

# PICKER INSTITUTE EUROPE

England & Wales · Charity number 1081688

## Details

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**Status** Registered

**Legal form** Charitable company

**Company number** [03908160](#)

**Registered** 2000-07-21

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

## Contact

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**Website** [www.picker.org](http://www.picker.org)

## Activities

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**Objects:** 1. TO PROMOTE PUBLIC HEALTH FOR THE BENEFIT OF THE COMMUNITY IN PARTICULAR BY IMPROVING STANDARDS OF TREATMENT AND CARE FOR PATIENTS OF HEALTH CARE SERVICES; 2. TO ADVANCE EDUCATION IN HEALTH CARE IN PARTICULAR BY THE PROVISION OF TRAINING FOR HEALTH CARE PROFESSIONALS IN COMMUNICATION SKILLS; AND 3. TO ADVANCE EDUCATION IN HEALTH CARE IN PARTICULAR BY DEVELOPING RESEARCH TOOLS AND UNDERTAKING RESEARCH INTO PATIENTS' PERSPECTIVES OF HEALTH CARE SERVICES AND TO PUBLISH THE USEFUL RESULTS OF THE SAME FOR THE PUBLIC BENEFIT.

**Activities:** Our rigorous survey methodologies measure patient experience, assisting healthcare providers to provide actionable feedback. We have research and educational activities on health care quality improvement and methods for promoting patient centred care; with our outputs commissioned by governments, regulators and national/international bodies to shape health and social care policy and practice.

## Classification

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- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** The Advancement Of Health Or Saving Of Lives
- **Who:** The General Public/mankind

## Geography

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- Hong Kong
- Ireland
- Netherlands
- Switzerland
- Throughout England And Wales

## Finances

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Period end	Income	Expenditure	Assets	Employees
2025-03-31	£5,934,000	£5,872,000	£2,915,000	65
2024-03-31	£5,214,000	£4,812,000	£2,853,000	58
2023-03-31	£4,412,000	£4,069,000	£2,451,000	46
2022-03-31	£4,057,000	£3,581,000	£2,111,000	39
2021-03-31	£3,303,000	£3,164,000	£1,635,000	37

## Trustees

Name	Role	Appointed
Andrew Charles Danby Bloch		2023-09-22
Angela Coulter PhD		2022-09-29
Bunie Anyaegbunam		2025-09-25
Clive Flashman		2023-09-22
Dr Magdalena Skrybant		2021-09-30
Dr Natalie Joseph-Williams		2025-09-25
Dr Tahreema Matin		2023-09-22
Graham Clarke		2025-09-25
Julia Levy		2021-11-24
Kendall Jamieson Gilmore		2025-09-25
Professor Peter Douglas Collins		2023-09-22
Victoria Thomas		2023-09-22

**PICKER INSTITUTE EUROPE**

England & Wales - Charity number 1081688

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# Accounts

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Picker Institute Europe

A photograph of an elderly couple embracing outdoors. The woman, with blonde hair, is wearing a light-colored striped shirt and a grey cardigan. The man, with white hair and a beard, is wearing a light-colored shirt and a grey cardigan. They are both smiling and looking towards the right. The background is a blurred green landscape. A large blue circular graphic element is overlaid on the top left of the image.

# Report of the Board and Consolidated Financial Statements

For the year ended 31<sup>st</sup> March 2025

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# Report of the Board of Trustees

The Trustees of Picker Institute Europe (Picker) are pleased to present their annual report together with the group consolidated financial statements of the charitable company and its subsidiary for the year ended 31<sup>st</sup> March 2025, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities and Trustees Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006, the Memorandum and Articles of Association, 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).

## Objects and activities

### Our purpose

Picker was established to promote the idea and benefits of person centred care.

### Our objects

The objects of the charity are:

- to promote public health for the benefit of the community in particular by improving standards of treatment and care for patients of health care services;
- to advance education in healthcare in particular by the provision of training for healthcare professionals in communication skills; and
- to advance education in healthcare in particular by developing research tools and undertaking research into patients' perspectives of health care services and to publish the useful results of the same for the public benefit.

### Our vision

The highest quality person centred care for all, always.

## Our mission

We are here to:

- **Influence** policy and practice so that health and social care systems are always centred around people's needs and preferences.
- **Inspire** the delivery of the highest quality person centred care, developing tools and services that enable people's experiences to be better understood.
- **Empower** staff working in health and social care to improve experiences by effectively measuring and acting upon people's feedback.

## Our values

We are proud of the work we do, and are equally proud of the way we do it.

Our core values – excellence, integrity, valuing diversity and collaboration – underpin everything that we do, reflecting what we believe in and how we behave.

- **Excellence:** Maintaining the quality and consistency of our work is our highest priority. We are not willing to accept the status quo and continuously look for new ways to understand, measure and improve the quality of health and social care.
- **Integrity:** We ensure our independence using the best possible evidence to drive and support our decision making, our statements and our activities. Our behaviours match our words and we are accountable for all that we do. We only engage in activity which furthers our charitable aims.
- **Valuing diversity:** We recognise all people as equals, valuing individual worth and diversity. Ideas and contributions are judged on their merit not their source.
- **Collaboration:** We encourage ideas and knowledge to be shared freely. We believe that lasting change cannot be delivered in isolation and actively seek partnership opportunities to achieve greater impact.



## How we work

We pioneered the Picker Principles of Person Centred Care, which continue to be used as a world-renowned framework to support the delivery of consistent, high-quality care. We influence, inspire, and empower others to ensure that people are placed at the heart of health and social care provision. We believe advocating for the delivery of each of the Principles is crucial to achieving this.

We are experts in understanding and measuring people's experiences. Our research provides the clarity, tools and data to achieve the buy-in needed to drive improvements in care standards.

We use our experience and expertise to help care providers, commissioners, and professionals engage and empower people to build a culture that consistently delivers person centred care for all, always.

Picker carries out a range of activities to further its charitable objects. Collectively, these include research and insight work around person centred care, as well as work to measure and improve staff and users' experiences of care. Typical examples of our activities include:

- Developing and implementing applied social research including surveys, interviews, and focus groups to gather feedback about the quality of care services.

- Designing and conducting in-depth research to evaluate the impact of policy and practice on people's experiences and service quality, and creating innovative new approaches to support better measurement.
- Sharing research findings and best practice with the wider community of policy makers, professionals, researchers, and the public to inspire and enable improvements in the quality of services.
- Working with providers, commissioners, and professionals to support them to understand and act on the things that matter most to their patients, populations, and staff, including through local and national workshops and events.
- Running events such as our national Care Experiences Symposium and the Picker Experience Network Awards: the latter being the first and only awards programme to recognise best practice in patient experience across all facets of health and social care in the UK and around the world.

## Our strategic priorities

Picker is an international authority in how to understand, measure, and improve people's experiences of health and social care. Our role is to influence, inspire, and empower policy makers, providers, and professionals alike to deliver the highest quality person centred care for all, always. Our work with individuals and organisation across health and care policy and practice in the UK and internationally gives us broad insight into the challenges that can limit the adoption of person centred practices and that can affect the quality of people's lived experiences.

Our strategy for 2024/25 has focused on four distinct but interlinked goals designed to address key challenges and to support the achievement of our vision and charitable objectives. Collectively, these are intended to support the development of policy and practice in the health and care sector and to ensure our sustainable impact.

Our four strategic goals are:

1. Advancing our vision
2. Delivering expert services
3. Diversification
4. Moving beyond measurement

To help us meet our goals, we will need to ensure that we have the right staff, resources, and ways of working to help us progress. We continue to identify four 'enablers': areas where supporting action will be required to allow us to deliver our strategy.

These are:

People	Responsible governance
Technology	Portfolio, marketing and communications

Our overall strategy for 2024/25 is summarised below.

## Strategic goals

### Advancing our vision

Achieving person centred care requires services to understand what matters to users and to staff, and to measure and act on this.

**Goal: to advance our vision, we will continue to be seen as leaders in how to use people's experiences to measure, understand, evaluate, and improve person centred care.**

### Delivering expert services

Our products and services reflect our mission and contribute to our impact by providing high-quality support to clients.

**Goal: projects and services are completed to a consistently high standard; are delivered on time and to budget; and create value for customers and stakeholders, meeting or exceeding their expectations.**

### Diversification

As a charity that operates on a fee-for-service model, revenue diversity is important for our sustainability and independence.

**Goal: to ensure our sustainability and independence, and to allow us to invest in generating impact, we will increase the contribution of new business outside of NHS national programmes.**

### Moving beyond measurement

Person centred care is broader than experience of care: measurement is necessary but not sufficient to improve quality.

**Goal: to support lasting improvements in care, we will review our role as an improvement practitioner and we will define and launch a clear offer to help our partners.**

## Enablers

People

Responsible governance

Technology

Marketing, and communications

## Public benefit

The Trustees confirm that they have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit.

The Trustees ensure that our work is carried out for the public benefit by delivering services that directly involve the public and, wherever possible, seldom heard communities, and ensure that those with responsibility to influence people's care have both the information and tools to aid them in their role. Our beneficiaries are the public and all involved in health and social care (patients, service users, friends and families, and care staff). We promote public health to improve standards of treatment and care and by developing research tools and undertaking research into patients' perspectives of health care services and publishing them for the public benefit. All our products and services are designed to deliver benefit for patients, service users, communities, care professionals, and the public regardless of whether they are undertaken under contract, are grant aided, or are an allocation of resources.



## Fundraising

We do not engage in public fundraising, do not use professional fundraisers or commercial participators to fundraise on our behalf and as a result we are not reliant on voluntary donations or other fundraising income. We do observe and comply with the relevant fundraising regulations and codes. During the year there was no non-compliance of these regulations and codes and we received no complaints relating to our fundraising practice.

## Volunteers

We actively seek input from patients and members of the public in much of the work we do, and opportunities are available for volunteers to contribute to the design, planning, and delivery of research studies that we conduct. Further opportunities are available for volunteers to gain experience at Picker and to help achieve the organisation's objectives.

## Environmental, Social and Governance

We continue to monitor our Environmental, Social and Governance (ESG) responsibilities to evaluate how effectively our behaviours and systems support sustainability. ESG principles are embedded across our organisation through key policies, processes, and practices, including our Environmental and Sustainability Policy, Carbon Reduction Plan, Equality, Diversity, and Inclusion Policy, and our commitment to continual improvement – particularly through our international standard accreditations.

We are proud to have adopted and to maintain a progressive approach to hybrid working. Most of our team works remotely, significantly reducing our carbon footprint from travel whilst also supporting a healthy work-life balance for our colleagues. This approach aligns with our broader sustainability goals and our aspiration to be an ethical, person centred employer.

Our mission reflects a strong commitment to public and societal benefit, as detailed in our annual Impact Report. Governance and organisational behaviours are outlined in this Annual Report, including the Matters Reserved for the Board, the committee structure and terms of reference, and our core values.

We recognise that ESG is a dynamic and evolving area. As such, we remain committed to ongoing reflection, learning, and development of our ESG strategy to ensure that we continue to fulfil our responsibilities as a caring, responsible, and mission-led organisation.



## Achievements and performance

In the financial year ended 31<sup>st</sup> March 2025, we continued to support health and care professionals, providers, and regulators to understand, measure, and improve experiences of care. As always, we focussed on delivering projects and services that create impact for our beneficiaries: patients, service users, the public, and health and care staff. Below, we highlight notable examples of our achievements aligned to each of our four strategic goals.

### Advancing our vision

We are passionate about promoting person centred care and encouraging policy makers, providers, and professionals to prioritise understanding, measuring, and using people's experiences of care. Our work includes original research, thought leadership, events, and public affairs work to raise interest in and awareness of person centred care.

- We have written and published widely throughout the year. Peer-reviewed publications have included a new taxonomy of examining under-representation in user experience surveys; a study on the management and improvement of quality

in Integrated Care Systems, developed with our partners in the Quality, Safety, and Outcomes of Health and Social Care Policy Research Unit (QSO PRU); and a paper describing the care experiences and support needs of adults with meningitis. We have also used our own website as a platform for original ideas – including a blog series discussing the importance of waiting as a component of people's healthcare experiences, and how this can be improved with tried-and-tested interventions.

- Colleagues have attended and presented at a wide range of relevant events to promote Picker's work on person centred care. Key examples include the inaugural Global Conference on Person Centred Care, where we hosted a workshop and delivered two presentations, as well as the International Conference on Communication in Healthcare and the CCL Horizons Conference 2024.
- We have engaged with developments in health policy, particularly in England – including by responding to national consultations on the NHS Constitution and the NHS Ten Year Forward Plan (both led by NHS England) and on Principles of Better Patient Safety (led by the Patient Safety Commissioner). In each case, we have advocated for a focus on person centredness.



## Delivering expert services

We use our expertise to support a diverse range of local, regional, and national organisations in their work on patient and staff experiences of health and care. Through these engagements, our goal is to deliver high quality, actionable insight to support improvements in the understanding and provision of person centred care.

Notable highlights in 2024/25 included:

- Coordinating the NHS Patient Survey Programme for the Care Quality Commission (CQC). This was a particularly busy year, with surveys published on a number of topics including NHS maternity services; urgent and emergency care; and inpatient services. As well as working with CQC nationally, we partnered with nearly 70 NHS organisations to gather people's experiences as part of this programme – and hosted a number of national and local workshops to support the use of the feedback collected for service improvement.
- Continuing to manage the NHS Staff Survey Programme, which we have coordinated on behalf of NHS England since 2011. We have worked with our clients to develop and grow this programme to become the world's largest single workforce experience evaluation: this year alone, 1.5 million people were invited to participate, and almost 775,000 responses were gathered from 263 NHS organisations. By coordinating a census across participating organisations we provide the opportunity

for all eligible NHS colleagues to share their experiences, and the subsequent insights are greatly valued and widely used at local, regional, and national levels.

- Working towards improving the experience of people living with specific conditions remains a key theme of our work. This has been particularly notable in our partnerships with international charities. We were proud to partner with the Lymphoma Coalition, Acute Leukemia Advocates Network (ALAN), Chronic Lymphocytic Leukaemia Advocates Network (CLLAN), Myelodysplastic Syndromes Alliance, Cardiomyopathy UK and the International Kidney Cancer Coalition. Through this range of innovative projects, we were able to represent people's care experiences in over 85 countries globally.
- Overall, we supported more than 300 organisations to understand, measure, and improve people's experience of person centred care all over the world – and we provided the opportunity for over 1.9 million patients, services users, and staff to report their experiences of care.
- We have conducted original research and evaluations in a range of settings and with diverse partners and communities – including, for example, an evaluation of Scotland's redesigned urgent care pathway, published by the Scottish Government in January 2025; and an ongoing evaluation of the impact of the Health Foundation's Q Community.

## Diversifying

This was the third full year of operations for Picker HWA, our subsidiary that works to build our impact with private health and with social care providers. We have worked with more new partners across different care sectors to develop our portfolio and we have maintained a steady and healthy position on which to build our diversified growth strategy. On the 1<sup>st</sup> of April 2025 the activities of the subsidiary were transferred to be part of the charity itself to simplify the structure and associated administration.

Additionally, we have sought to make our tools and methods widely available to support person centred practice around the world. Our evaluation toolkits were active in more than 30 countries – and we have been working closely with partners to develop these collections into a wide collaboration, the Picker International Experience Network.

## Moving beyond measurement

We recognise that measurement is necessary but not sufficient for improvement: ultimately, we believe that the goals of patient experience research and evaluation should include delivering better, more person centred care, and it is important that our work reflects this. Accordingly, we work with providers, commissioners, and health and care staff to help them make effective use of experience information to drive improvement. We also recognise and celebrate best practice.

- We have continued to provide direct action planning and improvement support to organisations involved in the collection of patient and staff experience information. This year, we hosted over 50 workshops and presentations – including six national workshops – to help service providers better understand national survey data and thus drive quality improvement.
- We acquired the Patient Experience Network (PEN) in April 2024, building on a strong history of collaborative working to bring together two market leaders in person centred care. Following this acquisition, we developed the long-running Patient Experience Network National Awards event to hold the new Picker Experience Network Awards for the first time in October 2024. These awards are the first and only awards programme in the UK dedicated to recognising and celebrating best practice in patient experience across health and social care. This year's event was the largest ever, attracting over 320 attendees, over 160 submissions, and 112 finalists.

- We have worked with our partners at the Point of Care Foundation, an independent charity, to plan for the future incorporation of its 'Experiences of Care Programme' into Picker. The programme is a long-running set of learning and development offers that support health and care staff to build the skills and knowledge to improve people's experiences of care: we have been a contributor to this for many years, particularly supporting the 'Foundations in Patient Experience' course and are delighted to be welcoming it to Picker. This will provide a key focal point for how we support improvement from 2025.
- We are conducting a two-year evaluation of the Q Community on behalf of the Health Foundation. Working with two partners, we have undertaken qualitative and quantitative research to understand the impact of Q on its members and on improvement work and made recommendations on how Q may increase impact in the future.



## Financial review

This is the group financial review of the charitable company and the wholly owned subsidiary Picker HWA Ltd for the full year ended 31<sup>st</sup> March 2025. Total income for the group was £5.934 million which is an increase on the prior year of 13.8%. The Charity had total income of £5.697 million which was a 14.9% year on year increase. The principal sources of income (over £100,000) during the year were NHS England, the Care Quality Commission, The Health Foundation and the Lymphoma Coalition.

Expenditure for the group has increased by 22.4% year-on-year to £5.869 million (£5.586 million for the charity). This has resulted in a group surplus for the year of £65,000 (£111,000 for the charity) before corporation tax and has increased the unrestricted funds to £2.915 million (£2.805 million for the charity). This increases our reserves to meet the desired levels set out in the Reserves policy, which will in turn assist delivery of our strategy and allow us to have a bigger impact in delivering our purpose whilst ensuring sustainability.

### Reserves policy

Picker has a policy of maintaining sufficient free reserves to enable the group to have between six and nine months of projected group operational expenditure. The importance of the level of reserves is to deliver our purpose, mission, and vision whilst remaining solvent and to maintain a going concern position despite the associated risks and uncertainties. Based on our projected expenditure over 2025/26, we estimate a minimum requirement of £2.127 million to meet operational costs for six months, with an upper target limit of £3.191 million for nine months' expenditure.

At the end of March 2025, free reserves were £2.894 million or the equivalent of 8.2 months. This exceeds the minimum level required by the reserves policy and is within our target range. The Trustees regularly monitor and review the reserves held within the context of the funds required to fulfil the objectives of the charity.

### Going concern policy

The Trustees have reviewed the status of the group's funding arrangements and future plans. The group has a strong balance sheet and cash position at the year end with the expectation of managing cashflows over the coming twelve months.

In addition, detailed financial projections have been produced to enable the Trustees to evaluate a period of at least the next twelve months from the date of signature of these financial statements and, as a result, the Board are satisfied that it remains appropriate to continue to prepare the financial statements on a going concern basis.

### Remuneration statement

The objectives of our remuneration statement are to:

- reward staff appropriately and enable the recruitment and retention of high calibre staff;
- ensure the proper use of the charity's resources in accordance with its aims and within affordable limits based on the financial circumstances of the group;
- be non-discriminatory, just and equitable in the evaluation of jobs and their remuneration by providing a stable framework for the remuneration of the team;
- operate within the law; and
- pay at a competitive level taking account of external market rates, with the aim being to set pay at comparable rates to posts in the voluntary sector, subject to the group's financial position.

Remuneration policy is reviewed on an annual basis by the Appointments and Remuneration Committee and agreed by the Board of Trustees. When setting pay levels, the group gives consideration to external benchmark comparators, the cost of living, changes in the national average earnings index, equalities, affordability and other internal and external pressures including recruitment and retention.

The above policy applies to all staff, including the group's Executive Team. Remuneration of the Executive Team is set by the Board of Trustees.

### Principal risks and uncertainties

The Trustees have considered the principal risks and uncertainties for the group. The financial and operational effects and the control measures relating to them affect the principal risks and uncertainties facing the group during the reporting period and beyond the year end. As a good governance exercise and as standard practice, we have completed an annual review of the group's winding up costs against its reserves.

A strategic risk register is maintained and presented at every ordinary Finance, Audit and Risk Committee and Board meeting. The top strategic risks assessed with the mitigating actions taken to address them are:

### 1. Abolition of NHS England

This was a surprise announcement on top of the existing changes in place but did follow the mass departures of the CEO and other senior staff. There is also potential for further changes to the structure of national and regional bodies involved in the experience of care landscape – especially with the apparently imminent Dash Review into the patient safety landscape and the much-anticipated ten-year forward plan. This creates uncertainty in the short to medium term given the transition may take up to two years. Our ongoing relationship management with NHS England and the Department of Health and Social Care together with other key stakeholders is key to minimise surprises. Diversifying our portfolio of markets and income streams to deliver our value proposition will help diminish risk to funding.

