusted the terms of the lease of the Pioneering Care Centre to PCP to a long term leasehold of 125 years, starting in April 2010, at a peppercorn rent.

Leasehold property improvements capitalised after the extension of the lease will be appraised on an individual project basis and will be depreciated according to the charity's assessment of their useful economic life.

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

15 Fixed asset investments

	Listed investments £	Unlisted investments £	Cash in portfolio	Total £
Cost or valuation				
At 1 April 2020	212,575	250,923	31,355	494,853
Additions	84,281	-	-	84,281
Unrealised (loss) / gain	44,130	-	-	44,130
Cash held	-	(250,923)	(15,646)	(266,569)
Disposals	(68,335)	-	-	(68,335)
At 31 March 2021	<u>272,651</u>	<u>-</u>	<u>15,709</u>	<u>288,360</u>
Carrying amount				
At 31 March 2021	<u>272,651</u>	<u>-</u>	<u>15,709</u>	<u>288,360</u>
At 31 March 2020	<u>212,575</u>	<u>250,923</u>	<u>31,355</u>	<u>494,853</u>

Equity investments that are traded on a quoted market are held at fair value determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

16 Debtors

	2021 £	2020 £
Amounts falling due within one year:		
Trade debtors	1,268,150	184,700
Other debtors	390	-
Prepayments and accrued income	123,251	88,479
	<u>1,391,791</u>	<u>273,179</u>

17 Current asset investments

	2021 £	2020 £
Unlisted investments	<u>250,923</u>	<u>-</u>

The charity holds a secured bond which has been invested for 7 years at an interest rate fixed at 3.13% per annum. Due to changes with the Trust the funds are held with this is due to mature at 31 March 2021.

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

18 Creditors: amounts falling due within one year

	Notes	2021 £	2020 £
Other taxation and social security		64,347	69,742
Deferred income	19	17,413	79,729
Trade creditors		47,623	45,821
Other creditors		100	100
Accruals and deferred income		33,412	19,991
		<u>162,895</u>	<u>215,383</u>

19 Deferred income

	2021 £	2020 £
Other deferred income	<u>17,413</u>	<u>79,729</u>

20 Financial instruments

	2021 £	2020 £
Carrying amount of financial assets		
Instruments measured at fair value through profit or loss	<u>523,574</u>	<u>212,575</u>

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

21 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

Current year

	Movement in funds				
	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2021 £
Hydrotherapy Pool	80,098	-	-	-	80,098
BBO Road	-	138,711	(146,889)	8,178	-
BBO SFTV	3,079	38,246	(39,986)	-	1,339
Growing our Community (formally Dementia Friendly Gardening Grant)	5,213	1,320	(563)	563	6,533
Together 21	-	45,201	(62,263)	37,062	20,000
Healthwatch England Secondment	-	30,000	(22,893)	-	7,107
COVID-19 Resilience Hub (Durham)	-	1,001,000	(15,889)	-	985,111
Befriending Research Project	-	206,000	-	-	206,000
RCG Mapping Grant	346,041	-	(119,161)	(30,841)	196,039
Safe Haven	39,909	103,555	(104,716)	-	38,748
Options	-	3,590	-	-	3,590
Healthwatch CIC	18,730	-	(497)	-	18,233
Sport England - This Girl Can	-	8,653	(950)	-	7,703
Young Adults Support Cafe	-	7,860	(3,536)	2,932	7,256
RGC Befriending Research Project	-	14,634	(25,143)	32,153	21,644
	<u>493,070</u>	<u>1,598,770</u>	<u>(542,486)</u>	<u>(50,047)</u>	<u>1,599,401</u>

Prior year

	Movement in funds				
	Balance at 1 April 2019 £	Incoming resources £	Resources expended £	Transfers £	Balance at 1 April 2020 £
Hydrotherapy Pool	74,993	5,080	25	-	80,098
BBO Road	-	168,666	(173,180)	4,514	-
BBO SFTV	17	45,086	(42,024)	-	3,079
Growing our Community (formally Dementia Friendly Gardening Grant)	7,322	10,251	(13,263)	903	5,213
Together 21	24,999	15,951	(71,877)	30,927	-
RCG Mapping Grant	-	350,000	(3,959)	-	346,041
Safe Haven	-	45,302	(5,393)	-	39,909
Healthwatch CIC	24,224	-	(5,494)	-	18,730
	<u>131,555</u>	<u>640,336</u>	<u>(315,165)</u>	<u>36,344</u>	<u>493,070</u>

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

21 Restricted funds

Hydrotherapy pool renovation fund is the amount set aside for the planned replacement of the Hydrotherapy pool in the Pioneering Care Centre.

Building Better Opportunities - Reaching Out Across Durham (ROAD) supports disadvantaged individuals in Durham aged 25+ who are furthest away from employment and experiencing significant barriers. ROAD is funded by the Big Lottery Fund and the European Social Fund, hosted by Groundwork NE & Cumbria and involves several partner organisations. PCP leads the health and wellbeing aspect and contributions to financial and digital inclusion work.

Building Better Opportunities - Step Forward Tees Valley (SFTV) support local people to overcome the complex reasons preventing them from finding work. These barriers could include physical or mental ill health, a lack of self-confidence, a gap in skills, a conviction or an addiction. Step Forward Tees Valley is joint funded by the Big Lottery Fund and the European Social Fund, as part of their investment in local projects that tackle the root causes of poverty and promote social inclusion. PCP delivers health and wellbeing support in Darlington, Redcar & Cleveland and Middlesbrough.

Dementia friendly gardening grant was received from Durham County Council in the year to support the Dementia Friendly Café.

Together 21 support children young people with Down Syndrome and their families in the Durham and Teesside area.

RCG Mapping Grant - PCP secured resource to support the development of information platforms for Children and Young People and Adults to support the work of County Durham's Mental Health Partnership and the Resilient Communities Group. This grant was awarded to enable scoping, testing and development prior to launching a platform (website) for use by local people. This work was due to fully commence at the end of 2019-20 but was delayed due to COVID-19.

Safe Haven - as part of a national NHS Transformation pilot PCP has been commissioned to develop 'Safe Havens' across the communities of County Durham and Darlington. This work was due to commence at the end of 2019-20 but was delayed due to COVID-19.

Healthwatch CIC relates to funds transferred to PCP during 2016 following the closure of the organisation.

Healthwatch England Secondment - expertise of a Healthwatch Project Lead to support the development of national governance templates, policies and procedures. This was a time-limit assignment.

PCP secured funding for COVID 19 Resilience Hub to help provide access to timely and local support for COVID-19 specific mental health and emotional wellbeing needs within County Durham.

The Befriending Research Project helps support in the response to community mental health needs and develop new systems for delivery of community support services.

Options is a member led day service providing support for adults with a range of learning and physical disabilities.

This Girl Can funding was received to support a programme of physical activity sessions that will encourage women to participate in a relaxed, informal environment with an emphasis on positivity, encouragement and support.

PCP provide a safe space for the Young Adults Support Café and a dedicated worker to deliver the sessions.

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

22 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

Current year

	Movement in funds				Balance at 31 March 2021 £
	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	Transfers £	
Hydropool	157,241	8,667	-	220,476	386,384
Project Fund	53,681	-	-	(9,384)	44,297
	<u>210,922</u>	<u>8,667</u>	<u>-</u>	<u>211,092</u>	<u>430,681</u>

Prior year

	Movement in funds				Balance at 31 March 2020 £
	Balance at 1 April 2019 £	Incoming resources £	Resources expended £	Transfers £	
Hydropool	150,000	7,241	-	-	157,241
Project Fund	-	-	-	53,681	53,681
	<u>150,000</u>	<u>7,241</u>	<u>-</u>	<u>53,681</u>	<u>210,922</u>

Hydropool needs to be replaced. A fundraising campaign will commence to part raise the funds. Trustees have set aside some reserves to support the overall replacement costs.