### 2. Digital: New AI powered products and services disrupting our marketplace

This is especially true with the large language models (LLMs) that are available, some with open source or free access. There is also the opportunity for AI to supercharge our service offering by adding additional value. We have set up and are testing a LLM for use as free text analysis. We are also starting to use AI to draft reports from the response data to compare to the ones we have produced in house. Although it does not necessarily address the risk of disruption from challengers, we are also developing an AI policy for staff that we intend to ensure the safe use of AI whilst also encouraging innovation and learning within the organisation.

### 3. Government tightening of budgets

We are concerned over the reduced number of new tender opportunities available for us to bid for and the consequential increase in competition as a result. Bolt ons from existing clients have been much sparser this year and so a heightened focus on our diversification of markets and income streams is more critical than ever. Our pricing and marketing approach is also key in delivering our value proposition.

The strategy for managing the key risks is by the Board instructing the key management personnel to put in place effective control procedures, plans, awareness raising, training, and reviewing the systems in place to manage the operations of the group. Regular reviews of the monitoring process are in place with individual accountability and responsibility for each risk and any further actions required.





## Plans for 2025/26 and beyond

We operate a rolling three-year strategy, which is subject to annual review. This ensures that we have clarity around our medium-term plans whilst being responsive to recent developments in health and social care.

For 2025, we have iteratively updated our strategy to reflect our developing goals and priorities. We have not made wholesale changes to our areas of focus – we will continue to prioritise the same four strategic goals, with a similar set of enablers – but there are important changes in emphasis to reflect the progress that we have made in 2024/25.

### Strategic goals

#### Advancing our vision

Achieving person centred care requires services to understand what matters to users and to staff, and to measure and act on this.

**Goal: to advance our vision, we will continue to be seen as leaders in how to use people’s experiences to measure, understand, evaluate, and improve person centred care.**

#### Delivering expert services

Our products and services reflect our mission and contribute to our impact by providing high-quality support to clients.

**Goal: projects and services are completed to a consistently high standard; are delivered on time and to budget; and create value for customers and stakeholders, meeting or exceeding their expectations.**

#### Diversification

As a charity that operates on a fee-for-service model, revenue diversity is important for our sustainability and independence.

**Goal: for resilience and to allow us to invest in generating impact, business outside of NHS national programmes will have substantial and growing revenue and net contribution.**

#### Moving beyond measurement

Measurement is necessary but not sufficient to improve quality. We support professionals and providers to learn about and improve experiences of care.

**Goal: we will organise high quality events to celebrate and promote best practice; offer high quality learning and development; and provide expert insight that supports clients to use experiences for improvement.**

### Enablers

People

Responsible governance

Technology

Portfolio, marketing, and communications

## Advancing our vision

We will continue to develop our policy and public affairs work: in 2025, this will include building constructive relationships with close stakeholders, including third sector organisations with similar goals as well as policy makers. In anticipation of the publication of the new ten year forward plan for the NHS, we will advocate for the adoption of policies and practices that put patients and service users at the centre of care.

Events will continue to be an important part of how we draw attention to person centred care and advance the state of the art. In 2025, we will organise and host a national symposium on care experiences, supported by our colleagues at the Point of Care Foundation: this will provide a national forum for reflecting on the role of feedback in understanding, improving, and humanising care. We are also looking forward to continuing to develop the Picker Experience Network Awards, as well as attending and presenting at partner events around the world.

## Delivering expert services

We will work with clients and partners to ensure that our services offer high quality, actionable insight. As well as continuing with a range of multi-year programmes, we look forward to the launch of a new national neonatal survey for England – a project that we will manage for NHS England and that will see us build on the legacy of Picker’s previous national neonatal surveys, conducted more than a decade ago.

## Diversifying

For 2025/26, we will incorporate Picker HWA into the Charity, simplifying our structure and administration. But this will not reduce our focus on working with a broad range of different partners and populations – we will focus on growing our work outside of national programmes to help bring a focus on patient, user, and staff experiences to different sectors and territories.

## Moving beyond measurement

As noted above, we have been planning for the incorporation of the ‘Experiences of Care’ learning and development programme into Picker – and we look forward to developing this programme in 2025 to provide high quality training. Similarly, we will be actively working on the development of the Picker Experience Network Awards – reviewing the entry categories, creating opportunities for new organisations to take part in the awards, and building on the success of the 2024 event.

## Treasury and Investment policy

The Board of Trustees review and approve the Treasury and Investment policy annually. We also have an Investment Policy Statement to provide more detailed guidance. The purpose of the policy statement is to provide a written framework for the investment risk appetite of the group, its investment portfolio, and the management of the group’s cash and near-cash assets (Treasury funds). The group has a low-to-medium risk appetite, with regard to investments and treasury funds. Its primary objective is to manage cashflow to remain solvent while looking at a reasonable income or capital investment growth rather than just capital preservation. This determines the type of investments it chooses, the institutions they are made with, and the total level of funds placed with any single institution.



## Structure, governance and management

The governing document is the Memorandum and Articles of Association dated 21<sup>st</sup> March 2014.

The members of the Board of Trustees are the Directors of the Company. It has no share capital and the members of the charity are the Trustees, each of whom agrees to contribute such amount as may be required (not exceeding £1.00) in the event of the charity winding up.

Recruitment of Trustees is by open application to the Appointments and Remuneration Committee. The Committee shortlist prospective Trustees with advice from the Chief Executive Officer, and members form a panel to interview candidates. Appointment is by resolution of the Board of Trustees. Prior to appointing or re-appointing Trustees the Board of Trustees reviews the skills mix and tries to ensure that all relevant areas of expertise are covered.

Trustees serve for an initial three-year period after which they may be re-appointed for a further three-year term, with the exception of the Chair and Honorary Treasurer, who may be re-appointed by a resolution of the Trustees to continue in office for one year after the end of their term of office. Trustees who have served two consecutive terms of office may not be re-appointed for a further term until a period of one year has elapsed unless the Trustees resolve, by a 75% majority, that the Trustee may be re-appointed immediately for a further term of three years. The Chair and Honorary Treasurer are appointed by the Trustees from among their number.

The Board convenes at least five times per year and has a 'matters reserved for the Board' document that sets out the matters that will only be decided by the Board to meet legal requirements or in the interests of the Charity as a whole. The Board controls the Charity's overall strategy and sections in the document cover:

1. Strategy and management
2. Structure
3. Financial reporting and controls
4. Internal controls
5. Contracts
6. Communication
7. Board membership and other appointments

8. Remuneration
9. Delegation of authority
10. Corporate governance matters
11. Policies; and
12. Other miscellaneous items.

Matters which the Board considers suitable for delegation are contained in the terms of reference of its committees. Day-to-day managerial responsibility is delegated to the Executive Team led by the Chief Executive Officer.

On appointment each Trustee is given an induction pack that includes the Articles of Association, matters reserved for the Board, Charity Commission booklet "The Essential Trustee", strategic plan, organisational chart, copies of the latest Report of the Board and Financial Statements, impact report, and current strategic plan. New Trustees meet with the Chair and Chief Executive Officer and are invited to take part in induction meetings with key staff. Training is offered on a continual basis to all Trustees to assist them in their role and governance of the charity.

### Register of interests and people with significant control

The charity maintains a register of Trustees' interests and a register of people with significant control at the registered office address. There is no person or legal entity with significant control.

## Reference and administrative details

Registered name: Picker Institute Europe

Other names: Picker

Registered Charity in England and Wales:  
Number 1081688

Registered Charity in Scotland:  
Number SC045048

Registered Company Limited by Guarantee:  
Number 3908160

Registered office address:  
Suite 6, Fountain House, 1200 Parkway Court,  
John Smith Drive, Oxford OX4 2JY

### Patron

Stuart Bell CBE

### Directors and Trustees

The Directors of the charitable company are its Trustees for the purposes of charity law. The Trustees and officers serving during the year and since the year end were as follows:

Dr Angela Coulter	(Chair)
Danby Bloch	(Honorary Treasurer)
Professor Alf Collins	
Clive Flashman	
Professor Gary Ford CBE	(to 20 <sup>th</sup> June 2024)
Professor Tim Irish	(to 22 <sup>nd</sup> November 2024)
Julia Levy	
Dr Magdalena Skrybant	
Dr Tahreema Matin	
Victoria Thomas	

### Company Secretary

Chris Graham

**As well as the Board of Trustees, there are also the following two standing committees:**

### Finance, Audit and Risk Committee

The Committee is a joint Trustee/Executive committee with membership at the year end of:

Danby Bloch	Honorary Treasurer (Chair of the Committee)
Dr Angela Coulter	Chair of the Board of Trustees
Victoria Thomas	Trustee
Chris Graham	Chief Executive Officer
Mark Collins	Chief Financial Officer
Phillip Stylianides	Chief Operations Officer

### Appointments and Remuneration Committee

The membership of the committee at the year end was:

Dr Magdalena Skrybant	Trustee (Chair of the Committee)
Dr Angela Coulter	Chair of the Board of Trustees
Professor Alf Collins	Trustee
Julia Levy	Trustee
Dr Tahreema Matin	Trustee

Executive team who are the key management personnel:

Chris Graham	Group Chief Executive Officer
Phillip Stylianides	Chief Operations Officer
Jenny King	Chief Research Officer
Mark Collins	Chief Financial Officer
Phillip Stylianides	Managing Director, Picker HWA Ltd

### Our advisers

#### Auditors

Sayer Vincent LLP, 110 Golden Lane, London EC1Y 0TG

#### Main bankers

NatWest Bank, Willow Court, 7 West Way, Oxford OX2 0JB

#### Main solicitors

Wilson Solicitors LLP, 4 Lincoln's Inn Fields, London WC2A 3AA



## Trustees' responsibilities statement

The Trustees (who are also directors of Picker Institute Europe for the purposes of company law) are responsible for preparing a Trustees' Annual Report and financial statements in accordance with 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).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments 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 charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended).

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

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

## Statement as to disclosure to our auditors

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the groups' auditor is unaware; and
- the Trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Report of the Board of Trustees including the Strategic Report has been approved by order of the Board of Trustees and signed on their behalf by:

Chair: Dr Angela Coulter

Date: 24<sup>th</sup> July 2025

# Independent auditor's report to the members and trustees of Picker Institute Europe

## Opinion

We have audited the financial statements of Picker Institute Europe (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31<sup>st</sup> March 2025 which comprise the consolidated and parent charitable company statement of financial activities, the group and parent charitable company balance sheets, the consolidated 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 group's and of the parent charitable company's affairs as at 31<sup>st</sup> March 2025 and of the group's and parent charitable company's 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.
- Have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulation 2006 (as amended).

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the 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 Picker Institute Europe'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 other information comprises the information included in the trustees' 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.



## Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, for the financial year for which the financial statements are prepared, is consistent with the financial statements.
- The trustees' annual 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 group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

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

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors 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' annual 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 in the trustees' annual report, the trustees (who are also the directors of the parent 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 group's and the parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

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

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 are set out on the next page.

## Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Use of our report

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

Jonathan Orchard (Senior statutory auditor)

Date: 29<sup>th</sup> July 2025

For and on behalf of:  
Sayer Vincent LLP, Statutory Auditor  
110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006.

# Consolidated Statement of Financial Activities

(including consolidated income and expenditure account)

For the year ended 31<sup>st</sup> March 2025

	Notes	2025 Total funds £'000	2024 Total funds £'000
<b>Income from:</b>			
Donations			
In kind support		18	7
Charitable activities			
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care		5,461	4,753
Other trading activities		427	437
Interest on deposits	2	28	17
<b>Total income</b>		<b>5,934</b>	<b>5,214</b>
<b>Expenditure from:</b>			
Charitable activities			
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care		5,333	4,336
Strategic investments		112	86
Other expenditure	11	424	371
<b>Total expenditure</b>	<b>3</b>	<b>5,869</b>	<b>4,793</b>
<b>Surplus</b>		<b>65</b>	<b>421</b>
Corporation Tax		3	19
<b>Net movement in funds</b>		<b>62</b>	<b>402</b>
<b>Reconciliation of funds:</b>			
Total funds brought forward		2,853	2,451
<b>Total funds carried forward</b>		<b>2,915</b>	<b>2,853</b>

The notes on pages 24 to 35 form part of these financial statements.  
All the above results are derived from continuing activities.  
There were no other recognised gains or losses other than those stated above.  
All income in the current and previous years is unrestricted.

# Charitable Company Statement of Financial Activities

(including income and expenditure account)

For the year ended 31<sup>st</sup> March 2025

	Notes	2025 Total funds £'000	2024 Total funds £'000
<b>Income from:</b>			
Donations			
In kind support		18	7
Gift aid		50	50
Charitable activities			
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care		5,601	4,883
Interest on deposits	2	28	17
<b>Total income</b>		<b>5,697</b>	<b>4,957</b>
<b>Expenditure from:</b>			
Charitable activities			
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care		5,474	4,467
Strategic investments		112	86
<b>Total expenditure</b>	<b>4</b>	<b>5,586</b>	<b>4,553</b>
<b>Surplus</b>		<b>111</b>	<b>404</b>
<b>Net movement in funds</b>		<b>111</b>	<b>404</b>
<b>Reconciliation of funds:</b>			
Total funds brought forward		2,694	2,290
<b>Total funds carried forward</b>		<b>2,805</b>	<b>2,694</b>

The notes on pages 24 to 35 form part of these financial statements.  
All the above results are derived from continuing activities.  
There were no other recognised gains or losses other than those stated above.  
All income in the current and previous years is unrestricted.

# Picker Institute Europe Consolidated and Charity Balance Sheets

As at 31<sup>st</sup> March 2025  
Company number: 3908160

	Notes	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
<b>Fixed assets:</b>					
Intangible assets	8	4	122	4	20
Tangible assets	9	17	36	17	36
<b>Total fixed assets</b>		<b>21</b>	<b>158</b>	<b>21</b>	<b>56</b>
<b>Current assets:</b>					
Debtors	10	1,586	1,546	1,494	1,431
Investments	11	-	-	1	1
Cash at bank and in hand		2,118	1,964	2,068	1,951
<b>Total current assets</b>		<b>3,704</b>	<b>3,510</b>	<b>3,563</b>	<b>3,383</b>
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	12	810	815	779	745
<b>Net current assets</b>		<b>2,894</b>	<b>2,695</b>	<b>2,784</b>	<b>2,638</b>
Total assets less current liabilities		2,915	2,853	2,805	2,694
<b>Total net assets</b>		<b>2,915</b>	<b>2,853</b>	<b>2,805</b>	<b>2,694</b>
<b>The funds of the charity:</b>					
Unrestricted funds	16	2,915	2,853	2,805	2,694
<b>Total charity funds</b>		<b>2,915</b>	<b>2,853</b>	<b>2,805</b>	<b>2,694</b>

The notes on pages 24 to 35 form part of these financial statements.

The Trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 44 of the Charities and Trustee Investment (Scotland) Act 2005.

The financial statements were approved and authorised for issue, by the Trustees on 24<sup>th</sup> July 2025 and signed on their behalf by Dr Angela Coulter, Chair.



## Consolidated and Charity Statement of Cash Flows

For the year ended 31<sup>st</sup> March 2025

	Notes	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
<b>Cash flows generated from/ (used in) operating activities:</b>					
Net cash used in operating activities	17	132	562	95	605
<b>Cash flows generated from/ (used in) investing activities:</b>					
Interest on deposits		28	17	28	17
Purchase of tangible fixed assets		(6)	(24)	(6)	(24)
Purchase of intangible assets		-	(45)	-	-
Receipts from disposals of tangible fixed assets		-	-	-	-
<b>Net cash used in investing activities</b>		<b>22</b>	<b>(4)</b>	<b>22</b>	<b>(4)</b>
Change in cash and cash equivalents in the year		154	510	117	598
Cash and cash equivalents at the beginning of the year		1,964	1,454	1,951	1,353
<b>Cash and cash equivalents at the end of the year</b>	<b>18</b>	<b>2,118</b>	<b>1,964</b>	<b>2,068</b>	<b>1,951</b>

The notes on pages 24 to 35 form part of these financial statements.

# Notes to the Financial Statements

## 1. Principal Group accounting policies

### a) Basis of preparation and assessment of going concern

The financial statements have been prepared in accordance with applicable accounting standards and under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to the financial statements. The financial statements have been prepared in accordance with the Charities SORP (FRS 102), "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<sup>st</sup> January 2016) and comply with the Charities Act 2011 and Companies Act 2006.

The Parent charity and group constitutes a public benefit entity as defined by the Charities SORP (FRS 102).

The financial statements have been prepared on a going concern basis. The group has a strong balance sheet and cash position at the year end. There was a positive operations performance for the current year which exceeded expectations. Detailed financial forecasts have been produced reflecting the expected impact on the business plan and budget for 2025/26 where the activities of the subsidiary Picker HWA Ltd were transferred to Picker on 1<sup>st</sup> April 2025. The Trustees consider that, there are no material uncertainties about the group's ability to continue as a going concern. This is on the basis of the expectation of the group having sufficient cashflow, income and levels of reserves to continue for at least 12 months from the date of authorising these financial statements. There are no significant areas of judgement or key assumptions that will materially affect the position.

### b) Group accounts

These accounts consolidate the results of the charitable company and its wholly owned subsidiary, Picker HWA Ltd which was incorporated on 24<sup>th</sup> May 2021. The activities of Picker HWA Ltd were transferred to Picker on 1<sup>st</sup> April 2025 and so is in the process of becoming dormant.

### c) Financial instruments

The group 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.

### d) Basis of consolidation

The consolidated financial statements incorporate the financial statements of the charitable company and all group undertakings. Income and expenditure in foreign currencies is converted at the average exchange rate for the period. Acquisitions are accounted for under the acquisition method. The results of companies acquired or disposed of are included in the Statement of Financial Activities after or up to the date that control passes respectively. Both a group Consolidated and Charitable Company Statement of Financial Activities is published and some notes for the parent charitable company are omitted from the group financial statements by virtue of section 408 of the Companies Act 2006.

### e) Legal status

The charity is a registered company limited by guarantee and has no share capital. The members of the company are the Trustees. Each member undertakes to contribute such amount as may be required (not exceeding £1.00) to the charity's assets in the event of it being wound up.

### f) Fund accounting

The charity holds the following funds:

**Unrestricted funds** are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

### g) Income

Incoming resources are recognised to the extent that the group has provided the services and/or goods. For contracts in place at the year end the value of the contract that has been completed at the year end is compared to the invoices raised and adjustments made to include accrued income or deferred income as appropriate.

### h) Donated services

Donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt. In kind support is recognised as income when the following criteria are met:

- Entitlement – Control over the expected economic benefits that flow from the donation has passed to the charity and any performance related conditions attached to the donation have been fully met.
- Probable – It is more likely than not that the economic benefits associated with the donated item will flow to the charity.
- Measurement – The fair value or value to the charity of the donated item can be measured reliably.

### i) Expenditure and irrecoverable VAT

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs according to a category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

Governance costs are those incurred in connection with the management of Picker's assets, organisational administration and compliance with constitutional and statutory requirements.

The charity is registered for VAT and any irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Picker HWA Ltd is separately registered for VAT.

### j) Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Computers	3 years (33%) straight line
Office equipment	3 years (33%) straight line or length of lease

Individual assets with a cost more than £500 are capitalised as tangible fixed assets.



### k) Intangible fixed assets and amortisation

Intangible fixed assets are stated at cost less amortisation. Amortisation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, based on the duration of the acquisition agreement and the client contact list that forms goodwill, as follows:

Website	3 years (33 1/3%) straight line
Computer applications	5 years (20%) straight line
Registered Trade Marks	10 years (10%) straight line
Online research platform	3 years (33 1/3%) straight line
Intellectual property and brand assets	3 years (33 1/3%) straight line
Goodwill	10 years (10%) straight line

Individual assets with a cost more than £500 are capitalised as intangible fixed assets.

### l) Investments

Investments in group undertakings are recorded at cost less impairment.

## m) Debtors

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

## n) Creditors and provisions

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

## o) Leasing

Rentals payable under operating leases are charged to the statement of financial activities over the period in which the cost is incurred. Assets obtained under finance leases are capitalised as tangible fixed assets, depreciated and the liability is recognised at the point of purchase.

## p) Pensions

The pension costs charged in the financial statements represent the contributions payable by the group during the year to defined contribution schemes.

## q) Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities are retranslated at the rate of exchange ruling at the balance sheet date. The resulting gains or losses are recognised within the statement of financial activities.

## r) Judgements and key sources of estimation uncertainty

There is a degree of judgement exercised at each period end in respect of client project contracts that extend beyond the year end, where recognition of income and related external expenditure is based on key milestones. The calculation for the consideration for the acquisition of the business for Howard Warwick Associates Ltd and the associated fair values of the assets acquired is based on the best estimate of the individual assets of value to the company and the expected purchase price based on the acquisition agreement. The balancing or residual number is the amount of goodwill of continuing a going concern business based on its client contacts and delivery contracts in place. The amortisation period for computer software is a key judgement for the economic useful life of the write off of Intangible fixed assets. There were no other significant judgements made in the process of applying the above accounting policies that have had a major effect on amounts recognised in the financial statements.

## 2. Interest on deposits

	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Bank interest received	28	17	28	17

## 3. Resources expended

### a) Analysis of Consolidated total resources expended

	Staff costs £'000	Support costs £'000	Other direct costs £'000	Governance costs £'000	Total 2025 £'000
<b>Charitable activities:</b>					
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care	3,181	915	1,638	23	5,757
Strategic investments	80	32	-	-	112
<b>Total charitable activities</b>	<b>3,261</b>	<b>947</b>	<b>1,638</b>	<b>23</b>	<b>5,869</b>

	Staff costs £'000	Support costs £'000	Other direct costs £'000	Governance costs £'000	Total 2024 £'000
<b>Charitable activities:</b>					
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care	2,643	742	1,292	30	4,707
Strategic investments	85	1	-	-	86
<b>Total charitable activities</b>	<b>2,728</b>	<b>743</b>	<b>1,292</b>	<b>30</b>	<b>4,793</b>



## b) Analysis of Consolidated support costs

	Total 2025 £'000	Total 2024 £'000
<b>Support costs:</b>		
Travel	20	8
Premises	79	70
Exhibitions and conferences	26	40
Communications and IT	116	71
Financial, legal and consultancy	131	88
Postage and printing	74	58
Other administration	353	330
Depreciation and amortisation	148	78
	<b>947</b>	<b>743</b>

The strategic investments included on the face of the Statement of Financial Activities are one off costs that were incurred in year following the budgeting process to build a better and more resilient charitable company for the future. It includes the investment in the Picker Experience Network Awards and two new roles of the Product and Portfolio Manager and the Senior Policy Officer.

## 4. Total expenditure

	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
<b>This is stated after charging:</b>				
Amortisation	118	35	16	22
Intangible fixed asset impairment	86	-	-	-
Depreciation	26	43	26	43
Auditors' remuneration - Audit fee	21	20	21	20
- Consultancy services	2	5	-	5

Group amortisation includes impairment of goodwill see note 8.

## 5. Trustees' expenses

The Trustees' of the charity and group neither received nor waived any emoluments (remuneration or pension arrangements) in the year or prior year. Out of pocket expenses were reimbursed to the following number of Trustees:

	2025 Number	2025 £'000	2024 Number	2024 £'000
Travel and accommodation	5	1	5	1

## 6. Consolidated staff costs

### Employees:

	2025 £'000	2024 £'000
Wages and salaries	2,697	2,263
Settlements to leaving employees	-	12
Social security costs	292	243
Pension costs	145	86
<b>Total</b>	<b>3,261</b>	<b>2,728</b>

The group average monthly number of employees was 65 (2024: 58), when calculated on an average headcount basis. When calculated on a full time equivalent basis (FTE), including casual and part-time staff, the average monthly number of employees was:

	2025 Number	2024 Number
The average number of FTE employees during the year was:	62	55

The number of employees whose emoluments as defined for taxation purposes amounted to over £60k in the year was as follows:

	2025 Number	2024 Number
£60,000 - £69,999	3	-
£70,000 - £79,999	-	2
£80,000 - £89,999	2	-
£110,000 - £119,999	1	2
£120,000 - £129,999	1	-

The total amount of compensation of key management, as defined in the Report of the Trustees, for the group was £468,000 (2024: £448,000).

## 7. Pension costs

The group operates separate defined contribution pension schemes with Standard Life. The assets of the scheme are held separately from those of the individual organisations in an independently administered fund. The pension cost charge represents contributions payable by the group to the scheme and amounted to £145,000 (2024: £86,000). Of this £35,000 (2024: £18,000) related to employees whose emoluments were over £60,000 as shown in the consolidated staff costs note 6.

## 8. Consolidated Intangible fixed assets

### a) Consolidated Intangible fixed assets

	Software £'000	Intellectual property £'000	Goodwill £'000	Total £'000
<b>Cost:</b>				
At 1 <sup>st</sup> April 2024	113	19	122	254
At 31 <sup>st</sup> March 2025	113	19	122	254
<b>Amortisation:</b>				
At 1 <sup>st</sup> April 2024	97	13	22	132
Charge for the year	16	2	14	32
Impairment loss	-	-	86	86
At 31 <sup>st</sup> March 2025	113	15	122	250
<b>Net book value:</b>				
At 31 <sup>st</sup> March 2025	-	4	-	4
At 31 <sup>st</sup> March 2024	16	6	100	122

This note highlights the impairment loss of goodwill of £86,000 charged at the year end in the SOFA as a consequence for the activities of Picker HWA Ltd being transferred to the charity on 1<sup>st</sup> April 2025 and so writing off the remaining goodwill.

### b) Charity Intangible fixed assets

	Software £'000	Intellectual property £'000	Total £'000
<b>Cost:</b>			
At 1 <sup>st</sup> April 2024	106	10	116
At 31 <sup>st</sup> March 2025	106	10	116
<b>Amortisation:</b>			
At 1 <sup>st</sup> April 2024	91	5	96
Charge for the year	15	1	16
At 31 <sup>st</sup> March 2025	106	6	112
<b>Net book value:</b>			
At 31 <sup>st</sup> March 2025	-	4	4
At 31 <sup>st</sup> March 2024	17	3	20

## 9. Consolidated and Charity Tangible fixed assets

	Computers £'000	Office Equipment £'000	Total funds £'000
<b>Cost:</b>			
At 1 <sup>st</sup> April 2024	195	7	202
Additions	6	-	6
Disposals	(4)	-	(4)
At 31 <sup>st</sup> March 2025	197	7	204
<b>Depreciation:</b>			
At 1 <sup>st</sup> April 2024	160	6	166
Charge for the year	25	-	25
On disposals	(4)	-	(4)
At 31 <sup>st</sup> March 2025	181	6	187
<b>Net book value:</b>			
At 31 <sup>st</sup> March 2025	16	1	17
At 31 <sup>st</sup> March 2024	35	1	36

## 10. Debtors

	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Trade debtors	896	758	838	713
Inter organisational account	-	-	57	19
Accrued income	517	578	426	488
Prepayments and other debtors	173	210	173	211
	<b>1,586</b>	<b>1,546</b>	<b>1,494</b>	<b>1,431</b>

## 11. Investments

The group structure includes Picker HWA Ltd. The charity owns 100% of the share capital. A summary of the results for Picker HWA Ltd for the year ended 31<sup>st</sup> March 2025 is shown below:

	2025 £'000	2024 £'000
<b>Profit and loss account:</b>		
Income	427	436
Expenditure	423	370
Gift aid donation	50	50
Corporation tax	3	19
Retained loss for the year	(49)	(3)
<b>Balance sheet:</b>		
Fixed assets	-	102
Current assets	201	278
Creditors: amounts falling due within one year	89	220
Net current assets	112	58
Total assets less current liabilities	112	160
Total net assets	112	160
Called up share capital	1	1
Profit and loss account	111	159
Shareholders' funds	112	160

## 12. Creditors: amounts falling due within one year

	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Purchase consideration	-	44	-	-
Trade creditors	173	194	171	187
Taxation and social security	211	107	190	92
Accruals	146	220	138	216
Deferred income	280	250	280	250
	<b>810</b>	<b>815</b>	<b>779</b>	<b>745</b>
Deferred income comprises project related revenue for the performance of activities that were not completed before the year end and continued in the following financial year.				
At 1 <sup>st</sup> April	250	441	250	440
Released to income	(250)	(441)	(250)	(440)
Deferred in the year	280	250	280	250
At 31 <sup>st</sup> March	<b>280</b>	<b>250</b>	<b>280</b>	<b>250</b>

## 13. Financial commitments

At the year end the group had the following future minimum lease payments under non-cancellable operating leases in respect of plant and land and buildings which fall due as follows:

	2025 £'000	2024 £'000
<b>Expiry date:</b>		
Within one year	69	42
Between two and five years	33	-
	<b>102</b>	<b>42</b>

## 14. Related party transactions

The charity had transactions with the subsidiary Picker HWA Ltd during the year of £190,000 (2024: £181,000) and had a year end balance owed of £57,000 (2024: £131,000).

## 15. Reserves

	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
<b>The movement on unrestricted funds is as follows:</b>				
At 1 <sup>st</sup> April	2,853	2,451	2,694	2,290
Income	5,934	5,214	5,697	4,957
Less expenditure	5,872	4,812	5,586	4,553
<b>At 31<sup>st</sup> March</b>	<b>2,915</b>	<b>2853</b>	<b>2,805</b>	<b>2,694</b>
Consolidated unrestricted funds			2,915	2,853
Less fixed asset reserves			21	158
<b>Unrestricted general Funds</b>			<b>2,894</b>	<b>2,695</b>
Represents in months the projected group operational expenditure, adjusted for amounts covered by restricted funds, for the next financial year			8.2	7.8

## 16. Corporation taxation

The charity is exempt from tax on income and gains falling within the Corporation Tax Act 2010 and the Taxation of Chargeable Gains Act 1992 to the extent that these are applied for charitable purposes. For Picker HWA Ltd tax is recognised in the Statement of Financial Activities. The current tax charge is calculated based on tax rates and laws at the balance sheet date.

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

	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Net income/(expenditure) for the year (as per the statement of financial activities)	62	402	111	404
<b>Adjustments for:</b>				
Depreciation charges	26	43	26	43
Amortisation charges	118	35	16	22
Interest on deposits	(28)	(17)	(28)	(17)
Loss/(profit) on sale of fixed assets	-	1	-	1
(Increase)/decrease in debtors	(41)	259	(63)	280
Increase/(decrease) in creditors	(5)	(161)	33	(128)
<b>Net cash used in operating activities</b>	<b>132</b>	<b>(562)</b>	<b>95</b>	<b>(605)</b>

## 18. Analysis of cash and cash equivalents

	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
<b>Adjustments for:</b>				
Cash in hand	197	255	147	243
Notice deposits	1,921	1,709	1,921	1,708
<b>Total cash and cash equivalents</b>	<b>2,118</b>	<b>1,964</b>	<b>2,068</b>	<b>1,951</b>

## 19. Post balance sheet events

### Experience Based Co-Design (EBCD)

During the year we had discussions with the Point of Care Foundation (POCF) to take over the running of their Experiences of Care Programme: a suite of learning and development offers that includes training courses on Experience Based Co-Design (EBCD) and Foundations in Patient Experience, as well as related communities of practice. Collectively, the Programme offers training and support for quality improvement in health and care services, with a particular focus on the use of people's experiences to improve person centred care: it is therefore closely aligned with our charitable objects.

Picker's acquisition of the Experiences of Care programme combines the Point of Care Foundation's extensive expertise in teaching and applying person centred care methodologies with Picker's broad suite of tools and services for improving patient experience across both public and private health and care sectors. It builds on a long history of collaborative working between the two organisations, including co-hosting the 2023 Care Experience Symposium in Birmingham.

Following due diligence, the Board decided to acquire the Experience of Care Programme from POCF. The contract was signed before the year end, with the acquisition and transfer of control taking place on 1<sup>st</sup> April 2025.

### Picker HWA Ltd






Picker HWA has goodwill on the balance sheet. In the Intangible fixed asset note 8 above the impairment loss of goodwill of £86,000 charged at the year end in the SOFA is a consequence of the activities of Picker HWA Ltd being transferred to the charity on 1<sup>st</sup> April 2025 and so writing off the remaining goodwill. The company is in the process of transitioning to become dormant during 2025/26.



## Address

Picker Group  
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John Smith Drive  
Oxford OX4 2JY

## Contact details

-  +44 (0)1865 208100
-  [Picker.org](https://www.picker.org)
-  [pickereurope.bsky.social](https://pickereurope.bsky.social)
-  [picker-institute-europe](https://www.linkedin.com/company/picker-institute-europe)
-  [pickereurope](https://www.facebook.com/pickereurope)

Registered Charity in England and Wales: 1081688  
Registered Charity in Scotland: SC045048  
Registered Company Limited by Guarantee: 03908160

**PICKER INSTITUTE EUROPE**

England & Wales - Charity number 1081688

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# Accounts

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Picker Institute Europe



# Report of the Board and Consolidated Financial Statements

For the year ended 31<sup>st</sup> March 2024

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# Reference and administrative details

Registered name:	Picker Institute Europe
Other names:	Picker
Registered Charity in England and Wales:	Number 1081688
Registered Charity in Scotland:	Number SC045048
Registered Company Limited by Guarantee:	Number 3908160
Registered office address:	Suite 6, Fountain House, 1200 Parkway Court, John Smith Drive, Oxford OX4 2JY

**Patron** Stuart Bell CBE

## Directors and Trustees

The Directors of the charitable company are its Trustees for the purposes of charity law. The Trustees and officers serving during the year and since the year end were as follows:

Dr Angela Coulter	Chair
Danby Bloch	From 22 <sup>nd</sup> September 2023 Honorary Treasurer, from 19 <sup>th</sup> January 2024
Sally Sykes	To 18 <sup>th</sup> January 2024, Honorary Treasurer
Professor Alf Collins	From 22 <sup>nd</sup> September 2023
Clive Flashman	From 22 <sup>nd</sup> September 2023
Professor Gary Ford CBE	To 20 <sup>th</sup> June 2024
Professor Tim Irish	
Julia Levy	
Dr Magdalena Skrybant	
Dr Tahreema Matin	From 22 <sup>nd</sup> September 2023
Victoria Thomas	From 22 <sup>nd</sup> September 2023
Chris Graham	

## Company Secretary

### Executive team who are the key management personnel

Chris Graham	Group Chief Executive Officer
Phillip Stylianides	Chief Operations Officer
Jenny King	Chief Research Officer
Mark Collins	Chief Financial Officer
Phillip Stylianides	Managing Director, Picker HWA Ltd

## Our advisers

### Auditors

Sayer Vincent LLP, 110 Golden Lane, London EC1Y 0TG

### Main bankers

NatWest Bank, Willow Court, 7 West Way, Oxford OX2 0JB

### Main solicitors

Wilsons Solicitors LLP, 4 Lincoln's Inn Fields, London WC2A 3AA

# Structure, governance and management

The governing document is the Memorandum and Articles of Association dated 21<sup>st</sup> March 2014. The members of the Board of Trustees are the Directors of the Company. It has no share capital and the members of the charity are the Trustees, each of whom agrees to contribute such amount as may be required (not exceeding £1.00) in the event of the charity winding up.

Recruitment of Trustees is by open application to the Appointments and Remuneration Committee. The Committee shortlist prospective Trustees with advice from the Chief Executive Officer, and members form a panel to interview candidates. Appointment is by resolution of the Board of Trustees. Prior to appointing or re-appointing Trustees the Board of Trustees reviews the skills mix and tries to ensure that all relevant areas of expertise are covered.

Trustees serve for an initial three-year period after which they may be re-appointed for a further three-year term, with the exception of the Chair and Honorary Treasurer, who may be re-appointed by a resolution of the Trustees to continue in office for one year after the end of their term of office. Trustees who have served two consecutive terms of office may not be re-appointed for a further term until a period of one year has elapsed unless the Trustees resolve, by a 75% majority, that the Trustee may be re-appointed immediately for a further term of three years. The Chair and Honorary Treasurer are appointed by the Trustees from among their number.

The Board convenes at least five times per year and has a 'matters reserved for the Board' document that sets out the matters that will only be decided by the Board to meet legal requirements or in the interests of the Charity as a whole. The Board controls the Charity's overall strategy and sections in the document cover:

1. Strategy and management
2. Structure
3. Financial reporting and controls
4. Internal controls
5. Contracts
6. Communication
7. Board membership and other appointments
8. Remuneration
9. Delegation of authority
10. Corporate governance matters
11. Policies; and
12. Other miscellaneous items.

Matters which the Board considers suitable for delegation are contained in the terms of reference of its committees. Day-to-day managerial responsibility is delegated to the Executive Team led by the Chief Executive Officer.

On appointment each Trustee is given an induction pack that includes the Articles of Association, matters reserved for the Board, Charity Commission booklet "The Essential Trustee", strategic plan, organisational chart, copies of the latest Report of the Board and Financial Statements, impact report, and current business plan. New Trustees meet with the Chair and Chief Executive Officer and are invited to take part in induction meetings with key staff. Training is offered on a continual basis to all Trustees to assist them in their role and governance of the charity.

As well as regular meetings of the Board of Trustees, there are also the following two standing committees:

## Finance, Audit and Risk Committee

The Committee is a joint Trustee/Executive committee with membership at the year end of:

- Danby Bloch – Honorary Treasurer (Chair of the Committee)
- Dr Angela Coulter – Chair of the Board of Trustees
- Professor Tim Irish – Trustee
- Victoria Thomas – Trustee
- Chris Graham – Chief Executive Officer
- Mark Collins – Chief Financial Officer
- Phillip Stylianides – Chief Operations Officer

## Appointments and Remuneration Committee

The membership of the committee at the year end was:

- Dr Magdalena Skrybant – Trustee (Chair of the Committee)
- Dr Angela Coulter – Chair of the Board of Trustees
- Professor Alf Collins – Trustee
- Professor Gary Ford – Trustee
- Julia Levy – Trustee
- Dr Tahreema Matin – Trustee

## Register of interests and people with significant control

The charity maintains a register of Trustees' interests and a register of people with significant control at the registered office address. There is no person or legal entity with significant control.

# Report of the Board of Trustees

The Trustees of Picker Institute Europe (Picker) are pleased to present their annual report together with the group consolidated financial statements of the charitable company and its subsidiary for the year ended 31<sup>st</sup> March 2024, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities and Trustees Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006, the Memorandum and Articles of Association, 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).

## Objects and activities

### Our purpose

Picker was established to promote the idea and benefits of person centred care.

### Our objects

The objects of the charity are:

- to promote public health for the benefit of the community in particular by improving standards of treatment and care for patients of health care services;
- to advance education in healthcare in particular by the provision of training for healthcare professionals in communication skills; and
- to advance education in healthcare in particular by developing research tools and undertaking research into patients' perspectives of health care services and to publish the useful results of the same for the public benefit.

### Our vision

The highest quality person centred care for all, always.

#### Our vision

"The highest quality person centred care for all, always."

### Our mission

We are here to:

- Influence** policy and practice so that health and social care systems are always centred around people's needs and preferences.
- Inspire** the delivery of the highest quality person centred care, developing tools and services that enable people's experiences to be better understood.
- Empower** staff working in health and social care to improve experiences by effectively measuring and acting upon people's feedback.

#### Our mission

we are here to

**Influence**  
**Inspire**  
**Empower**

### Our values

We are proud of the work we do, and are equally proud of the way we do it.

Our core values – excellence, integrity, valuing diversity and collaboration – underpin everything that we do, reflecting what we believe in and how we behave.

- Excellence:** Maintaining the quality and consistency of our work is our highest priority. We are not willing to accept the status quo and continuously look for new ways to understand, measure and improve the quality of health and social care.
- Integrity:** We ensure our independence using the best possible evidence to drive and support our decision making, our statements and our activities. Our behaviours match our words and we are accountable for all that we do. We only engage in activity which furthers our charitable aims.
- Valuing diversity:** We recognise all people as equals, valuing individual worth and diversity. Ideas and contributions are judged on their merit not their source.
- Collaboration:** We encourage ideas and knowledge to be shared freely. We believe that lasting change cannot be delivered in isolation and actively seek partnership opportunities to achieve greater impact.

## Activities

Picker carries out a range of activities to further its charitable objects. Collectively, these include research and insight work around person centred care, as well as work to measure and improve staff and users' experiences of care. Typical examples of our activities include:

- Developing and implementing applied social research including surveys, interviews, and focus groups to gather feedback about the quality of care services.
- Designing and conducting in-depth research to evaluate the impact of policy and practice on people's experiences and service quality, and creating innovative new approaches to support better measurement.
- Sharing research findings and best practice with the wider community of policy makers, professionals, researchers, and the public to inspire and enable improvements in the quality of services.
- Working with providers, commissioners, and professionals to support them to understand and act on the things that matter most to their patients, populations, and staff, including through local and national workshops and events.

## Public benefit

The Trustees confirm that they have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit.

The Trustees ensure that our work is carried out for the public benefit by delivering services that directly involve the public and, wherever possible, seldom heard communities, and ensure that those with responsibility to influence people's care have both the information and tools to aid them in their role. Our beneficiaries are the public and all involved in health and social care (patients, service users, friends and families, and care staff). We promote public health to improve standards of treatment and care and by developing research tools and undertaking research into patients' perspectives of health care services and publishing them for the public benefit. All our products and services are designed to deliver benefit for patients, service users, communities, care professionals, and the public regardless of whether they are undertaken under contract, are grant aided, or are an allocation of resources.

## Volunteers

We actively seek input from patients and members of the public in much of the work we do, and opportunities are available for volunteers to contribute to the design, planning, and delivery of research studies that we conduct. Further opportunities are available for volunteers to gain experience at Picker and to help achieve the organisation's objectives.