Projects - This underspend relates to project delivery during 2019/20, for example County Durham Healthwatch.

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

23 Analysis of net assets between funds

Current year

	Unrestricted funds	Designated funds	Restricted funds	Total
	2021	2021	2021	2021
	£	£	£	£
Fund balances at 31 March 2021 are represented by:				
Tangible assets	115,207	-	-	115,207
Investments	288,360	-	-	288,360
Current assets/(liabilities)	1,026,441	430,681	1,599,401	3,056,523
	<u>1,430,008</u>	<u>430,681</u>	<u>1,599,401</u>	<u>3,460,090</u>

Prior year

	Unrestricted funds	Designated funds	Restricted funds	Total
	2020	2020	2020	2020
	£	£	£	£
Fund balances at 31 March 2020 are represented by:				
Tangible assets	131,030	-	-	131,030
Investments	494,853	-	-	494,853
Current assets/(liabilities)	606,770	210,922	493,070	1,310,762
	<u>1,232,653</u>	<u>210,922</u>	<u>493,070</u>	<u>1,936,645</u>

24 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021	2020
	£	£
Within one year	6,257	19,715
Between two and five years	147	6,403
In over five years	109	110
	<u>6,513</u>	<u>26,228</u>

PIONEERING CARE PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

25 Related party transactions

There were no disclosable related party transactions during the year (2020 - none).

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2021 £	2020 £
Aggregate compensation	263,916	266,007

26 Cash generated from operations

	2021 £	2020 £
Surplus for the year	1,523,445	373,209
Adjustments for:		
Investment income recognised in statement of financial activities	(28,104)	(14,753)
(Gain)/loss on disposal of investments	(44,130)	14,361
Depreciation and impairment of tangible fixed assets	26,673	19,772
Movements in working capital:		
(Increase)/decrease in debtors	(1,118,612)	16,027
Increase/(decrease) in creditors	9,828	(26,970)
(Decrease)/increase in provisions	-	(100)
(Decrease)/increase in deferred income	(62,316)	48,269
Cash generated from operations	306,784	429,815

27 Analysis of changes in net funds

The charity had no debt during the year.

Pioneering Care Partnership

Report to the Trustees following the audit of the financial statements for the year ended 31 March 2021





The Trustees
Pioneering Care Partnership
Carer's Way
Newton Aycliffe
DL5 4SF

15 July 2021

Dear Trustees

Audit for the year ended 31 March 2021

Following the completion of our audit fieldwork on the financial statements of Pioneering Care Partnership for the year ended 31 March 2021 we have the pleasure of submitting our Report to Management, setting out the most significant matters which have come to our attention during our audit and of which we believe you need to be aware of when considering the financial statements. The matters included in this report have been discussed with management of Pioneering Care Partnership during the audit and at our closing meeting on 30 June 2021.

We would like to express our appreciation for the assistance provided to us by the finance team and other staff at the charity during the audit.

Use of this report

The procedures that we carry out are designed to provide us with reasonable assurance that the financial statements, taken as a whole, are free of material misstatement. They are not designed to disclose all errors or weaknesses in controls that exist and we report only on those that we have discovered during the course of our work. This report has been prepared for the Trustees' information only and is not intended to include every matter that may have come to our attention. We accept no responsibility for any reliance that might be placed on it for any purpose by third parties, to whom it should not be shown without our prior written consent.

Yours sincerely

Haines Watts



Pioneering Care Partnership

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Pioneering Care Partnership

Audit Overview



Audit scope and approach

Our audit work has been undertaken for the purpose of forming our audit opinion on the financial statements of Pioneering Care Partnership prepared by management with the oversight of the trustees and has been carried out in accordance with International Standards on Auditing (UK) (ISAs).