## Environmental, Social and Governance

We are monitoring our Environmental, Social and Governance (ESG) factors to assess how far advanced we are with our behaviours and systems around sustainability. They are integrated into our processes, policies, and statements such as our Environmental and Sustainability Policy, Carbon Reduction Plan, Equality, Diversity, and Inclusion Policy, and our approach to continual improvement especially through our international standard accreditations. We have adopted a hybrid working ethical practice which means the majority of our team works from home and so reducing our carbon footprint from travel. Our mission reflects our public (societal) benefit as reported in our Impact Report. Governance and behaviours are described in the Annual Report as referenced earlier in the report through the Matters Reserved for the Board, the committee structure with terms of reference, and our core values. We recognise that ESG is developing and evolving and so is our thinking and approach.



## Strategic report

### Achievements and performance

We pioneered the Picker Principles of Person Centred Care, which continue to be used as a world-renowned framework to support the delivery of consistent, high-quality care. We influence, inspire, and empower others to ensure that people are placed at the heart of health and social care provision. We believe advocating for the delivery of each of the Principles is crucial to achieving this. We recognise this alongside the 75<sup>th</sup> birthday of the National Health Service in England.

We are experts in understanding and measuring people's experiences. Our research provides the clarity, tools and data to achieve the buy-in needed to drive improvements in care standards.

We use our experience and expertise to help care providers, commissioners, and professionals engage and empower people to build a culture that consistently delivers person centred care for all, always.

In the financial year ending 31<sup>st</sup> March 2024, we have continued to support health and care professionals, providers, and regulators to understand, measure, and improve experiences of care. As always, we have focussed on delivering projects and services that create impact for our beneficiaries: patients, service users, the public, and health and care staff. Notable examples in 2023/24 include:

- Continuing our work on the NHS Staff Survey, which we have coordinated on behalf of NHS England since 2011. The survey has grown to become the world's largest single workforce experience evaluation, providing the opportunity for NHS colleagues to share their experiences and the subsequent insights and use of its results have grown correspondingly. As well as coordinating the survey nationally, Picker worked with more than 140 NHS organisations to collect and act on staff feedback.
- Working towards improving the experience of people living with specific conditions remains a key theme of our work. This has been particularly notable in our partnerships with international charities. We were proud to partner with International Kidney Cancer Coalition, Acute Leukemia Advocates Network (ALAN), Chronic Lymphocytic Leukemia

Advocates Network (CLLAN), Chronic Myeloid Leukemia Advocates Network (CMLAN), Lymphoma Coalition, and the Myelodysplastic Syndromes Alliance.

- We were commissioned by the team leading the Thirlwall Inquiry (set up to investigate events at the Countess of Chester Hospital following the murder convictions of Lucy Letby). This was a challenging project with a fast turnaround, but we completed it successfully and provided a written report of the findings in April 2024.
- Through this range of innovative projects, we were able to represent people's care experiences across 80 countries globally, capturing and analysing over 20,000 responses. The findings have been shared around the world: by increasing insight into the experiences of those living with these conditions, plans to improve the quality of care can develop.
- We worked closely with our inspiring colleagues at the Point of Care Foundation to co-host our first national symposium on care experiences together. This provided an important opportunity to reflect on the role of feedback in understanding, improving, and humanising care.
- Similarly, we were delighted to support the Patient Experience Network's National Awards, a powerful showcase of best practice in person centred care. We are excited that the Patient Experience Network will become part of Picker in 2024/25.
- We provided the opportunity for over 1.8 million patients, services users, and staff to evaluate their experience of care.
- We supported more than 230 organisations to understand, measure, and improve people's experience of person centred care all over the world.
- 170+ Picker experience evaluation toolkits active globally.
- We hosted over 55 workshops and presentations to help service providers better understand national survey data and thus drive quality improvement.

This was the second full year of operations for Picker HWA, our subsidiary that works to build our impact with private health and with social care providers. We have worked with new partners across different care sectors to develop our portfolio and we have maintained a steady and healthy position on which to build our diversified growth strategy.



## Financial review

This is the group financial review of the charitable company and the wholly owned subsidiary Picker HWA Ltd for the full year 2023/24. Total income for the group was £5.214 million which is an increase on the prior year of 18.2% and the first time in our history that our turnover has exceeded £5 million. The Charity had total income of £4.957 million which was a 20.7% year on year increase. The principal sources of income (over £100,000) during the year were NHS England, the Care Quality Commission, Government of Jersey, and the Mid Yorkshire Hospitals NHS Trust.

Expenditure for the group has increased by 17.8% year-on-year to £4.793 million (£4.553 million for the charity). This has resulted in a group surplus for the year of £421,000 (£403,000 for the charity) before corporation tax and has increased the unrestricted funds to £2.853 million (£2.694 million for the charity). This builds up our reserves to meet the levels set out in the Reserves policy, which will in turn assist delivery of our strategy and allow us to have a bigger impact in delivering our purpose whilst ensuring sustainability.

## Reserves policy

Picker has a policy of maintaining sufficient free reserves to enable the group to have between six and nine months of projected group operational expenditure. Based on our projected expenditure over 2024/25, we estimate a minimum requirement of £2.077 million to meet operational costs for six months, with an upper target limit of £3.116 million for nine months' expenditure.

At the end of March 2024, free reserves were £2.695 million or the equivalent of 7.8 months. This exceeds the minimum level required by the reserves policy and is within our target range. The Trustees regularly monitor and review the reserves held within the context of the funds required to fulfil the objectives of the charity.

## Going concern policy

The Trustees have reviewed the status of the group's funding arrangements and future plans. The group has a strong balance sheet and cash position at the year end with the expectation of increasing cashflows over the coming twelve months. In addition, detailed financial projections have been produced to enable the Trustees to evaluate a period of at least the next twelve months from the date of signature of these financial statements and, as a result, the Board are satisfied that it remains appropriate to continue to prepare the financial statements on a going concern basis.

## Remuneration statement

The objectives of our remuneration statement are to:

- reward staff appropriately and enable the recruitment and retention of high calibre staff;
- ensure the proper use of the charity's resources in accordance with its aims and within affordable limits based on the financial circumstances of the group;
- be non-discriminatory, just and equitable in the evaluation of jobs and their remuneration by providing a stable framework for the remuneration of the team;
- operate within the law; and
- pay at a competitive level taking account of external market rates, with the aim being to set pay at comparable rates to posts in the voluntary sector, subject to the group's financial position.

Remuneration policy is reviewed on an annual basis by the Appointments and Remuneration Committee and agreed by the Board of Trustees. When setting pay levels, the group gives consideration to external benchmark comparators, the cost of living, changes in the national average earnings index, equalities, affordability and other internal and external pressures including recruitment and retention. This year we implemented a revised salary structure for staff across the Picker Group from 1<sup>st</sup> April 2023: this was based on the findings of an external review and benchmarking exercise conducted in 2022/23.

The above policy applies to all staff, including the group's Executive Team. Remuneration of the Executive Team is set by the Board of Trustees.

## Principal risks and uncertainties

The Trustees have considered the principal risks and uncertainties for the group. The financial and operational effects and the control measures relating to them affect the principal risks and uncertainties facing the group during the reporting period and beyond the year end. As a good governance exercise and as standard practice, we have completed an annual review of the group's winding up costs against its reserves.

A strategic risk register is maintained and presented at every ordinary Finance, Audit and Risk Committee and Board meeting. The top strategic risks assessed with the mitigating actions taken to address them are:

### 1. IT environment

Our digital IT environment, the nature of our IT network and the data it contains are business-critical for us to be able to operate as an organisation to fulfil our purpose. This also includes that we need to have an effective and robust cyber security system in place to protect our assets, infrastructure, staff and stakeholders. We regularly review our services providers and the services they provide and determined it was time to go through an IT tender process for our IT managed service provider (MSP). To ensure a smooth transition to our new partner we are having weekly onboarding meetings to plan every stage of the project.

### 2. Competitor pricing

This is an ongoing challenge and something we are acutely aware of from discussions with our clients. We promote our unique selling point (USP), value and interaction as part of our servicing offering. So far we are seeing little decline in our retention of existing clients for the national survey programmes underway and we are providing much more than the basic core offering.

### 3. New AI powered products and services disrupting our marketplace

This is especially true with the large language models (LLMs) that are available, some with open source or free access. There is also the opportunity for AI to supercharge our service offering by adding additional value. We have been using artificial intelligence to augment our reporting for some years and during 2023/24 we have tested additional tools and methods to further improve our use of this technology.



The strategy for managing the key risks is by the Board instructing the key management personnel to put in place effective control procedures, plans, awareness raising, training, and reviewing the systems in place to manage the operations of the group. Regular reviews of the monitoring process are in place with individual accountability and responsibility for each risk and any further actions required.

## Plans for future periods

In addition to the detailed operational actions mentioned above, we will pursue four distinct but interlinked strategic goals designed to address our key challenges and support achievement of our vision and charitable objectives. The four goals are:

1. Advancing our vision
2. Delivering expert services
3. Diversifying
4. Moving beyond measurement

We recognise that the Picker Group is growing and that this creates opportunities for us to be more impactful. And because our four strategic goals are interlinked, it makes sense that they should share a common focus that reflects this growth trajectory.

To help us meet our goals, we will need to ensure that we have the right staff, resources, and ways of working to help us progress. We continue to identify four 'enablers': areas where supporting action will be required to allow us to deliver our strategy. These are:

- |            |                              |
|------------|------------------------------|
| People     | Responsible governance       |
| Technology | Marketing and communications |



## Strategic goals

### Advancing our vision

Achieving person centred care requires services to understand what matters to users, and to measure and act on this.

**Goal: to advance our vision, we will continue to be seen as leaders in how to use people's experiences to measure, understand, evaluate, and improve person centred care.**

### Delivering expert services

Our products and services reflect our mission and contribute to our impact by providing high-quality support to clients.

**Goal: projects and services are completed to a consistently high standard; are delivered on time and to budget; and create value for customers and stakeholders, meeting or exceeding their expectations.**

### Diversifying

Revenue diversity is important for resilience in a charity that operates on a fee-for-service model.

**Goal: to ensure our sustainability and independence, and to allow us to invest in generating impact, new business outside of NHS national programmes will contribute at least £1m p.a. by 2024/25.**

### Moving beyond measurement

Person centred care is broader than experience of care: measurement is necessary but not sufficient to improve quality.

**Goal: to support lasting improvements in care, we will review our role as an improvement practitioner and we will define and launch a clear offer to help our partners.**

## Enablers

People

Responsible governance

Technology

Marketing and communications

## Treasury and Investment policy

The Board of Trustees review and approve the Treasury and Investment policy annually. The purpose of the policy statement is to provide a written framework for the investment risk appetite of the group, its investment portfolio, and the management of the group's cash and near-cash assets (Treasury funds). The group has a low-to-medium risk appetite, with regard to investments and treasury funds. Its primary objective is to manage cashflow to remain solvent while looking at a reasonable income or capital investment growth rather than just capital preservation. This determines the type of investments it chooses, the institutions they are made with, and the total level of funds placed with any single institution.

## Trustees' responsibilities statement

The Trustees (who are also directors of Picker Institute Europe for the purposes of company law) are responsible for preparing a Trustees' Annual Report and financial statements in accordance with 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).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments 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 charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charity and the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

## Statement as to disclosure to our auditors

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the groups' auditor is unaware; and
- the Trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Report of the Board of Trustees including the Strategic Report has been approved by order of the Board of Trustees and signed on their behalf by:

Chair: Dr Angela Coulter

Date: 26<sup>th</sup> September 2024

# Independent auditor's report to the members and trustees of Picker Institute Europe

## Opinion

We have audited the financial statements of Picker Institute Europe (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31<sup>st</sup> March 2024 which comprise the consolidated and parent charitable company statement of financial activities, the group and parent charitable company balance sheets, the consolidated 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 group's and of the parent charitable company's affairs as at 31<sup>st</sup> March 2024 and of the group's and parent charitable company's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulation 2006 (as amended)

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance

with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the 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 Picker Institute Europe'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 other information comprises the information included in the trustees' 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.



## Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, for the financial year for which the financial statements are prepared, is consistent with the financial statements
- The trustees' annual 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 group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

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

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors 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' annual 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 in the trustees' annual report, the trustees (who are also the directors of the parent 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 group's and the parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

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

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 are set out below.

## Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.



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

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Use of our report

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

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.

Jonathan Orchard - Senior Statutory Auditor

Date: 15<sup>th</sup> October 2024

For and on behalf of:  
Sayer Vincent LLP - Statutory Auditor  
110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006.

# Consolidated Statement of Financial Activities

(including consolidated income and expenditure account)

For the year ended 31<sup>st</sup> March 2024

	Notes	2024 Total funds £'000	2023 Total funds £'000
<b>Income from:</b>			
Donations			
In kind support		7	8
Charitable activities			
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care		4,753	3,960
Other trading activities		437	437
Interest on deposits	2	17	7
<b>Total income</b>		<b>5,214</b>	<b>4,412</b>
<b>Expenditure from:</b>			
Charitable activities			
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care		4,336	3,763
Strategic investments		86	-
Other expenditure	11	371	306
<b>Total expenditure</b>	<b>4</b>	<b>4,793</b>	<b>4,069</b>
<b>Surplus</b>		<b>421</b>	<b>343</b>
Corporation Tax		19	3
<b>Net movement in funds</b>		<b>402</b>	<b>340</b>
<b>Reconciliation of funds:</b>			
Total funds brought forward		2,451	2,111
<b>Total funds carried forward</b>		<b>2,853</b>	<b>2,451</b>

The notes on pages 20 to 31 form part of these financial statements.  
All the above results are derived from continuing activities.  
There were no other recognised gains or losses other than those stated above.  
All income in the current and previous years is unrestricted.

# Charitable Company Statement of Financial Activities

(including income and expenditure account)

For the year ended 31<sup>st</sup> March 2024

	Notes	2024 Total funds £'000	2023 Total funds £'000
<b>Income from:</b>			
Donations			
In kind support		7	8
Gift aid		50	-
Charitable activities			
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care		4,883	4,090
Interest on deposits	2	17	7
<b>Total income</b>		<b>4,957</b>	<b>4,105</b>
<b>Expenditure from:</b>			
Charitable activities			
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care		4,467	3,892
Strategic investments		86	-
<b>Total expenditure</b>	<b>4</b>	<b>4,553</b>	<b>3,892</b>
<b>Surplus</b>		<b>404</b>	<b>213</b>
<b>Net movement in funds</b>		<b>404</b>	<b>213</b>
<b>Reconciliation of funds:</b>			
Total funds brought forward		2,290	2,077
<b>Total funds carried forward</b>		<b>2,694</b>	<b>2,290</b>

The notes on pages 20 to 31 form part of these financial statements.  
All the above results are derived from continuing activities.  
There were no other recognised gains or losses other than those stated above.  
All income in the current and previous years is unrestricted.

# Consolidated and Charity Balance Sheets

As at 31<sup>st</sup> March 2024  
Company number: 3908160

	Notes	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
<b>Fixed assets:</b>					
Intangible assets	8	122	112	20	42
Tangible assets	9	36	56	36	56
<b>Total fixed assets</b>		<b>158</b>	<b>168</b>	<b>56</b>	<b>98</b>
<b>Current assets:</b>					
Debtors	10	1,546	1,805	1,431	1,711
Investments	11	-	-	1	1
Cash at bank and in hand		1,964	1,454	1,951	1,353
<b>Total current assets</b>		<b>3,510</b>	<b>3,259</b>	<b>3,383</b>	<b>3,065</b>
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	12	815	951	745	873
<b>Net current assets</b>		<b>2,695</b>	<b>2,308</b>	<b>2,638</b>	<b>2,192</b>
Total assets less current liabilities		2,853	2,476	2,694	2,290
Creditors: amounts falling due after more than one year	13	-	25	-	-
<b>Total net assets</b>		<b>2,853</b>	<b>2,451</b>	<b>2,694</b>	<b>2,290</b>
<b>The funds of the charity:</b>					
Unrestricted funds	16	2,853	2,451	2,694	2,290
<b>Total charity funds</b>		<b>2,853</b>	<b>2,451</b>	<b>2,694</b>	<b>2,290</b>

The notes on pages 20 to 31 form part of these financial statements.

The Trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 44 of the Charities and Trustee Investment (Scotland) Act 2005.

The financial statements were approved and authorised for issue, by the Trustees on 26<sup>th</sup> September 2024 and signed on their behalf by Dr Angela Coulter, Chair.



# Consolidated and Charity Statement of Cash Flows

For the year ended 31<sup>st</sup> March 2024

	Notes	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
<b>Cash flows generated from/ (used in) operating activities:</b>					
Net cash used in operating activities	18	562	261	605	(315)
<b>Cash flows generated from/ (used in) investing activities:</b>					
Interest on deposits		17	7	17	7
Purchase of tangible fixed assets		(24)	(12)	(24)	(12)
Purchase of intangible assets		(45)	-	-	-
Receipts from disposals of tangible fixed assets		-	1	-	1
<b>Net cash used in investing activities</b>		<b>(52)</b>	<b>(4)</b>	<b>(7)</b>	<b>(4)</b>
Change in cash and cash equivalents in the year		510	(265)	598	(319)
Cash and cash equivalents at the beginning of the year		1,454	1,719	1,353	1,672
<b>Cash and cash equivalents at the end of the year</b>	<b>19</b>	<b>1,964</b>	<b>1,454</b>	<b>1,951</b>	<b>1,353</b>

The notes on pages 20 to 31 form part of these financial statements.

# Notes to the Financial Statements

## 1. Principal Group accounting policies

### a) Basis of preparation and assessment of going concern

The financial statements have been prepared in accordance with applicable accounting standards and under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to the financial statements. The financial statements have been prepared in accordance with the Charities SORP (FRS 102), "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<sup>st</sup> January 2016) and comply with the Charities Act 2011 and Companies Act 2006.

The Parent charity and group constitutes a public benefit entity as defined by the Charities SORP (FRS 102).

The financial statements have been prepared on a going concern basis. The group has a strong balance sheet and cash position at the year end. There was a positive operations performance for the current year which exceeded expectations. Detailed financial forecasts have been produced reflecting the expected impact on the business plan and budget for 2024/25. The Trustees consider that, there are no material uncertainties about the group's ability to continue as a going concern. This is on the basis of the expectation of the group having sufficient cashflow, income and levels of reserves to continue for at least 12 months from the date of authorising these financial statements. There are no significant areas of judgement or key assumptions that will materially affect the position.

### b) Group accounts

These accounts consolidate the results of the charitable company and its wholly owned subsidiary, Picker HWA Ltd which was incorporated on 24<sup>th</sup> May 2021 and commenced trading on 1<sup>st</sup> July 2021.

### c) Financial instruments

The group 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.

### d) Basis of consolidation

The consolidated financial statements incorporate the financial statements of the charitable company and all group undertakings. Income and expenditure in foreign currencies is converted at the average exchange rate for the period. Acquisitions are accounted for under the acquisition method. The results of companies acquired or disposed of are included in the Statement of Financial Activities after or up to the date that control passes respectively. Both a group Consolidated and Charitable Company Statement of Financial Activities is published and some notes for the parent charitable company are omitted from the group financial statements by virtue of section 408 of the Companies Act 2006.

### e) Legal status

The charity is a registered company limited by guarantee and has no share capital. The members of the company are the Trustees. Each member undertakes to contribute such amount as may be required (not exceeding £1.00) to the charity's assets in the event of it being wound up.

### f) Fund accounting

The charity holds the following funds:

**Unrestricted funds** are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

### g) Income

Incoming resources are recognised to the extent that the group has provided the services and/or goods. For contracts in place at the year end the value of the contract that has been completed at the year end is compared to the invoices raised and adjustments made to include accrued income or deferred income as appropriate.

### h) Donated services

Donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt. In kind support is recognised as income when the following criteria are met:

- Entitlement – Control over the expected economic benefits that flow from the donation has passed to the charity and any performance related conditions attached to the donation have been fully met.
- Probable – It is more likely than not that the economic benefits associated with the donated item will flow to the charity.
- Measurement – The fair value or value to the charity of the donated item can be measured reliably.

### i) Expenditure and irrecoverable VAT

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs according to a category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

Governance costs are those incurred in connection with the management of Picker Institute Europe's assets, organisational administration and compliance with constitutional and statutory requirements.

The charity is registered for VAT and any irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Picker HWA Ltd is separately registered for VAT.

### j) Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Computers	3 years (33%) straight line
Office equipment	3 years (33%) straight line or length of lease

Individual assets with a cost more than £500 are capitalised as tangible fixed assets.