Our work combined substantive procedures, involving on a test basis direct verification of transactions and balances (including obtaining confirmations from third parties where we consider it necessary), with a review of your financial systems and controls where we considered relevant to our audit. No limitations were placed on our work.

Communicating significant findings from our audit

We are required by the ISAs to communicate with the trustees as “those charged with governance” various matters from our audit including:

- our views about significant qualitative aspects of the charity’s accounting practices, including accounting policies, accounting estimates and financial statement disclosures;
- significant difficulties, if any, encountered during the audit;
- any significant matters arising during the audit and written representations we are requesting;
- circumstances that affect the form and content of our audit report, if any; and
- any other significant matters brought to our attention during the audit.

This report refers only to material matters we have identified during the course of the audit of the financial statements of Pioneering Care Partnership for the year ended 31 March 2021 and which, in our professional opinion, are of sufficient importance to merit your attention. These matters are included within subsequent sections to this report.

You should note that our evaluation of the systems of control at Pioneering Care Partnership was carried out for the purpose of our audit and it is not intended to be a comprehensive review of systems and processes.



Pioneering Care Partnership

Audit Overview



Materiality and identified misstatement

For the purpose of the audit we calculated materiality for the year ended 31 March 2021 to be £44,300 with performance materiality being £35,000.

To assist you in fulfilling your governance responsibilities, which include maintaining oversight of the financial reporting process and the effectiveness of the system of internal control, we include, as part of Appendix B, a list of misstatements that were detected during the course of the audit. The adjustments processed within the financial statements have been agreed with the Chief Executive, Carol Gaskarth. There are no items that remain unadjusted which exceed the clearly trivial limit, which was set at £1,000.

Audit opinion

We have provided an unqualified audit opinion on the financial statements of Pioneering Care Partnership for the year ended 31 March 2021.

Financial statements

The trustees of Pioneering Care Partnership are responsible for the preparation of the financial statements on a going concern basis (unless this basis is not appropriate). The trustees are also responsible for ensuring that the financial statements give a true and fair view, that the process your management go through to arrive at the necessary judgements is appropriate and that any disclosure on going concern is appropriately made within the financial statements.



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Significant matters arising from the audit

We reported in our Planning Communication Letter (dated 11 May 2021) a number of areas we identified as having specific audit risk, we have commented below on the work undertaken in these areas as well as any other additional key risks, judgements or other matters in relation to the financial statements of Pioneering Care Partnership identified during the course of the audit.

MATTER IDENTIFIED	AUDIT IMPACT	RESPONSE
Revenue recognition In accordance with the ISAs completeness of income and cut-off is always considered a significant risk.	The financial statement may contain material misstatement as a result of inconsistent recognition with accounting policies.	A sample of grant and contract income was agreed back to documentation. Walkthroughs were performed on each income stream, along with transactional testing. Income is reviewed around the year end to ensure recorded in the appropriate period.
Management override - The ISA's state that this is always deemed to be high risk for an audit.	The financial statements may contain material misstatements as a result of fraud or error due to management override of controls.	Walkthroughs were performed on all material areas of the financial statements to ensure that key controls in place are followed. A sample of journals were reviewed and agreed to further documentation.



Pioneering Care Partnership

Significant matters arising from the audit

MATTER IDENTIFIED	AUDIT IMPACT	RESPONSE
<p>ISA 540 – Accounting estimates Introduces the requirement to assess inherent and control risk when assessing the risk of material misstatement.</p>	<p>This increases the documentation and review of higher risk areas, along with increased disclosure in the financial statements.</p>	<p>We identified support cost allocation as a key accounting estimate highlighted in our planning communication letter.</p> <p>We reviewed the assumptions in place for support cost allocations.</p>
<p>ISA 570 – Going concern There is now a specific requirement to obtain sufficient appropriate audit evidence regarding, and conclude on, whether a material uncertainty related to going concern exists.</p>	<p>This is likely increase the level of challenge around the directors’ assessment of the going concern and the information provided.</p>	<p>We undertook a review of managements assessment of going concern, including stress testing budgets provided to us.</p> <p>We gained an understanding and documented the impact COVID-19 has had on the charity in the year and have discussed any future risks facing the charity. These risks are included within the going concern assessment made.</p> <p>The entity remains a going concern for the year ended 31 March 2021.</p>
<p>ISA 240 – Auditors Responsibility relating to Fraud An Auditor is responsible for obtaining reasonable assurance that the financial statements taken as a whole are free from material misstatement, whether caused by fraud or error.</p>	<p>The auditor’s report shall explain to what extent the audit was considered capable of detecting irregularities, including fraud. This explanation shall be specific to the circumstances of the charity and work undertaken during the audit.</p>	<p>We discussed with management and no issues were brought to our attention, this is also included in our management representation letter.</p> <p>We obtained external confirmation of bank balances at the period and noted no differences.</p> <p>We obtained external confirmation of creditor balances with creditors outstanding at the year end.</p>



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Systems and controls issues

We have set out below certain potential improvements to the charity's processes and controls which we noted during our audit work.

In order to provide you with a clear picture of the significance of the issues raised, we have graded the issues by significance/priority.

High	These findings are significant and require urgent attention
Medium	These findings are less urgent but still require reasonably prompt action
Low	These findings merit attention within an agreed timescale

AUDIT FINDINGS	RECOMMENDATIONS	PRIORITY	MANAGEMENT RESPONSE
There was no detailed documentation available for the Tees Esk & Wear Valley NHS Trust grant	We recommend all grants have filed documentation to ensure appropriate restrictions are identified and monitored		
Risk Register does not include COVID-19 as a specific risk to the organisation	COVID-19 and the impact on the charity should be identified as a risk and monitored closely by the trustees and management		



Pioneering Care Partnership

Appendix A – Developments in the sector

Charity Commission publications

The Charity Commission has a number of publications offering guidance; the following have been updated over the last year:

- Coronavirus (Covid-19) guidance for the charity sector (March 2020)
- Filing charity annual returns during the coronavirus pandemic (March 2020)
- Coronavirus: what to report and how (March 2020) – since updated as noted below
- Preparing a charity annual return (March 2020)
- Charity Commission whistleblowing privacy notice (January 2020)
- Reporting a serious incident in your charity when it involves a partner (December 2019)
- Change your charity's structure (November 2019)
- Preventing charity cyber crime: insights and action (October 2019)
- Protect your charity from fraud and cyber crime (October 2019)
- CC23 - Exempt charities (August 2019)
- CC31 - Independent examination of charity accounts: guidance for trustees (August 2019)
- How to report a serious incident in your charity (June 2019)

Charity governance, finance and resilience – 15 questions trustees should ask

CC3 – The essential trustees set out six key duties for a charity trustee. Focusing on three of these duties The Commission has designed 15 questions to get trustees to consider the charity's solvency, resilience and quality of governance.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/569550/15_questions_trustees_should_ask.pdf

Filing charity annual returns during the coronavirus pandemic

The Charity Commission identifies that the charity sector faces a number of challenges during the recent pandemic but will also play a vital role to their beneficiaries, therefore they want to assure charities that their approach during this period of uncertainty will be as supportive as possible.

As a result charities which are due to file their annual return imminently but feel that they cannot do so can request an extension. This would need to be done by calling The Charity Commission on 0300 066 9197.



Pioneering Care Partnership

Appendix A – Developments in the sector

Charities Commission guidance regarding Covid-19

The Charity Commission has published guidance for the charity sector in respect of difficulties they may be facing due to the Coronavirus (COVID-19) pandemic. For some charities, this may be an increase in demand for others a grim financial impact.