### k) Intangible fixed assets and amortisation

Intangible fixed assets are stated at cost less amortisation. Amortisation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, based on the duration of the acquisition agreement and the client contact list that forms goodwill, as follows:

Website	3 years (33 1/3%) straight line
Computer applications	5 years (20%) straight line
Registered Trade Marks	10 years (10%) straight line
Online research platform	3 years (33 1/3%) straight line
Intellectual property and brand assets	3 years (33 1/3%) straight line
Goodwill	10 years (10%) straight line

Individual assets with a cost more than £500 are capitalised as intangible fixed assets.

### l) Investments

Investments in group undertakings are recorded at cost less impairment.



### m) Debtors

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

### n) Creditors and provisions

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

### o) Leasing

Rentals payable under operating leases are charged to the statement of financial activities over the period in which the cost is incurred. Assets obtained under finance leases are capitalised as tangible fixed assets, depreciated and the liability is recognised at the point of purchase.

### p) Pensions

The pension costs charged in the financial statements represent the contributions payable by the group during the year to defined contribution schemes.

### q) Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities are retranslated at the rate of exchange ruling at the balance sheet date. The resulting gains or losses are recognised within the statement of financial activities.

### r) Judgements and key sources of estimation uncertainty

There is a degree of judgement exercised at each period end in respect of client project contracts that extend beyond the year end, where recognition of income and related external expenditure is based on key milestones. The calculation for the consideration for the acquisition of the business for Howard Warwick Associates Ltd and the associated fair values of the assets acquired is based on the best estimate of the individual assets of value to the company and the expected purchase price based on the acquisition agreement. The balancing or residual number is the amount of goodwill of continuing a going concern business based on its client contacts and delivery contracts in place. The amortisation period for computer software is a key judgement for the economic useful life of the write off of Intangible fixed assets. There were no other significant judgements made in the process of applying the above accounting policies that have had a major effect on amounts recognised in the financial statements.

## 2. Interest on deposits

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Bank interest received	17	7	17	7

## 3. Resources expended

### a) Analysis of Consolidated total resources expended

	Staff costs £'000	Support costs £'000	Other direct costs £'000	Governance costs £'000	Total 2024 £'000
<b>Charitable activities:</b>					
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care	2,643	742	1,292	30	4,707
Strategic investments	85	1	-	-	86
<b>Total charitable activities</b>	<b>2,728</b>	<b>743</b>	<b>1,292</b>	<b>30</b>	<b>4,793</b>

	Staff costs £'000	Support costs £'000	Other direct costs £'000	Governance costs £'000	Total 2023 £'000
<b>Charitable activities:</b>					
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care	2,079	628	1,322	40	4,069
<b>Total charitable activities</b>	<b>2,079</b>	<b>628</b>	<b>1,322</b>	<b>40</b>	<b>4,069</b>



## b) Analysis of Consolidated support costs

	Total 2024 £'000	Total 2023 £'000
<b>Support costs:</b>		
Travel	8	7
Premises	70	69
Exhibitions and conferences	40	37
Communications and IT	71	60
Financial, legal and consultancy	88	74
Postage and printing	58	67
Other administration	330	244
Depreciation and amortisation	78	70
	<b>743</b>	<b>628</b>

The strategic investments included on the face of the Statement of Financial Activities are one off costs that were incurred in year following the budgeting process to build a better and more resilient charitable company for the future. It includes a pay band review, personal development system review and the appointment of a HR Manager.

## 4. Total expenditure

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
<b>This is stated after charging:</b>				
Amortisation	35	35	22	22
Depreciation	43	35	43	35
Auditors' remuneration - Audit fee	20	19	20	19
- Consultancy services	5	5	5	5

The audit fees for the prior year relate to the previous auditor and the consultancy services incurred in year.

## 5. Trustees' expenses

The Trustees' of the charity and group neither received nor waived any emoluments (remuneration or pension arrangements) in the year or prior year. Out of pocket expenses were reimbursed to the following number of Trustees:

	2024 Number	2024 £'000	2023 Number	2023 £'000
Travel and accommodation	5	1	7	1

## 6. Consolidated staff costs

	2024 £'000	2023 £'000
<b>Employees:</b>		
Wages and salaries	2,263	1,706
Settlements to leaving employees	12	4
Social security costs	243	190
Pension costs	86	62
<b>Subtotal</b>	<b>2,604</b>	<b>1,962</b>
Freelance contractors	8	4
Training	33	15
Recruitment	83	98
<b>Total</b>	<b>2,728</b>	<b>2,079</b>

The group average monthly number of employees was 58 (2023: 46), when calculated on an average headcount basis. When calculated on a full time equivalent basis (FTE), including casual and part-time staff, the average monthly number of employees was:

	2024 Number	2023 Number
The average number of FTE employees during the year was:	55	43
The number of employees whose emoluments as defined for taxation purposes amounted to over £60k in the year was as follows:		
£70,000 - £79,999	2	2
£80,000 - £89,999	-	1
£100,000 - £109,999	-	1
£110,000 - £119,999	2	-

The total amount of compensation of key management, as defined in the Report of the Trustees, for the group was £448,000 (2023: £405,000).

## 7. Pension costs

The charitable company operates a defined contribution pension scheme with Standard Life. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the scheme and amounted to £86,000 (2023: £65,000). Of this £18,000 (2023: £17,000) related to employees whose emoluments were over £60,000 as shown in the consolidated staff costs note 6.

## 8. Consolidated Intangible fixed assets

### a) Consolidated Intangible fixed assets

	Software £'000	Intellectual property £'000	Goodwill £'000	Total £'000
<b>Cost:</b>				
At 1 <sup>st</sup> April 2023	113	19	77	209
Additions	-	-	45	45
At 31 <sup>st</sup> March 2024	113	19	122	254
<b>Amortisation:</b>				
At 1 <sup>st</sup> April 2023	73	10	14	97
Charge for the year	24	3	8	35
At 31 <sup>st</sup> March 2024	97	13	22	132
<b>Net book value:</b>				
At 31 <sup>st</sup> March 2024	16	6	100	122
At 31 <sup>st</sup> March 2023	40	9	63	112

### b) Charity Intangible fixed assets

	Software £'000	Intellectual property £'000	Total £'000
<b>Cost:</b>			
At 1 <sup>st</sup> April 2023	106	10	116
At 31 <sup>st</sup> March 2024	106	10	116
<b>Amortisation:</b>			
At 1 <sup>st</sup> April 2023	68	6	74
Charge for the year	21	1	22
At 31 <sup>st</sup> March 2024	89	7	96
<b>Net book value:</b>			
At 31 <sup>st</sup> March 2024	17	3	20
At 31 <sup>st</sup> March 2023	38	4	42



## 9. Consolidated and Charity Tangible fixed assets

	Computers £'000	Office Equipment £'000	Total funds £'000
<b>Cost:</b>			
At 1 <sup>st</sup> April 2023	174	10	184
Additions	23	1	24
Disposals	(2)	(4)	(6)
At 31 <sup>st</sup> March 2024	195	7	202
<b>Depreciation:</b>			
At 1 <sup>st</sup> April 2023	119	9	128
Charge for the year	42	1	43
On disposals	(1)	(4)	(5)
At 31 <sup>st</sup> March 2024	160	6	166
<b>Net book value:</b>			
At 31 <sup>st</sup> March 2024	35	1	36
At 31 <sup>st</sup> March 2023	55	1	56

There is no office equipment included in assets held under finance leases with a net book value (2023: £1,000). There is no depreciation charge in the year (2023: £1,000).

## 10. Debtors

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Trade debtors	758	1,182	713	1,083
Inter organisational account	-	-	19	94
Accrued income	578	343	488	254
Prepayments	210	280	211	280
	<b>1,546</b>	<b>1,805</b>	<b>1,431</b>	<b>1,711</b>

## 11. Investments

The group structure includes Picker HWA Ltd. The charity owns 100% of the share capital. A summary of the results for Picker HWA Ltd for the year ended 31<sup>st</sup> March 2024 is shown below:

	2024 £'000	2023 £'000
<b>Profit and loss account:</b>		
Income	436	437
Expenditure	370	306
Gift aid donation	50	-
Corporation tax	19	3
Retained (loss)/profit for the year	<b>(3)</b>	<b>128</b>
<b>Balance sheet:</b>		
Fixed assets	<b>102</b>	<b>70</b>
Current assets	278	290
Creditors: amounts falling due within one year	220	172
Net current assets	<b>58</b>	<b>118</b>
Total assets less current liabilities	160	188
Creditors: amounts falling due after more than one year	-	25
Total net assets	<b>160</b>	<b>163</b>
Called up share capital	1	1
Profit and loss account	159	162
Shareholders' funds	<b>160</b>	<b>163</b>

## 12. Creditors: amounts falling due within one year

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Obligations under finance leases	-	1	-	1
Purchase consideration	44	46	-	-
Trade creditors	194	166	187	157
Taxation and social security	107	199	92	186
Accruals	220	99	216	89
Deferred income	250	441	250	440
	<b>815</b>	<b>951</b>	<b>745</b>	<b>873</b>
Deferred income comprises project related revenue for the performance of activities that were not completed before the year end and continued in the following financial year.				
At 1 <sup>st</sup> April 2023	441	400	440	400
Released to income	(441)	(400)	(440)	(400)
Deferred in the year	250	441	250	440
At 31 <sup>st</sup> March 2024	<b>250</b>	<b>441</b>	<b>250</b>	<b>440</b>

## 13. Creditors: amounts falling due after more than one year

Purchase consideration	-	25	-	-
	<b>-</b>	<b>25</b>	<b>-</b>	<b>-</b>

## 14. Financial commitments

At the year end the group had the following future minimum lease payments under non-cancellable operating leases in respect of plant and land and buildings which fall due as follows:

	2024 £'000	2023 £'000
<b>Expiry date:</b>		
Within one year	42	37
	<b>42</b>	<b>37</b>

## 15. Related party transactions

The charity had transactions with the subsidiary Picker HWA Ltd during the year of £181,000 (2023: £133,000) and had a year end balance owed of £131,000 (2023: £94,000).

## 16. Reserves

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
<b>The movement on unrestricted funds is as follows:</b>				
At 1 <sup>st</sup> April 2023	2,451	2,111	2,290	2,077
Income	5,214	4,412	4,957	4,105
Less expenditure	4,812	4,072	4,553	3,892
<b>At 31<sup>st</sup> March 2024</b>	<b>2,853</b>	<b>2,451</b>	<b>2,694</b>	<b>2,290</b>
Consolidated unrestricted funds			2,853	2,451
Less fixed asset reserves			158	168
<b>Unrestricted general Funds</b>			<b>2,695</b>	<b>2,283</b>
Represents in months the projected group operational expenditure, adjusted for amounts covered by restricted funds, for the next financial year			7.8	8.2

## 17. Corporation taxation

The charity is exempt from tax on income and gains falling within the Corporation Tax Act 2010 and the Taxation of Chargeable Gains Act 1992 to the extent that these are applied for charitable purposes.

For Picker HWA Ltd tax is recognised in the Statement of Financial Activities.

The current tax charge is calculated based on tax rates and laws at the balance sheet date.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the balance sheet date.



## 18. Reconciliation of net income/(expenditure) to net cash flow from operating activities

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Net income/(expenditure) for the year (as per the statement of financial activities)	402	339	404	213
<b>Adjustments for:</b>				
Depreciation charges	43	35	43	35
Amortisation charges	35	35	22	22
Interest on deposits	(17)	(7)	(17)	(7)
Loss/(profit) on sale of fixed assets	1	(1)	1	(1)
Decrease/(increase) in stocks	-	1	-	1
(Increase)/decrease in debtors	259	(426)	280	(446)
Increase/(decrease) in creditors	(161)	(237)	(128)	(132)
<b>Net cash used in operating activities</b>	<b>562</b>	<b>(261)</b>	<b>605</b>	<b>(315)</b>
Cash in hand	255	344	243	243
Notice deposits	1,709	1,110	1,708	1,110
<b>Total cash and cash equivalents</b>	<b>1,964</b>	<b>1,454</b>	<b>1,951</b>	<b>1,353</b>

## 19. Analysis of cash and cash equivalents

## 20. Post balance sheet events

During the year we partnered with the Patient Experience Network (PEN) and collaborated on the annual Patient Experience Network National Awards which are the first and only awards programme to recognise best practice in patient experience across all facets of health and social care in the UK. We started negotiations to acquire PEN and so bringing together two market leaders in measuring, understanding, and improving people's care experiences and outcomes. The acquisition would combine our breadth of expertise in person centred care and strong standing across the private and public health & care sectors. Following due diligence the Board decided to acquire the assets of PEN and the contract was signed before the year end, with the acquisition and control taking place on 1<sup>st</sup> April 2024.

## Contact details

 +44 (0)1865 208100

 [Picker.org](https://www.picker.org)

 [pickereurope](https://twitter.com/pickereurope)

 [picker-institute-europe](https://www.linkedin.com/company/picker-institute-europe)

 [pickereurope](https://www.facebook.com/pickereurope)

## Address

**Picker Group**  
Suite 6, Fountain House  
1200 Parkway Court  
John Smith Drive  
Oxford OX4 2JY

Registered Charity in England and Wales: 1081688  
Registered Charity in Scotland: SC045048  
Registered Company Limited by Guarantee: 03908160

**PICKER INSTITUTE EUROPE**

England & Wales - Charity number 1081688

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# Accounts

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# **Report of the Board and Consolidated Financial Statements**

**For the year ended 31<sup>st</sup> March 2023**

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# Reference and administrative details

Registered name:	Picker Institute Europe
Other names:	Picker
Registered Charity in England and Wales:	Number 1081688
Registered Charity in Scotland:	Number SC045048
Registered Company Limited by Guarantee:	Number 3908160
Registered office address:	Suite 6, Fountain House, 1200 Parkway Court, John Smith Drive, Oxford OX4 2JY

**Patron** Stuart Bell CBE

## Directors and Trustees

The Directors of the charitable company are its Trustees for the purposes of charity law. The Trustees and officers serving during the year and since the year end were as follows:

Dr Angela Coulter	Chair, from 29 <sup>th</sup> September 2022
Professor Aileen Clarke	Chair, until 29 <sup>th</sup> September 2022
Sally Sykes	Honorary Treasurer
Professor Gary Ford CBE	
Diane French	Until 11 <sup>th</sup> November 2022
Amran Hussain	Until 29 <sup>th</sup> September 2022
Professor Tim Irish	
Julia Levy	
Ronny Odegbami	Until 22 <sup>nd</sup> June 2022
Professor Wendy Reid	Until 9 <sup>th</sup> May 2023
Dr Magdalena Skrybant	

**Company Secretary** Chris Graham

## Executive team who are the key management personnel

Chris Graham	Group Chief Executive Officer
Phillip Stylianides	Chief Operations Officer
Jenny King	Chief Research Officer
Mark Collins	Chief Financial Officer
Phillip Stylianides	Managing Director, Picker HWA Ltd

## Our advisers

### Auditors

Moore Kingston Smith LLP, The Shipping Building,  
The Old Vinyl Factory, Blyth Road, Hayes, London UB3 1HA

### Main bankers

NatWest Bank, Willow Court, 7 West Way, Oxford OX2 0JB

### Main solicitors

Wilsons Solicitors LLP, 4 Lincoln's Inn Fields, London WC2A 3AA

# Structure, governance and management

The governing document is the Memorandum and Articles of Association dated 21<sup>st</sup> March 2014. The members of the Board of Trustees are the Directors of the Company. It has no share capital and the members of the charity are the Trustees, each of whom agrees to contribute such amount as may be required (not exceeding £1.00) in the event of the charity winding up.

Recruitment of Trustees is by open application to the Appointments and Remuneration Committee. The Committee shortlist prospective Trustees with advice from the Chief Executive Officer, and members form a panel to interview candidates. Appointment is by resolution of the Board of Trustees. Prior to appointing or re-appointing Trustees the Board of Trustees reviews the skills mix and tries to ensure that all relevant areas of expertise are covered.

Trustees serve for an initial three-year period after which they may be re-appointed for a further three-year term, with the exception of the Chair and Honorary Treasurer, who may be re-appointed by a resolution of the Trustees to continue in office for one year after the end of their term of office. Trustees who have served two consecutive terms of office may not be re-appointed for a further term until a period of one year has elapsed unless the Trustees resolve, by a 75% majority, that the Trustee may be re-appointed immediately for a further term of three years. The Chair and Honorary Treasurer are appointed by the Trustees from among their number.

The Board convenes at least five times per year and has a 'matters reserved for the Board' document that sets out the matters that will only be decided by the Board to meet legal requirements or in the interests of the Charity as a whole. The Board controls the Charity's overall strategy and sections in the document cover:

1. Strategy and management
2. Structure
3. Financial reporting and controls
4. Internal controls
5. Contracts
6. Communication
7. Board membership and other appointments
8. Remuneration
9. Delegation of authority
10. Corporate governance matters
11. Policies; and
12. Other miscellaneous items.

Matters which the Board considers suitable for delegation are contained in the terms of reference of its committees. Day-to-day managerial responsibility is delegated to the Executive Team led by the Chief Executive Officer.

On appointment each Trustee is given an induction pack that includes the Articles of Association, matters reserved for the Board, Charity Commission booklet "The Essential Trustee", strategic plan, organisational chart, copies of the latest Report of the Board and Financial Statements, impact report, and current business plan. New Trustees meet with the Chair and Chief Executive Officer and are invited to take part in induction meetings with key staff. Training is offered on a continual basis to all Trustees to assist them in their role and governance of the charity.

As well as regular meetings of the Board of Trustees, there are also the following two standing committees:

## Finance, Audit and Risk Committee

The Committee is a joint Trustee/Executive committee with membership at the year end of:

Sally Sykes – Honorary Treasurer  
(Chair of the Committee)

Dr Angela Coulter – Chair  
Professor Tim Irish – Trustee  
Chris Graham – Chief Executive Officer  
Mark Collins – Chief Financial Officer  
Phillip Stylianides – Chief Operations Officer

## Appointments and Remuneration Committee

The membership of the committee at the year end was:

Dr Magdalena Skrybant – Trustee  
(Chair of the Committee)

Dr Angela Coulter – Chair  
Professor Gary Ford – Trustee  
Julia Levy – Trustee

## Register of interests and people with significant control

The charity maintains a register of Trustees' interests and a register of people with significant control at the registered office address. There is no person or legal entity with significant control.

# Report of the Board of Trustees

The Trustees of Picker Institute Europe (Picker) are pleased to present their annual report together with the group consolidated financial statements of the charitable company and its subsidiary for the year ended 31<sup>st</sup> March 2023, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities and Trustees Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006, the Memorandum and Articles of Association, 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).

## Objects and activities

### Our purpose

Picker was established to promote the idea and benefits of person centred care.

### Our objects

The objects of the charity are:

- to promote public health for the benefit of the community in particular by improving standards of treatment and care for patients of health care services;
- to advance education in healthcare in particular by the provision of training for healthcare professionals in communication skills; and
- to advance education in healthcare in particular by developing research tools and undertaking research into patients' perspectives of health care services and to publish the useful results of the same for the public benefit.

### Our vision

The highest quality person centred care for all, always.

### Our mission

We are here to:

- **Influence** policy and practice so that health and social care systems are always centred around people's needs and preferences.
- **Inspire** the delivery of the highest quality person centred care, developing tools and services that enable people's experiences to be better understood.

- **Empower** staff working in health and social care to improve experiences by effectively measuring and acting upon people's feedback.

### Our values

We are proud of the work we do, and are equally proud of the way we do it.

**Our core values** – excellence, integrity, valuing diversity and collaboration – underpin everything that we do, reflecting what we believe in and how we behave.

- **Excellence:** Maintaining the quality and consistency of our work is our highest priority. We are not willing to accept the status quo and continuously look for new ways to understand, measure and improve the quality of health and social care.
- **Integrity:** We ensure our independence using the best possible evidence to drive and support our decision making, our statements and our activities. Our behaviours match our words and we are accountable for all that we do. We only engage in activity which furthers our charitable aims.
- **Valuing diversity:** We recognise all people as equals, valuing individual worth and diversity. Ideas and contributions are judged on their merit not their source.
- **Collaboration:** We encourage ideas and knowledge to be shared freely. We believe that lasting change cannot be delivered in isolation and actively seek partnership opportunities to achieve greater impact.

**Our vision**  
"The highest quality person centred care for all, always."

**Our mission**  
we are here to  
**Influence**  
**Inspire**  
**Empower**

## Activities

Picker carries out a range of activities to further its charitable objects. Collectively, these include research and insight work around person centred care, as well as work to measure and improve staff and users' experiences of care. Typical examples of our activities include:

- Developing and implementing applied social research including surveys, interviews, and focus groups to gather feedback about the quality of care services.
- Designing and conducting in-depth research to evaluate the impact of policy and practice on people's experiences and service quality, and creating innovative new approaches to support better measurement.
- Sharing research findings and best practice with the wider community of policy makers, professionals, researchers, and the public to inspire and enable improvements in the quality of services.
- Working with providers, commissioners, and professionals to support them to understand and act on the things that matter most to their patients, populations, and staff, including through local and national workshops and events.