<https://www.gov.uk/government/news/coronavirus-covid-19-guidance-for-the-charity-sector>

The Charity Commission guidance highlights the following key areas for charities to consider:

- Financial support for those charities no longer able to operate due to COVID-19 to enable charities to pay wages is available in the same way that it is to businesses.
- Reserves held by the charity can be spent to help cope with the charity's financial position; however trustees will still need to consider the short, medium and longer term priorities.
- Funds that have been designated for particular projects by the trustees can be undesignated and used for other purposes.

- Restricted and permanently endowed funds (where the donor has specified that the funds must be used for a particular purpose) should only be considered after other options such as the use of reserves are not possible. There may be ways under the Charities Act 2006 or the terms of the original gift to amend or release the restrictions on these funds; but you should seek professional advice if you are considering this option and that the Charity Commission will be as helpful as possible where its consent is needed.
- If necessary to postpone or cancel an AGM or other critical meetings. This is acceptable given the circumstances but you should record this.
- Check your governing document if you are planning to hold meetings by video or teleconferencing. Some governing documents will include a provision allowing this, others will not. You should ensure that you demonstrate good governance if you decide to proceed with meetings in this way.
- Charities are reminded to ensure that volunteers and staff are protected and it is recommended that charities refer to the Charity Commission safeguarding guidance.
- The Charity SORP accounting standards has issued updated guidance. The guidance considers the implications for the trustees' annual report, going concern and the alternative basis to going concern when preparing accounts under the SORP.



Pioneering Care Partnership

Appendix A – Developments in the sector

SORP – Second Edition

In October 2019, the second edition Charities SORP FRS (102) was released. This edition of the SORP consolidates the changes made by SORP Updates Bulletins 1 and 2 into one document, along with changes in Accounting Standards and legislation subsequent to the first edition.

A copy of the updated SORP can be found at the following address;

<https://www.charitySORP.org/media/647945/charities-sorp-frs102-2019a.pdf>

Further SORP updates

There are a further two update Bulletin updates which are not yet reflected in the SORP, these include;

- Information Sheet 3
- Information Sheet 4

Information sheet 3 will be of relevance to charitable companies and addresses the implications of The Companies (Miscellaneous Reporting) Regulations 2018. The new regulations require charitable companies to include additional content on governance issues in their annual report from 1 January 2019. These changes only apply to large charitable companies.

Information Sheet 4 will only be of relevance to those charities that participate in multi-employer defined benefit schemes, in relation to a recent amendment to FRS102. The amendments are applicable from 1 January 2020, although early adoption is permitted. The information sheet provides some detailed guidance to those charities participating in multi-employer defined benefit plans where the current treatment of the plan is that of a defined contribution plan in the absence of detailed information for the specific charity. Where sufficient information becomes available to account for the plan as a defined benefit scheme, there will be a transition from one basis of accounting to the other; the information sheet explains the accounting requirements and associated disclosures required.

Future developments of the SORP

In 2019, new plans were announced that changes the way the SORP would be developed in the future. This included changes to the governance of the SORP making committee with a view to making the SORP more relevant to the needs of the charitable sector following criticism that charity accounts were becoming increasingly complex and difficult to prepare and comprehend. In February, new members were appointed to the new look SORP committee so it's expected we will here more over the coming months.



Pioneering Care Partnership

Appendix B – Letter of representation



Haines Watts
17 Queens Lane
Newcastle upon Tyne
NE1 1RN

Dear Sirs

The following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience such as we consider necessary in connection with your audit of the charitable company's financial statements for the year ended 31 March 2021. These enquiries have included inspection of supporting documentation where appropriate and are sufficient to satisfy ourselves that we can make each of the following representations. All representations are made to the best of our knowledge and belief.

General

1. We have fulfilled our responsibilities as directors as set out in the terms of your engagement letter dated 7 August 2018 under the Companies Act 2006 for preparing financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), for being satisfied that they give a true and fair view and for making accurate representations to you.

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2. All the transactions undertaken by the charitable company have been properly reflected and recorded in the accounting records.
 3. All the accounting records have been made available to you for the purpose of your audit. We have provided you with unrestricted access to all appropriate persons within the charitable company, and with all other records and related information requested, including minutes of all management and trustee meetings and correspondence with The Charity Commission.
 4. The financial statements are free of material misstatements, including omissions.
 5. The effects of uncorrected misstatements (as set out in the appendix to this letter) are immaterial both individually and in total.

Internal control and fraud

6. We acknowledge our responsibility for the design, implementation and maintenance of internal control systems to prevent and detect fraud and error. We have disclosed to you the results of our risk assessment that the financial statements may be misstated as a result of fraud.
7. We have disclosed to you all instances of known or suspected fraud affecting the entity involving management, employees who have a significant role in internal control or others that could have a material effect on the financial statements.
8. We have also disclosed to you all information in relation to allegations of fraud or suspected fraud affecting the entity's financial statements communicated by current or former employees, analysts, regulators or others.



Pioneering Care Partnership

Appendix B – Letter of representation



Assets and liabilities

9. The charitable company has satisfactory title to all assets and there are no liens or encumbrances on the charitable company's assets, except for those that are disclosed in the notes to the financial statements
10. All actual liabilities, contingent liabilities and guarantees given to third parties have been recorded or disclosed as appropriate.
11. We have no plans or intentions that may materially alter the carrying value and where relevant the fair value measurements or classification of assets and liabilities reflected in the financial statements.

Accounting estimates

12. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.

Loans and arrangements

13. The charitable company has not granted any advances or credits to, or made guarantees on behalf of, directors other than those disclosed in the financial statements.

Legal claims

14. We have disclosed to you all claims in connection with litigation that have been, or are expected to be, received and such matters, as appropriate, have been properly accounted for, and disclosed in, the financial statements.

Laws and regulations

15. We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.

Related parties

16. Related party relationships and transactions have been appropriately accounted for and disclosed in the financial statements. We have disclosed to you all relevant information concerning such relationships and transactions and are not aware of any other matters which require disclosure in order to comply with legislative and accounting standards requirements.

Subsequent events

17. All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed.



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Appendix B – Letter of representation



Going concern

- 18. We have considered the impact of Covid-19 on the going concern of the charitable company and have made appropriate disclosures within the financial statements.
- 19. We believe that the charitable company's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the charitable company's needs. We have considered a period of twelve months from the date of approval of the financial statements. We believe that no further disclosures relating to the charitable company's ability to continue as a going concern need to be made in the financial statements.

Grants and donations

- 20. All grants, donations and other income, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such income.
- 21. The restricted grants and donations are included within the financial statements.

We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that so far as we are aware, there is no relevant audit information needed by you in connection with preparing your audit report of which you are unaware.

Each director has taken all the steps that they ought to have taken as a director in order to make them aware of any relevant audit information and to establish that you are aware of that information.

Yours faithfully

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Signed on behalf of the board of directors

Date



Pioneering Care Partnership

Appendix B – Letter of representation

Summary of adjustments and unadjusted errors

	Dr	Cr	Adj?	Adjusted	Unadjusted
Surplus per management accounts				1,462,396	
1 VAT Creditor	5,874				5,874
Turnover		5,874			
<i>Being difference on VAT turnover reconciliation</i>			N		
2 Investment	44,430				
Investment income		3,300		3,300	
Investment manager costs	3,000			(3,000)	
Gain on investment		44,130		44,130	
<i>Being recognition of investment movement in the period</i>			Y		-
3 Accrued income	16,619				
Bank interest		16,619		16,619	
<i>Being the debit balances on the creditors ledger</i>			Y		
				<u>1,523,445</u>	<u>5,874</u>