## Public benefit

The Trustees confirm that they have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit.

The Trustees ensure that our work is carried out for the public benefit by delivering services that directly involve the public and, wherever possible, seldom heard communities, and ensure that those with responsibility to influence people's care have both the information and tools to aid them in their role. Our beneficiaries are the public and all involved in health and social care (patients, service users, friends and families, and care staff). We promote public health to improve standards of treatment and care and by developing research tools and undertaking research into patients' perspectives of health care services and publishing them for the public benefit. All our products and services are designed to deliver benefit for patients, service users, communities, care professionals, and the public regardless of whether they are undertaken under contract, are grant aided, or are an allocation of resources.

## Volunteers

We actively seek input from patients and members of the public in much of the work we do, and opportunities are available for volunteers to contribute to the design, planning, and delivery of research studies that we conduct. Further opportunities are available for volunteers to gain experience at Picker and to help achieve the organisation's objectives.

## Environmental, Social and Governance

We are actively using Environmental, Social and Governance (ESG) factors to assess how far advanced we are with our behaviours and systems around sustainability. They are integrated into our processes, policies, and statements such as our Environmental and Sustainability Policy, Carbon Reduction Plan, Equality, Diversity, and Inclusion Policy, and our approach to continual improvement especially through our international standard accreditations. Our mission reflects our public (societal) benefit as reported in our Impact Report. Governance and behaviours are described in the Annual Report as referenced earlier in the report though the Matters Reserved for the Board, the committee structure with terms of reference, and our core values. We recognise that ESG is developing and evolving and so is our thinking and approach.

## Strategic report

## Achievements and performance

We pioneered the Picker Principles of Person Centred Care, which continue to be used as a world-renowned framework to support the delivery of consistent, high-quality care. We influence, inspire, and empower others to ensure that people are placed at the heart of health and social care provision. We believe advocating for the delivery of each of the Principles is crucial to achieving this.

We are experts in understanding and measuring people's experiences. Our research provides the clarity, tools and data to achieve the buy-in needed to drive improvements in care standards.

We use our experience and expertise to help care providers, commissioners, and professionals engage and empower people to build a culture that consistently delivers person centred care for all, always.

In the financial year ending 31<sup>st</sup> March 2023, we continued to advance our vision of person centred care for all, always, by delivering a range of programmes and activities to support the measurement, understanding, and improvement of people's experiences of health and care. As always, we have focussed on delivering projects and services that create impact for our beneficiaries: patients, service users, the public, and health and care staff. Notable examples in 2022/23 include:

- Continuing our work on the NHS Staff Survey, which we have coordinated on behalf of NHS England and NHS Improvement since 2011. The survey has grown over the last decade to become the largest workforce survey in the world, collecting over 630,000 responses in 2022, and recognition and use of its results have grown correspondingly. As well as coordinating the survey nationally, Picker worked with more than 140 NHS organisations to collect and act on staff feedback, gathering more than half of all responses to the survey.
- Working with Jersey Care Commission to develop and launch a new national survey programme for the Island, encompassing people's experiences of inpatient services, urgent and emergency care, maternity care, and community mental health services. The new surveys are supporting the regulator and care providers to promote and support best practice and improve standards of care, and provide improved insight by enabling comparisons across the Island's services and against similar services in England.
- Further developing the state of evidence around people's experiences of cancer care in England by continuing to manage national surveys of both adults and children and young people affected by cancer for NHS England. In 2022 we published results from a survey of more than 59,000 adults, which showed generally positive experiences of care but a need for greater personalisation and improvements in support outside of hospital. Similarly, we published results from a survey of 960 children and young people: most respondents felt well looked after, but there was evidence of room for improvement around the continuity of care.

Our strategic priorities this year have included a focus on whole pathway care, as well as maintaining and developing our status as a thought leader in the measurement and use of patient and staff experience information.

People experiencing physical or mental health conditions often require the support from a range of health and care organisations. These interactions may be sequential (such as seeing a general practitioner and being referred for outpatient treatment at a hospital) or services may complement one another over a period of time (for example, receiving cancer care at a hospital whilst also receiving support in the community). Our vision of person centred care for all requires this range of care services to work together around the needs of their users. In line with this, we have sought to engage with providers and commissioners across the whole care pathway.

This was the first full year of operations for Picker HWA, our subsidiary that we had launched on the 1<sup>st</sup> July 2021. We aimed to review the services that the subsidiary was offering; to complete its integration into the Picker Group, and to build our impact with private health and with social care providers. Colleagues in Picker HWA have made very strong progress in these regards, and are making a strong contribution to the Picker Group as a whole by engaging with a growing range of partners across pathways of care.

The Charity itself has also focussed on services out of hospital and on commissioning across integrated care systems (ICSs), which were established on a statutory basis from the 1<sup>st</sup> July 2022. This has included work with the Quality, Safety, and Outcomes of Health and Social Care Policy Research Unit (QSO PRU) throughout the year, where we have investigated how the new ICSs understand quality. We have also continued to work with NHS England on plans for gathering workforce experience data in primary care, building on an earlier feasibility study and pilot that we conducted.

As well as these newer areas of work, we have sought to build on our existing partnerships and programmes. This year, this has notably included securing renewals of two key service agreements – provision of the coordination centres for the NHS Patient Survey Programme (for the Care Quality Commission) and for the NHS Staff Survey (for NHS England). We are delighted to have the opportunity to continue to support these important initiatives, and they will be key parts of our programme of work for the year ahead.

## Financial review

The is the group financial review of the charitable company and the wholly owned subsidiary Picker HWA Ltd for the full year 2022/23. Total income for the group was £4.412 million which is an increase on the prior year of 8.8%. The Charity had total income of £4.105 million which was an 8.7% year on year increase. The principal sources of income (over £100,000) during the year were NHS England, the Care Quality Commission and The Mid Yorkshire Hospitals NHS Trust.

Expenditure for the group has increased by 13.6% year-on-year to £4.069 million (£3.892 million for the charity). This has resulted in a group surplus for the year of £343,000 (£213,000 for the charity) before corporation tax and has increased the unrestricted funds to £2.451 million (£2.290 million for the charity). This builds up our reserves to meet the levels set out in the Reserves policy, which will in turn assist delivery of our strategy and allow us to have a bigger impact in delivering our purpose whilst ensuring sustainability.

## Reserves policy

Picker has a policy of maintaining sufficient free reserves to enable the group to have between six and nine months of projected group operational expenditure. Based on our projected expenditure over 2023/24, we estimate a minimum requirement of £1.664 million to meet operational costs for six months, with an upper target limit of £2.496 million for nine months' expenditure.

At the end of March 2023, free reserves were £2.283 million or the equivalent of 8.2 months. This exceeds the minimum level required by the reserves policy and is within our target range. The Trustees regularly monitor and review the reserves held within the context of the funds required to fulfil the objectives of the charity.

## Going concern policy

The Trustees have reviewed the status of the group's funding arrangements and future plans. The group has a strong balance sheet and cash position at the year end with the expectation of increasing cashflows over the coming twelve months. In addition, detailed financial projections have been produced to enable the Trustees to evaluate a period of at least the next twelve months from the date of signature of these financial statements and, as a result, the Board are satisfied that it remains appropriate to continue to prepare the financial statements on a going concern basis.

## Remuneration policy

The objectives of our remuneration policy are to:

- reward staff appropriately and enable the recruitment and retention of high calibre staff;
- ensure the proper use of the charity's resources in accordance with its aims and within affordable limits based on the financial circumstances of the group;
- be non-discriminatory, just and equitable in the evaluation of jobs and their remuneration by providing a stable framework for the remuneration of the team;
- operate within the law; and
- pay at a competitive level taking account of external market rates, with the aim being to set pay at comparable rates to posts in the voluntary sector, subject to the group's financial position.

Remuneration policy is reviewed on an annual basis by the Appointments and Remuneration Committee and agreed by the Board of Trustees. When setting pay levels, the group gives consideration to external benchmark comparators, the cost of living, changes in the national average earnings index, equalities, affordability and other internal and external pressures including recruitment and retention. This year we commissioned an external review of our approach to pay and reward and, based on the recommendations from this, we implemented a revised salary structure for staff across the Picker Group from 1<sup>st</sup> April 2023.

The above policy applies to all staff, including the group's Executive Team. Remuneration of the Executive Team is set by the Board of Trustees.



## Principal risks and uncertainties

The Trustees have considered the principal risks and uncertainties for the group. The financial and operational effects of the cost-of-living crisis and the control measures relating to this affected the principal risks and uncertainties facing the group during the reporting period and beyond the year end. As a good governance exercise and as standard practice, we have completed an annual review of the group's winding up costs against its reserves.

A strategic risk register is maintained and presented at every ordinary Finance, Audit and Risk Committee and Board meeting. The top strategic risks assessed with the actions taken to address them are:

### 1. Recruitment, retention and onboarding

Successful business development has created a need for the Group to grow its workforce to meet demand, and this will require the recruitment of a number of new posts early in 2023/24. Key mitigating actions taken include using multiple channels for recruitment, appointment of new HR Manager, a 'buddy system' for new starters, and a review of our employment offer. We also offer exit interviews and collected detailed workforce experience data in our staff survey in order to ensure that we are a person centred employer and to learn from colleague feedback.

### 2. Supply chain

Like many organisations, we are mindful of the impact of the UK's cost-of-living crisis and rising rates of inflation on both our workforce and partners. Through our remuneration policies we have sought to manage impact and support staff, but we remain conscious of the threat to supply chain partners from increasing costs. Mitigation taken includes a risk assessment of key supply chain vulnerabilities, including plans for market testing in key areas and developing specific plans for resilience.

### 3. Trustee recruitment

Maintaining a skilled and effective Board is important to ensuring the proper governance and successful strategic development of the Group and its impact. With a number of Trustees approaching the end of their terms of office, it is necessary to review our Board membership. At the time of writing, however, an open recruitment process has been completed and we expect to appoint several high calibre candidates with suitable skills and experience. Once this is completed, we will follow an established process to induct new Trustees, and we will rerun the board skills audit to identify any outstanding gaps in experience and expertise.

The strategy for managing the key risks is by the Board instructing the key management personnel to put in place effective control procedures, plans, awareness raising, and training, and reviewing the systems in place to manage the operations of the group. Regular reviews of the monitoring process are in place with individual accountability and responsibility for each risk and any further actions required.

## Plans for future periods

In addition to the detailed operational actions mentioned above, we will pursue four distinct but interlinked strategic goals designed to address our key challenges and support achievement of our vision and charitable objectives. The four goals are:

1. Advancing our vision
2. Broadening our horizons
3. Diversifying
4. Moving beyond measurement

We recognise that the Picker Group is growing and that this creates opportunities for us to be more impactful. And because our four strategic goals are interlinked, it makes sense that they should share a common focus that reflects this growth trajectory. In this strategic cycle, we will develop our presence, activity, and impact in new sectors, new territories, and through the application of new methods.

1. New sectors – undertaking more work outside of our traditional ‘core’ area of secondary and tertiary care providers, including in primary care and social care.
2. New territories – working with international (including UK four nations) partners and clients to spread the use of our tools and methods and to share insight and learning.
3. New methods – developing our expertise and credibility with a wider set of methods to create new offers, especially including programme evaluation.

To help us meet our goals, we will need to ensure that we have the right staff, resources, and ways of working to help us progress. We continue to identify four ‘enablers’: areas where supporting action will be required to allow us to deliver our strategy. These are:

People	Equality, diversity, and inclusion
IT	Marketing and communications

## Treasury and Investment policy

The Board of Trustees review and approve the Treasury and Investment policy annually. The purpose of the policy statement is to provide a written framework for the investment risk appetite of the group, its investment portfolio, and the management of the group’s cash and near-cash assets (Treasury funds). The group has a low-to-medium risk appetite, with regard to investments and treasury funds. Its primary objective is to manage cashflow to remain solvent while looking at a reasonable income or capital investment growth rather than just capital preservation. This determines the type of investments it chooses, the institutions they are made with, and the total level of funds placed with any single institution.

## Trustees’ responsibilities statement

The Trustees (who are also directors of Picker Institute Europe for the purposes of company law) are responsible for preparing a Trustees’ Annual Report and financial statements in accordance with 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).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments 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 charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charity and the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

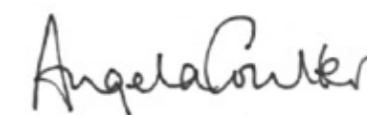
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company’s website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## Statement as to disclosure to our auditors

In so far as the Trustees are aware at the time of approving our Trustees’ annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the groups’ auditor is unaware; and
- the Trustees, having made enquiries of fellow directors and the group’s auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Report of the Board of Trustees including the Strategic Report has been approved by order of the Board of Trustees and signed on their behalf by:



Chair: Dr Angela Coulter  
Date: 20<sup>th</sup> July 2023

## Strategic goals

### Advancing our vision

Achieving person centred care requires services to understand what matters to users, and to measure and act on this.

**Goal: to advance our vision, we will continue to be seen as leaders in how to use people’s experiences to measure, understand, evaluate, and improve person centred care.**

### Broadening our horizons

Picker’s work is most visible in acute public healthcare – but this accounts for only a fraction of all care.

**Goal: our Principles and evaluation tools will be widely utilised to understand and improve person centred care, allowing us to make a difference to care in range of settings and sectors.**

### Diversifying

Revenue diversity is important for resilience in a charity that operates on a fee-for-service model.

**Goal: to ensure our sustainability and independence, and to allow us to invest in generating impact, new business outside of NHS national programmes will contribute at least £1m p.a. by 2024/25.**

### Moving beyond measurement

Person centred care is broader than experience of care: measurement is necessary but not sufficient to improve quality.

**Goal: to support lasting improvements in care, we will review our role as an improvement practitioner and we will define and launch a clear offer to help our partners.**

## Focal areas: working with new partners...

...in new sectors

...in new territories

...using new methods

## Enablers

People

Equality, diversity, and inclusion (EDI)

IT

Marketing and communication

# Independent auditor's report to the members and trustees of Picker Institute Europe

## Opinion

We have audited the financial statements of Picker Institute Europe ('the parent charitable company') and its subsidiary (the 'group') for the year ended 31st March 2023 which comprise the Consolidated and Parent Charitable Company Statements of Financial Activities, the Consolidated and Parent Charitable Company Balance Sheets, the Consolidated Statement of Cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's and the parent charitable company's affairs as at 31<sup>st</sup> March 2023 and of the group's 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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011.

## 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 and 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 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. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- trustees' annual report have been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011 require 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 exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.





## Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, the Companies Act 2006 and Section 151 of the Charities Act 2011 and report to you in accordance with regulations made under those Acts.

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 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 to the right.

## Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the group and parent charitable company and considered that the most significant are the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended), the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the group and parent charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group and parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement set out earlier in the Report of the Board Trustees, 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 group and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.



## Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006; and to the charity's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, and in respect of the consolidated financial statements, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body for our audit work, for this report, or for the opinion we have formed.

*Moore Kingston Smith LLP*

Luke Holt - Senior Statutory Auditor

For and on behalf of Moore Kingston Smith LLP,  
London, UB3 1HA

The Shipping Building, The Old Vinyl Factory

Date: 7<sup>th</sup> August 2023

Moore Kingston Smith LLP is eligible  
to act as auditor in terms of Section 1212  
of the Companies Act 2006.

# Consolidated Statement of Financial Activities

(including consolidated income and expenditure account)

For the year ended 31<sup>st</sup> March 2023

	Notes	Unrestricted funds £'000	2023 Total funds £'000	2022 Total funds £'000
<b>Income from:</b>				
Donations				
In kind support		8	8	32
Charitable activities				
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care		3,960	3,960	3,746
Other trading activities		437	437	279
Interest on deposits	2	7	7	-
<b>Total income</b>		<b>4,412</b>	<b>4,412</b>	<b>4,057</b>
<b>Expenditure from:</b>				
Charitable activities				
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care		3,763	3,763	3,336
Other expenditure	10	306	306	245
<b>Total expenditure</b>	<b>4</b>	<b>4,069</b>	<b>4,069</b>	<b>3,581</b>
<b>Surplus</b>		<b>343</b>	<b>343</b>	<b>476</b>
Corporation Tax		3	3	-
Net movement in funds		340	340	476
<b>Reconciliation of funds:</b>				
Total funds brought forward		2,111	2,111	1,635
Total funds carried forward		2,451	2,451	2,111

The notes on pages 21 to 31 form part of these financial statements.

The statement of financial activities includes all gains and losses recognised in the year.  
All activities are continuing.

# Charitable Company Statement of Financial Activities

(including income and expenditure account)

For the year ended 31<sup>st</sup> March 2023

	Notes	Unrestricted funds £'000	2023 Total funds £'000	2022 Total funds £'000
<b>Income from:</b>				
Donations				
In kind support		8	8	32
Charitable activities				
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care		4,090	4,090	3,746
Interest on deposits	2	7	7	-
<b>Total income</b>		<b>4,105</b>	<b>4,105</b>	<b>3,778</b>
<b>Expenditure from:</b>				
Charitable activities				
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care		3,892	3,892	3,336
<b>Total expenditure</b>	4	<b>3,892</b>	<b>3,892</b>	<b>3,336</b>
<b>Surplus</b>		<b>213</b>	<b>213</b>	<b>442</b>
Net movement in funds		213	213	442
<b>Reconciliation of funds:</b>				
Total funds brought forward		2,077	2,077	1,635
<b>Total funds carried forward</b>		<b>2,290</b>	<b>2,290</b>	<b>2,077</b>

The notes on pages 21 to 31 form part of these financial statements.

The statement of financial activities includes all gains and losses recognised in the year.

All activities are continuing.

# Consolidated and Charity Balance Sheets

As at 31<sup>st</sup> March 2023

Company number: 3908160

	Notes	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
<b>Fixed assets:</b>					
Intangible assets	8	112	147	42	64
Tangible assets	9	56	79	56	79
<b>Total fixed assets</b>		<b>168</b>	<b>226</b>	<b>98</b>	<b>143</b>
<b>Current assets:</b>					
Stock		-	1	-	1
Debtors	11	1,805	1,379	1,711	1,266
Investments		-	-	1	1
Cash at bank and in hand		1,454	1,719	1,353	1,671
<b>Total current assets</b>		<b>3,259</b>	<b>3,099</b>	<b>3,065</b>	<b>2,939</b>
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	12	951	1,158	873	1,005
<b>Net current assets</b>		<b>2,308</b>	<b>1,941</b>	<b>2,192</b>	<b>1,934</b>
Total assets less current liabilities		2,476	2,167	2,290	2,077
Creditors: amounts falling due after more than one year	13	25	56	-	-
<b>Total net assets</b>		<b>2,451</b>	<b>2,111</b>	<b>2,290</b>	<b>2,077</b>
<b>The funds of the charity:</b>					
Unrestricted funds	16	2,451	2,111	2,290	2,077
<b>Total charity funds</b>		<b>2,451</b>	<b>2,111</b>	<b>2,290</b>	<b>2,077</b>

The notes on pages 21 to 31 form part of these financial statements.

The Trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 44 of the Charities and Trustee Investment (Scotland) Act 2005.

The financial statements were approved and authorised for issue, by the Trustees on 20<sup>th</sup> July 2023 and signed on their behalf by Dr Angela Coulter, Chair.

*Angela Coulter*



## Consolidated and Charity Statement of Cash Flows

For the year ended 31<sup>st</sup> March 2023

	Notes	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
<b>Cash flows generated from/ (used in) operating activities:</b>					
Net cash used in operating activities	18	261	191	(315)	52
<b>Cash flows generated from/ (used in) investing activities:</b>					
Interest on deposits		7	-	7	-
Purchase of intangible assets		-	(112)	-	(19)
Purchase of tangible fixed assets		(12)	(94)	(12)	(94)
Receipts from disposals of tangible fixed assets		1	-	1	-
Purchase of investments		-	-	-	(1)
<b>Net cash used in investing activities</b>		<b>(4)</b>	<b>(206)</b>	<b>(4)</b>	<b>(114)</b>
Change in cash and cash equivalents in the year		(265)	(15)	(319)	(62)
Cash and cash equivalents at the beginning of the year		1,719	1,734	1,672	1,734
<b>Cash and cash equivalents at the end of the year</b>	<b>19</b>	<b>1,454</b>	<b>1,719</b>	<b>1,353</b>	<b>1,672</b>

The notes on pages 21 to 31 form part of these financial statements.

## Notes to the Financial Statements

### 1. Principal Group accounting policies

#### a) Basis of preparation and assessment of going concern

The financial statements have been prepared in accordance with applicable accounting standards and under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to the financial statements. The financial statements have been prepared in accordance with the Charities SORP (FRS 102), "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<sup>st</sup> January 2016) and comply with the Charities Act 2011 and Companies Act 2006.

The Parent charity and group constitutes a public benefit entity as defined by the Charities SORP (FRS 102).

The financial statements have been prepared on a going concern basis. The group has a strong balance sheet and cash position at the year end. There was a positive operations performance for the current year which exceeded expectations. Detailed financial forecasts have been produced reflecting the expected impact on the business plan and budget for 2023/24. The Trustees consider that, there are no material uncertainties about the group's ability to continue as a going concern. This is on the basis of the expectation of the group having sufficient cashflow, income and levels of reserves to continue for at least 12 months from the date of authorising these financial statements. There are no significant areas of judgement or key assumptions that will materially affect the position.

#### b) Group accounts

These accounts consolidate the results of the charitable company and its wholly owned subsidiary, Picker HWA Ltd which was incorporated on 24<sup>th</sup> May 2021 and commenced trading on 1<sup>st</sup> July 2021. The first period of accounts was from incorporation to 31<sup>st</sup> March 2022.

#### c) Financial instruments

The group 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.

#### d) Basis of consolidation

The consolidated financial statements incorporate the financial statements of the charitable company and all group undertakings. Income and expenditure in foreign currencies is converted at the average exchange rate for the period. Acquisitions are accounted for under the acquisition method. The results of companies acquired or disposed of are included in the Statement of Financial Activities after or up to the date that control passes respectively. Both a group Consolidated and Charitable Company Statement of Financial Activities is published and some notes for the parent charitable company are omitted from the group financial statements by virtue of section 408 of the Companies Act 2006.

#### e) Legal status

The charity is a registered company limited by guarantee and has no share capital. The members of the company are the Trustees. Each member undertakes to contribute such amount as may be required (not exceeding £1.00) to the charity's assets in the event of it being wound up.

#### f) Fund accounting

The charity holds the following funds:

**Unrestricted funds** are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

#### g) Income

Incoming resources are recognised to the extent that the group has provided the services and/or goods. For contracts in place at the year end the value of the contract that has been completed at the year end is compared to the invoices raised and adjustments made to include accrued income or deferred income as appropriate.

## h) Donated services

In kind support is recognised as income when the following criteria are met:

- Entitlement – Control over the expected economic benefits that flow from the donation has passed to the charity and any performance related conditions attached to the donation have been fully met.
- Probable – It is more likely than not that the economic benefits associated with the donated item will flow to the charity.
- Measurement – The fair value or value to the charity of the donated item can be measured reliably.

## i) Expenditure and irrecoverable VAT

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs according to a category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

Governance costs are those incurred in connection with the management of Picker Institute Europe's assets, organisational administration and compliance with constitutional and statutory requirements.

The charity is registered for VAT and any irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Picker HWA Ltd is separately registered for VAT.

## j) Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Computers	3 years (33%) straight line
Office equipment	3 years (33%) straight line or length of lease

Individual assets with a cost more than £500 are capitalised as tangible fixed assets.

## k) Intangible fixed assets and amortisation

Intangible fixed assets are stated at cost less amortisation. Amortisation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, based on the duration of the acquisition agreement and the client contact list that forms goodwill, as follows:

Website	3 years (33 1/3%) straight line
Computer applications	5 years (20%) straight line
Registered Trade Marks	10 years (10%) straight line
Online research platform	3 years (33 1/3%) straight line
Intellectual property and brand assets	3 years (33 1/3%) straight line
Goodwill	10 years (10%) straight line

Individual assets with a cost more than £500 are capitalised as intangible fixed assets.

## l) Investments

Investments in group undertakings are recorded at cost less impairment.

## m) Stocks

Stocks are stated at the lower of cost and the net realisable value, using the first-in first-out basis. Where necessary, provision is made for obsolete, slow moving and defective stock.

## n) Leasing

Rentals payable under operating leases are charged to the statement of financial activities over the period in which the cost is incurred. Assets obtained under finance leases are capitalised as tangible fixed assets, depreciated and the liability is recognised at the point of purchase.

## o) Pensions

The pension costs charged in the financial statements represent the contributions payable by the group during the year to defined contribution schemes.

## p) Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities are retranslated at the rate of exchange ruling at the balance sheet date. The resulting gains or losses are recognised within the statement of financial activities.

## q) Judgements and key sources of estimation uncertainty

There is a degree of judgement exercised at each period end in respect of client project contracts that extend beyond the year end, where recognition of income and related external expenditure is based on key milestones.

The calculation for the consideration for the acquisition of the business for Howard Warwick Associates Ltd and the associated fair values of the assets acquired is based on the best estimate of the individual assets of value to the company and the expected purchase price based on the acquisition agreement. The balancing or residual number is the amount of goodwill of continuing a going concern business based on its client

contacts and delivery contracts in place. The amortisation period for computer software is a key judgement for the economic useful life of the write off of Intangible fixed assets. There were no other significant judgements made in the process of applying the above accounting policies that have had a major effect on amounts recognised in the financial statements.

## 2. Interest on deposits

	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Bank interest received	7	-	7	-

## 3. Resources expended

### a) Analysis of Consolidated total resources expended

	Staff costs £'000	Support costs £'000	Other direct costs £'000	Governance costs £'000	Total 2023 £'000
Charitable activities					
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care	2,079	628	1,322	40	4,069
<b>Total charitable activities</b>	<b>2,079</b>	<b>628</b>	<b>1,322</b>	<b>40</b>	<b>4,069</b>

	Staff costs £'000	Support costs £'000	Other direct costs £'000	Governance costs £'000	Total 2022 £'000
Charitable activities					
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care	1,787	678	1,077	39	3,581
<b>Total charitable activities</b>	<b>1,787</b>	<b>678</b>	<b>1,077</b>	<b>39</b>	<b>3,581</b>

## b) Analysis of Consolidated support costs

	Total 2023 £'000	Total 2022 £'000
<b>Support costs:</b>		
Travel	7	1
Premises	69	188
Exhibitions and conferences	37	9
Communications and IT	60	103
Financial, legal and consultancy	74	42
Postage and printing	67	46
Other administration	244	220
Depreciation and amortisation	70	69
<b>Total support costs</b>	<b>628</b>	<b>678</b>

## 4. Total expenditure

	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
<b>This is stated after charging:</b>				
Amortisation	35	27	22	17
Depreciation	35	29	35	29
Auditors' remuneration - Audit fee	19	14	19	13
Auditors' remuneration - Consultancy services	5	3	5	3

## 5. Trustees' expenses

The Trustees' of the charity and group neither received nor waived any emoluments (remuneration or pension arrangements) in the year or prior year. Out of pocket expenses were reimbursed to the following number of Trustees:

	2023 Number	2023 £'000	2022 Number	2022 £'000
Travel and accommodation	7	1	5	1

## 6. Consolidated staff costs

	2023 £'000	2022 £'000
<b>Employees:</b>		
Wages and salaries	1,706	1,490
Settlements to leaving employees	4	11
Social security costs	190	147
Pension costs	62	54
<b>Subtotal</b>	<b>1,962</b>	<b>1,702</b>
Freelance contractors	4	-
Training	15	24
Recruitment	98	61
<b>Total</b>	<b>2,079</b>	<b>1,787</b>

The group average monthly number of employees was 46 (2022: 39), when calculated on an average headcount basis. When calculated on a full time equivalent basis (FTE), including casual and part-time staff, the average monthly number of employees was:

	2023 Number	2022 Number
The average number of FTE employees during the year was:	43	36

The number of employees whose emoluments as defined for taxation purposes amounted to over £60k in the year was as follows:

	2023	2022
£70,000 - £79,999	2	2
£80,000 - £89,999	1	2
£100,000 - £109,999	1	-

The total amount of compensation of key management, as defined in the Report of the Trustees, for the group was £405,000 (2022: £368,000).

## 7. Pension costs

The charitable company operates a defined contribution pension scheme with Standard Life. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the scheme and amounted to £65,000 (2022: £54,000). Of this £17,000 (2022: £16,000) related to employees whose emoluments were over £60,000 as shown in the consolidated staff costs note 6.

## 8. Consolidated Intangible fixed assets

### a) Consolidated Intangible fixed assets

	Software £'000	Intellectual property £'000	Goodwill £'000	Total £'000
<b>Cost:</b>				
At 1 <sup>st</sup> April 2022	113	19	77	209
At 31 <sup>st</sup> March 2023	113	19	77	209
<b>Amortisation:</b>				
At 1 <sup>st</sup> April 2022	49	7	6	52
Charge for the year	24	3	8	35
At 31 <sup>st</sup> March 2023	73	10	14	97
<b>Net book value:</b>				
At 31 <sup>st</sup> March 2023	40	9	63	112
At 31 <sup>st</sup> March 2022	64	12	71	147

### b) Charity Intangible fixed assets

	Software £'000	Intellectual property £'000	Total £'000
<b>Cost:</b>			
At 1 <sup>st</sup> April 2022	106	10	116
At 31 <sup>st</sup> March 2023	106	10	116
<b>Amortisation:</b>			
At 1 <sup>st</sup> April 2022	47	5	52
Charge for the year	21	1	22
At 31 <sup>st</sup> March 2023	68	6	74
<b>Net book value:</b>			
At 31 <sup>st</sup> March 2023	38	4	42
At 31 <sup>st</sup> March 2022	59	5	64



## 9. Consolidated and Charity Tangible fixed assets

	Computers £'000	Office Equipment £'000	Total funds £'000
<b>Cost:</b>			
At 1 <sup>st</sup> April 2022	164	10	174
Additions	12	-	12
Disposals	(2)	-	(2)
At 31 <sup>st</sup> March 2023	174	10	184
<b>Depreciation:</b>			
At 1 <sup>st</sup> April 2022	88	7	95
Charge for the year	33	2	35
On disposals	(2)	-	(2)
At 31 <sup>st</sup> March 2023	119	9	128
<b>Net book value:</b>			
At 31 <sup>st</sup> March 2023	55	1	56
At 31 <sup>st</sup> March 2022	76	3	79

Included in office equipment are assets held under finance leases with a net book value of £1,000 (2022: £2,000). The depreciation charge on these assets was £1,000 (2022: £1,000).

## 10. Investments

The group structure includes Picker HWA Ltd. The charity owns 100% of the share capital. A summary of the results for Picker HWA Ltd for the year ended 31<sup>st</sup> March 2023 is shown below (2022: is for the period of 9 months ended 31<sup>st</sup> March 2022):

	2023 £'000	2022 £'000
<b>Profit and loss account:</b>		
Income	437	279
Expenditure	306	245
Corporation tax	3	-
<b>Retained profit for the period</b>	<b>128</b>	<b>34</b>
<b>Balance sheet:</b>		
<b>Fixed assets</b>	<b>70</b>	<b>83</b>
Current assets	290	308
Creditors: amounts falling due within one year	172	300
<b>Net Current assets</b>	<b>118</b>	<b>8</b>
Total assets less current liabilities	188	91
Creditors: amounts falling due after more than one year	25	56
<b>Total Net Assets</b>	<b>163</b>	<b>35</b>
Called up share capital	1	1
Profit and loss account	162	34
<b>Shareholders' funds</b>	<b>163</b>	<b>35</b>



## 11. Debtors

	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Trade debtors	1,182	1,148	1,083	963
Inter organisational account	-	-	94	147
Accrued income	343	123	254	48
Prepayments	280	108	280	108
	<b>1,805</b>	<b>1,379</b>	<b>1,711</b>	<b>1,266</b>

## 12. Creditors: amounts falling due within one year

Obligations under finance leases	1	1	1	1
Purchase consideration	46	37	-	-
Trade creditors	166	393	157	326
Taxation and social security	199	172	187	166
Accruals	99	142	89	112
Deferred income	441	400	440	400
Inter organisational account	-	13	-	-
	<b>951</b>	<b>1,158</b>	<b>1,005</b>	<b>1,005</b>

Deferred income comprises project related revenue for the performance of activities that were not completed before the year end and continued in the following financial year.

At 1 <sup>st</sup> April 2022	400	708	400	738
Released to income	(400)	(708)	(400)	(708)
Deferred in the year	441	400	440	400
<b>At 31<sup>st</sup> March 2023</b>	<b>441</b>	<b>400</b>	<b>440</b>	<b>400</b>

## 13. Creditors: amounts falling due after more than one year

Purchase consideration	25	56	-	-
	<b>25</b>	<b>56</b>	<b>-</b>	<b>-</b>

## 14. Financial commitments

At the year end the group had the following future minimum lease payments under non-cancellable operating leases in respect of plant and land and buildings which fall due as follows:

	2023 £'000	2022 £'000
<b>Expiry date:</b>		
Within one year	37	35
	37	35

## 15. Related party transactions

The charity had transactions with the subsidiary Picker HWA Ltd during the year of £133,000 (2022: £76,000) and had a year end balance owed of £94,000 (2022: £160,000).

## 16. Reserves

	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
<b>The movement on unrestricted funds is as follows:</b>				
At 1 <sup>st</sup> April 2022	2,111	1,635	2,077	1,635
Income	4,413	4,057	4,105	3,778
Less expenditure	4,072	3,581	3,892	3,336
At 31 <sup>st</sup> March 2023	2,451	2,111	2,290	2,077
Consolidated unrestricted funds	2,451	2,111		
Less fixed asset reserves	(168)	(226)		
<b>Unrestricted general Funds</b>	<b>2,283</b>	<b>1,885</b>		
Represents in months the projected group operational expenditure, adjusted for amounts covered by restricted funds, for the next financial year	8.2	9.0		

## 17. Corporation taxation

The charity is exempt from tax on income and gains falling within the Corporation Tax Act 2010 and the Taxation of Chargeable Gains Act 1992 to the extent that these are applied for charitable purposes.

For Picker HWA Ltd tax is recognised in the Statement of Financial Activities.

The current tax charge is calculated based on tax rates and laws at the balance sheet date.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the balance sheet date.

## 18. Reconciliation of net income/ (expenditure) to net cash flow from operating activities

	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Net income/(expenditure) for the year (as per the statement of financial activities)	339	486	213	442
<b>Adjustments for:</b>				
Depreciation charges	35	29	35	29
Amortisation charges	35	17	22	17
Interest on deposits	(7)	-	(7)	-
Loss/(profit) on sale of fixed assets	(1)	13	(1)	13
Decrease/(increase) in stocks	1	-	1	-
(Increase)/decrease in debtors	(426)	(72)	(446)	42
Increase/(decrease) in creditors	(237)	(375)	(132)	(491)
<b>Net cash used in operating activities</b>	<b>(261)</b>	<b>98</b>	<b>(315)</b>	<b>52</b>
<b>19. Analysis of cash and cash equivalents</b>				
Cash in hand	344	290	243	243
Notice deposits (less than 3 months)	1,110	1,429	1,110	1,429
<b>Total cash and cash equivalents</b>	<b>1,454</b>	<b>1,719</b>	<b>1,353</b>	<b>1,672</b>

## 20. Capital commitments

There were no capital commitments at the year end or the prior year.

**Picker Group**

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1200 Parkway Court  
John Smith Drive  
Oxford OX4 2JY

**+44 (0)1865 208100**

**[info@pickereurope.ac.uk](mailto:info@pickereurope.ac.uk)**

**[picker.org](http://picker.org)**

Registered Charity in England and Wales: 1081688  
Registered Charity in Scotland: SC045048  
Registered Company Limited by Guarantee: 03908160

**PICKER INSTITUTE EUROPE**

England & Wales - Charity number 1081688

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# Accounts

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# **Report of the Board and Consolidated Financial Statements**

**For the year ended 31<sup>st</sup> March 2022**

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# Reference and administrative details

Registered name:	Picker Institute Europe
Other names:	Picker
Registered Charity in England and Wales:	Number 1081688
Registered Charity in Scotland:	Number SC045048
Registered Company Limited by Guarantee:	Number 3908160
Registered office address:	Suite 6, Fountain House, 1200 Parkway Court, John Smith Drive, Oxford OX4 2JY

**Patron** Stuart Bell CBE

## Directors and Trustees

The Directors of the charitable company are its Trustees for the purposes of charity law. The Trustees and officers serving during the year and since the year end were as follows:

Professor Aileen Clarke	Chair – to 30 <sup>th</sup> September 2022
Dr Angela Coulter	Chair – from 1 <sup>st</sup> October 2022
Sally Sykes	Honorary Treasurer
Paul Blunden	Deputy Chair – to 30 <sup>th</sup> July 2021
Professor Gary Ford CBE	
Diane French	Deputy Chair – to 11 <sup>th</sup> November 2022
Amran Hussain	From 24 <sup>th</sup> November 2021 to 30 <sup>th</sup> September 2022
Professor Tim Irish	From 24 <sup>th</sup> November 2021
Julia Levy	From 24 <sup>th</sup> November 2021
Ronny Odegbami	To 22 <sup>nd</sup> June 2022
Professor Wendy Reid	
Dr Magdalena Skrybant	From 30 <sup>th</sup> September 2021

**Company Secretary** Chris Graham

## Executive team who are the key management personnel

Chris Graham	Chief Executive Officer
Phillip Stylianides	Chief Operations Officer
Jenny King	Chief Research Officer
Mark Collins	Chief Financial Officer
Phillip Stylianides	Managing Director, Picker HWA Ltd

## Our advisers

### Auditors

Moore Kingston Smith LLP, The Shipping Building,  
The Old Vinyl Factory, Blyth Road, Hayes, London UB3 1HA

### Main bankers

NatWest Bank, Willow Court, 7 West Way, Oxford OX2 0JB

### Main solicitors

Wilson Solicitors LLP, 4 Lincoln's Inn Fields, London WC2A 3AA

# Structure, governance and management

The governing document is the Memorandum and Articles of Association dated 21<sup>st</sup> March 2014. The members of the Board of Trustees are the Directors of the Company. It has no share capital and the members of the charity are the Trustees, each of whom agrees to contribute such amount as may be required (not exceeding £1.00) in the event of the charity winding up.

Recruitment of Trustees is by open application to the Appointments and Remuneration Committee. The Committee shortlist prospective Trustees with advice from the Chief Executive Officer, and members form a panel to interview candidates. Appointment is by resolution of the Board of Trustees. Prior to appointing or re-appointing Trustees the Board of Trustees reviews the skills mix and tries to ensure that all relevant areas of expertise are covered.

Trustees serve for an initial three-year period after which they may be re-appointed for a further three-year term, with the exception of the Chair and Honorary Treasurer, who may be re-appointed by a resolution of the Trustees to continue in office for one year after the end of their term of office. Trustees who have served two consecutive terms of office may not be re-appointed for a further term until a period of one year has elapsed unless the Trustees resolve, by a 75% majority, that the Trustee may be re-appointed immediately for a further term of three years. The Chair and Honorary Treasurer are appointed by the Trustees from among their number.

The Board convenes at least five times per year and has a 'matters reserved for the Board' document that sets out the matters that will only be decided by the Board to meet legal requirements or in the interests of the Charity as a whole. The Board controls the Charity's overall strategy and sections in the document cover:

1. Strategy and management
2. Structure
3. Financial reporting and controls
4. Internal controls
5. Contracts
6. Communication
7. Board membership and other appointments
8. Remuneration
9. Delegation of authority
10. Corporate governance matters
11. Policies; and
12. Other miscellaneous items.

Matters which the Board considers suitable for delegation are contained in the terms of reference of its committees. Day-to-day managerial responsibility is delegated to the Executive Team led by the Chief Executive Officer.

On appointment each Trustee is given an induction pack that includes the Articles of Association, matters reserved for the Board, Charity Commission booklet "The Essential Trustee", strategic plan, organisational chart, copies of the latest Report of the Board and Financial Statements, impact report, and current business plan. New Trustees meet with the Chair and Chief Executive Officer and are invited to take part in induction meetings with key staff. Training is offered on a continual basis to all Trustees to assist them in their role and governance of the charity.

As well as regular meetings of the Board of Trustees, there are also the following two standing committees:

## Finance, Audit and Risk Committee

The Committee is a joint Trustee/Executive committee with membership at the year end of:

- Sally Sykes – Honorary Treasurer  
(Chair of the Committee)  
Professor Aileen Clarke – Chair  
Tim Irish – Trustee  
Amran Hussain – Trustee  
Chris Graham – Chief Executive Officer  
Mark Collins – Chief Financial Officer  
Phillip Stylianides – Chief Operations Officer

## Appointments and Remuneration Committee

The membership of the committee at the year end was:  
Ronny Odegbami – Trustee (Chair of the Committee)  
Professor Aileen Clarke – Chair  
Diane French – Trustee  
Professor Gary Ford – Trustee  
Julia Levy – Trustee  
Dr Magdalena Skrybant – Trustee

## Register of interests and people with significant control

The charity maintains a register of Trustees' interests and a register of people with significant control at the registered office address. There is no person or legal entity with significant control.

# Report of the Board of Trustees

The Trustees of Picker Institute Europe (Picker) are pleased to present their annual report together with the group consolidated financial statements of the charitable company and its subsidiary for the year ended 31<sup>st</sup> March 2022, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities and Trustees Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006, the Memorandum and Articles of Association, 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).

## Objects and activities

### Our purpose

Picker was established to promote the idea and benefits of person centred care.

### Our objects

The objects of the charity are:

- to promote public health for the benefit of the community in particular by improving standards of treatment and care for patients of health care services;
- to advance education in healthcare in particular by the provision of training for healthcare professionals in communication skills; and
- to advance education in healthcare in particular by developing research tools and undertaking research into patients' perspectives of health care services and to publish the useful results of the same for the public benefit.

### Our vision

The highest quality person centred care for all, always.

### Our mission

We are here to:

- **Influence** policy and practice so that health and social care systems are always centred around people's needs and preferences.
- **Inspire** the delivery of the highest quality person centred care, developing tools and services that enable people's experiences to be better understood.

- **Empower** staff working in health and social care to improve experiences by effectively measuring and acting upon people's feedback.

### Our values

We are proud of the work we do, and are equally proud of the way we do it.

Our core values – excellence, integrity, valuing diversity and collaboration – underpin everything that we do, reflecting what we believe in and how we behave.

- **Excellence:** Maintaining the quality and consistency of our work is our highest priority. We are not willing to accept the status quo and continuously look for new ways to understand, measure and improve the quality of health and social care.
- **Integrity:** We ensure our independence using the best possible evidence to drive and support our decision making, our statements and our activities. Our behaviours match our words and we are accountable for all that we do. We only engage in activity which furthers our charitable aims.
- **Valuing diversity:** We recognise all people as equals, valuing individual worth and diversity. Ideas and contributions are judged on their merit not their source.
- **Collaboration:** We encourage ideas and knowledge to be shared freely. We believe that lasting change cannot be delivered in isolation and actively seek partnership opportunities to achieve greater impact.

### Our vision

"The highest quality person centred care for all, always."

### Our mission

we are here to  
**Influence**  
**Inspire**  
**Empower**

## Activities

Picker carries out a range of activities to further its charitable objects. Collectively, these include research and insight work around person centred care, as well as work to measure and improve staff and users' experiences of care. Typical examples of our activities include:

- Developing and implementing applied social research including surveys, interviews, and focus groups to gather feedback about the quality of care services.
- Designing and conducting in-depth research to evaluate the impact of policy and practice on people's experiences and service quality, and creating innovative new approaches to support better measurement.
- Sharing research findings and best practice with the wider community of policy makers, professionals, researchers, and the public to inspire and enable improvements in the quality of services.
- Working with providers, commissioners, and professionals to support them to understand and act on the things that matter most to their patients, populations, and staff, including through local and national workshops and events.

## Public benefit

The Trustees confirm that they have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit.

The Trustees ensure that our work is carried out for the public benefit by delivering services that directly involve the public and, wherever possible, seldom heard communities, and ensure that those with responsibility to influence people's care have both the information and tools to aid them in their role. Our beneficiaries are the public and all involved in health and social care (patients, service users, friends and families, and care staff). We promote public health to improve standards of treatment and care and by developing research tools and undertaking research into patients' perspectives of health care services and publishing them for the public benefit. All our products and services are designed to deliver benefit for patients, service users, communities, care professionals, and the public regardless of whether they are undertaken under contract, are grant aided, or are an allocation of resources.

## Volunteers

We actively seek input from patients and members of the public in much of the work we do, and opportunities are available for volunteers to contribute to the design, planning, and delivery of research studies that we conduct. Further opportunities are available for volunteers to gain experience at Picker and to help achieve the organisation's objectives.

## Environmental, Social and Governance

We are actively using Environmental, Social and Governance (ESG) factors to assess how far advanced we are with our behaviours and systems around sustainability. They are integrated into our processes, policies, and statements such as our Environmental and Sustainability Policy, Carbon Reduction Plan, Equality, Diversity, and Inclusion Policy, and our approach to continual improvement especially through our international standard accreditations. Our mission reflects our public (societal) benefit as reported in our Impact Report. Governance and behaviours are described in the Annual Report as referenced earlier in the report though the Matters Reserved for the Board, the committee structure with terms of reference, and our core values. We recognise that ESG is developing and evolving and so is our thinking and approach.

## Strategic report

### Achievements and performance

We pioneered the Picker Principles of Person Centred Care, which continue to be used as a world-renowned framework to support the delivery of consistent, high-quality care. We influence, inspire, and empower others to ensure that people are placed at the heart of health and social care provision. We believe advocating for the delivery of each of the Principles is crucial to achieving this.

We are experts in understanding and measuring people's experiences. Our research provides the clarity, tools and data to achieve the buy-in needed to drive improvements in care standards.

We use our experience and expertise to help care providers, commissioners, and professionals engage and empower people to build a culture that consistently delivers person centred care for all, always.

In the financial year ending 31<sup>st</sup> March 2022, we continued to advance our vision of person centred care for all, always, by delivering a range of programmes and activities to support the measurement, understanding, and improvement of people's experiences of health and care. We made strong progress against our strategic priorities, and excellent financial performance has improved our reserves. As always, we have focussed on delivering projects and services that create impact for our beneficiaries: patients, service users, the public, and health and care staff. Notable examples in 2021/22 include:

- Developing and conducting the first national survey of children and young people with cancer. Working on behalf of NHS England and NHS Improvement, we designed and implemented the Under 16 Cancer Patient Experience Survey and published results in October 2021. The groundbreaking survey was developed following significant user and stakeholder engagement to ensure that it gathered information sensitively and addressed the subjects most important to young people and their families.
- Completing reporting on a global study investigating the needs of kidney cancer patients. The study, undertaken on behalf of the International Kidney Cancer Coalition (IKCC), involved gathering feedback from people across 40 countries and in 13 languages, and explored experiences of diagnosis, treatment planning, and overall care.
- Continuing our work on the NHS Staff Survey, which we have coordinated on behalf of NHS England and NHS Improvement since 2011. This year saw the survey reach a significant milestone, collecting more than 648,000 responses to become the largest workforce survey in the world and publishing a suite of reports to support local and national use of the findings. As well as coordinating the survey nationally, Picker worked with more than 140 NHS organisations to collect and act on staff feedback, gathering more than half of all responses to the survey.

The sections below describe key examples of work completed against our strategic priorities.

### Whole pathway care

Patients, service users, and the public frequently access care from a range of providers spanning the health and social care and public and private sectors.

Person centredness should be evident in all of these interactions, as well as in the management of transitions between services. To support this, Picker should be present and promoting its vision in a range of sectors.

We have made good progress on this priority this year, particularly thanks to a series of successful projects involving private and social care providers and with integrated care systems.

The launch of Picker HWA Ltd has been a hugely important part of this; whilst the subsidiary is still in its first year, it has already enabled us to increase the work that we do with private sector providers and in the social care sector. This includes the continuation of relationships and programmes previously managed by Howard Warwick Associates, as well as new contracts established with Picker HWA.

We have also completed a significant amount of work with integrated care systems, using effective partnership working and a strong relationship with national bodies to build our profile amongst this new group of organisations. We have:

- Completed a programme with The King's Fund on understanding integrated care from the perspective of patients and the public. The project led to a highly impactful publication via The King's Fund website: this has been widely shared and accessed, and we have seen it referenced and used by national bodies and integrated care systems alike.
- Led a project to pilot a new national integration index, working on behalf of NHS England and NHS Improvement to develop and test a methodology for measuring people's experiences across a range of providers within systems.
- Been working on a longer term project as part of our Quality, Safety, and Outcomes of Health and Social Care Policy Research Unit (QSOPRU) to investigate ICS approaches to quality. This work is ongoing, and is producing good evidence and insight into how the new systems are approaching the question of quality.
- Been commissioned by NHS England and NHS Improvement to develop and pilot a survey of staff experience in primary care. Data collection was underway at the end of the financial year. If successful, the project has the potential to have significant impact by contributing to the creation of the first national programme to measure the experiences of people working in primary care – a group that has historically not been included in national surveys of NHS staff.

## Thought leadership

We aspire to be the pre-eminent authority on person centred care. Our strategic programme has included a set of thought leadership activities designed to promote awareness and understanding of the concept of person centredness and to advance the start of the art in the field. Positive examples here include:

- The redevelopment and relaunch of our website. We have made substantial changes to both the appearance, contents, and back-end functionality of the site. This has made the site easier to navigate; more informative for visitors; and more readily manageable for Picker.
- Completing a number of content-related activities. This has included a range of work around integrated care systems - hosting and/or presenting numerous webinars and conferences, including with our partners - and successfully holding and publishing a roundtable event on social care workforce experience.
- Positive progress around our communications and thought leadership work. We have been more effective in placing stories in the national press with PR support - especially around the 2021 NHS Staff Survey. This gives us a solid foundation from which to build 2022/23.
- We have continued to host well-received national and local improvement workshops for organisations we work with. Due to the lockdown measures imposed in response to the Covid-19 pandemic, much of this activity has continued to be conducted remotely in 2021/22. Our programme of events in 2021/22 has included:
  - four national workshops; and
  - 141 workshops and presentations.

## Digital innovation

Effective use of digital technology is crucial to modern working and has the potential to support improvements in the quality of health and care services. Accordingly, continuing to expand and improve our use of digital technology has been an important area of focus. This year, this has included:

- Creation and publication of a number of outputs that demonstrate our ability to use innovative digital methods as part of patient and staff experience research. This included

publication of an artificial intelligence (AI) driven analysis of staff feedback from the 2020 NHS staff survey; sentiment analysis of patient feedback from the 2020 cancer patient experience survey; and a study using social media data to explore people's views on remote care during the pandemic.

- A significant programme of work to develop and upgrade our IT estate. This includes replacing our existing servers with a modern, cloud-hosted solution to offer greater resilience and future proofing; upgrading IT stock to support effective working; and developing software solutions to drive efficiency and help manage quality in national surveys.

## Financial review

This is the group financial review of the charitable company for the full year and the newly incorporated wholly owned subsidiary Picker HWA Ltd that commenced trading on 1<sup>st</sup> July 2021. Both organisations continued to be affected by the Coronavirus (Covid-19) pandemic with a number of projects that had slower progress than would have normally been the case. Total income for the group was £4.057 million which is an increase on the prior year of 22.8%. The Charity had total income of £3.778 million which was a 14.4% year on year increase. The principal sources of income (over £100,000) during the year were NHS England and NHS Improvement, the Care Quality Commission and The Mid Yorkshire Hospitals NHS Trust.

Expenditure for the group has increased by 13.2% year-on-year to £3.581 million (£3.336 million for the charity). This has resulted in a group surplus for the year of £476,000 (£442,000 for the charity) and increased the unrestricted funds to £2.111 million (£2.077 million for the charity). This builds up our reserves towards the levels set out in the updated Reserves policy, which will in turn assist delivery of our strategy and to allow us to have a bigger impact in delivering our purpose whilst ensuring sustainability.

The planned incorporation of Picker HWA Ltd was completed on 24<sup>th</sup> May 2021 with trading commencing on 1<sup>st</sup> July 2021 with the acquisition of the assets of Howard Warwick Associates Ltd, a market research firm with client contracts related to user experience and outcomes in private hospitals and social care.

## Reserves policy

Forming part of reserves, the unrestricted general fund is the working fund of the group. There are no restricted or designated funds for use for a particular or defined purpose. The unrestricted general fund has to provide for the net deficit of any activities that have inadequate income of their own and for the general overheads of the group. It also provides working capital for operations and helps to provide resources to ensure that the group is able to continue with its obligations in the event of a shortfall in income or unexpected upturn in expenditure.

The Board of Trustees has determined that the purpose of the unrestricted general fund is to ensure uninterrupted services and delivery of the group's objectives regardless of short-to medium-term fluctuations in patterns of income and expenditure or unforeseen financial burdens. The target level for the unrestricted general fund (after excluding any amount in respect of the investment in fixed assets) is between six and nine months of projected group operational expenditure, for the next financial year. The projected group operational expenditure for the next financial year is expected to reflect economic growth by increasing from the current year's figures. The group unrestricted general funds, after fixed assets, carried forward at the year end of £1.885 million (2021: £1.546 million), is 9.0 months of projected annual expenditure, which meets the target level in the policy and so provides the opportunity to increase our impact through investment.

This policy is approved by the Board of Trustees and is reviewed annually as part of the group's budgetary processes.

## Going concern policy

The Trustees have reviewed the status of the group's funding arrangements and future plans. The ongoing impact of Covid-19 has declined during the year and had less of an effect than in the prior year. The Trustees have taken mitigating actions that have provided a stronger and more stable surplus stream going forward through the operating model introduced in the prior year. The group has a strong balance sheet and cash position at the year end with the expectation of increasing cashflows over the coming twelve months. In addition, detailed financial projections have been produced to enable the Trustees to evaluate a period of at least the next twelve

months from the date of signature of these financial statements and, as a result, the Board are satisfied that it remains appropriate to continue to prepare the financial statements on a going concern basis.

## Remuneration policy

The objectives of our remuneration policy are to:

- reward staff appropriately and enable the recruitment and retention of high calibre staff;
- ensure the proper use of the charity's resources in accordance with its aims and within affordable limits based on the financial circumstances of the group;
- be non-discriminatory, just and equitable in the evaluation of jobs and their remuneration by providing a stable framework for the remuneration of the team;
- operate within the law; and
- pay at a competitive level taking account of external market rates, with the aim being to set pay at comparable rates to posts in the voluntary sector, subject to the group's financial position.

Remuneration policy is reviewed on an annual basis by the Appointments and Remuneration Committee and agreed by the Board of Trustees. When setting pay levels, the group gives consideration to external benchmark comparators, the cost of living, changes in the national average earnings index, equalities, affordability and other internal and external pressures including recruitment and retention.

The above policy applies to all staff, including the group's Executive Team. Remuneration of the Executive Team is set by the Board of Trustees.

## Principal risks and uncertainties

The Trustees have considered the principal risks and uncertainties for the group. The financial and operational effects of the Covid-19 pandemic and the control measures relating to this affected the principal risks and uncertainties facing the group during the reporting period and beyond the year end. As a good governance exercise and as standard practice, we have completed an annual review of the group's winding up costs against its reserves.

A strategic risk register is maintained and presented at every ordinary Finance, Audit and Risk Committee and Board meeting. The top strategic risks assessed with the actions taken to address them are:

### 1. Increasing revenue diversity.

We currently manage the coordination of a number of significant and large national survey programmes, which account for a significant share of revenues. Increasing revenue diversity is desirable to improve resilience. We have set a strategic goal to diversify revenue and generate new income with a similar net contribution. The incorporation of Picker HWA Ltd and acquisition of Howard Warwick Associates' portfolio supports this goal, as does early engagement with clients relating to future programme needs.

### 2. Managing and maintaining staff health, welfare, wellbeing and safety

Like many organisations, we are mindful of the wellbeing impact of the Covid-19 pandemic on our staff. Adoption of a new hybrid working policy has offered our staff greater flexibility about their working locations, but we remain conscious of the risks to work-life balance associated with home working. We are also acutely conscious of increasing inflation and the rising cost of living.

The key mitigating actions taken include regular one-to-one line management meetings and Leadership Team monitoring, monitoring use of annual leave entitlements, developing a wellbeing framework to monitor and improve staff wellbeing, and undertaking regular staff surveys that include measures of staff health and wellbeing.

### 3. Major IT system failure or cyber security attack.

The role of IT systems for collaborative working has become ever more important with increased use of remote working during the Covid-19 pandemic. Simultaneously, threats from cybercrime have continued to increase. The key mitigating actions taken include the new IT estate with new host servers, firewalls and backups that are hosted in a co-location data centre. We also provide regular staff training and use encryption and multi-factor authentication on key applications, especially those relating to online connectivity.

The strategy for managing the key risks is by the Board instructing the key management personnel to put in place effective control procedures, plans, awareness raising, and training, and reviewing the systems in place to manage the operations of the group. Regular reviews of the monitoring process are in place with individual accountability and responsibility for each risk and any further actions required.

## Plans for future periods

In addition to the detailed operational actions mentioned above, we will pursue four distinct but interlinked strategic goals that address our key challenges and that support achievement of our vision and charitable objectives. These goals are:

1. Advancing our vision
2. Broadening our horizons
3. Diversifying
4. Moving beyond measurement

Each goal is associated with a set of measures and outcomes, as well as milestones described in our strategic roadmap. The range of goals is intended to be manageable and realistic, whilst also pushing the organisation to improve and to make a positive difference for our beneficiaries.

To meet the milestones, we have identified a range of activities that we will pursue in 2022-25. Some address more than one of our goals, but all correspond to one of three themes. These themes correspond to the three key initiatives identified in our 2021 strategy:

1. Whole pathway care
2. Thought leadership
3. Digital innovation

Activities to be undertaken in each of these are detailed in the strategic roadmap. Completion of the activities and progress against the milestones will be recorded in the organisation's balanced scorecard to ensure a proper focus on delivery of the strategy.

To make sure we are able to complete these, each of the initiatives are supplemented with supporting actions themed around a set of four enablers:

1. People
2. Equality, diversity, and inclusion
3. IT
4. Marketing and communications



## Strategic goals

### Advancing our vision

Achieving person centred care requires services to understand what matters to users, and to measure and act on this.

**Goal: we will continue to be seen as leaders in how to use people's experiences to measure, understand, evaluate, and improve person centred care.**

### Broadening our horizons

Picker's work is most visible in acute public healthcare – but this accounts for only a fraction of all care.

**Goal: our Principles and evaluation tools are seen as valuable and are utilised across health and care – including in our priority care settings.**

### Diversifying

Revenue diversity is important for resilience in a charity that operates on a fee-for-service model.

**Goal: by 2025/26, we will have secured additional revenue outside of NHS programmes at least equal to their current net contribution.**

### Moving beyond measurement

Person centred care is broader than experience of care: measurement is necessary but not sufficient to improve quality.

**Goal: Picker has successfully launched new products, services, and evidence advancing person centred care by 2025/26.**

## Themes

### Whole pathway care

Extending our portfolio to create positive impact in a range of sectors that reflect full pathways of health and social care support.

### Thought leadership

Using our expertise and promoting our work to advance the state of the art in person centred care and in staff and user experience.

### Digital innovation

Developing and offering enhanced, digitally enabled services to learn about people's experiences and to help stakeholders act on these.

## Enablers

People

Equality, diversity, and inclusion (EDI)

IT

Marketing and communication

## Treasury and Investment policy

The Board of Trustees review and approve the Treasury policy annually and have now rebranded it as the Treasury and Investment policy. The purpose of the policy statement is to provide a written framework for the investment risk appetite of the group, its investment portfolio, and the management of the group's cash and near-cash assets (Treasury funds). The group has a low-to-medium risk appetite, previously low, with regard to investments and treasury funds. Its primary objective is to manage cashflow to remain solvent while looking at a reasonable income or capital investment growth rather than just capital preservation. This determines the type of investments it chooses, the institutions they are made with, and the total level of funds placed with any single institution.

## Trustees' responsibilities statement

The Trustees (who are also directors of Picker Institute Europe for the purposes of company law) are responsible for preparing a Trustees' Annual Report and financial statements in accordance with 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).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments 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 charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charity and the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

## Statement as to disclosure to our auditors

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the groups' auditor is unaware; and
- the Trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Report of the Board of Trustees including the Strategic Report has been approved by order of the Board of Trustees and signed on their behalf by:



Chair: Dr Angela Coulter

Date: 23<sup>rd</sup> November 2022

# Independent auditor's report to the members and trustees of Picker Institute Europe

## Opinion

We have audited the financial statements of Picker Institute Europe ('the company') for the year ended 31<sup>st</sup> March 2022 which comprise the Consolidated and Parent Charitable Company Statements of Financial Activities, the Consolidated and Parent Charitable Company Balance Sheets, the Consolidated Statement of Cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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<sup>st</sup> 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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011.

## 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 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 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. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- trustees' annual report have been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011 require 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 exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

## Responsibilities of trustees

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

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

## Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, the Companies Act 2006 and Section 151 of the Charities Act 2011 and report to you in accordance with regulations made under those Acts.

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 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.

## Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit.



However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended), the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006; and to the charity's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, and in respect of the consolidated financial statements, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body for our audit work, for this report, or for the opinion we have formed.

*Moore Kingston Smith LLP*

Luke Holt - Senior Statutory Auditor

For and on behalf of Moore Kingston Smith LLP,  
Statutory Auditor

The Shipping Building, The Old Vinyl Factory  
London, UB3 1HA

Date:

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

# Consolidated Statement of Financial Activities

(including consolidated income and expenditure account)

For the year ended 31<sup>st</sup> March 2022

	Notes	Unrestricted funds £'000	2022 Total funds £'000	2021 Total funds £'000
<b>Income from:</b>				
<b>Donations</b>				
In kind support		32	32	23
Grants		-	-	100
<b>Charitable activities</b>				
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care		3,746	3,746	3,179
<b>Other trading activities</b>		279	279	-
Interest on deposits	2	-	-	1
<b>Total income</b>		<b>4,057</b>	<b>4,057</b>	<b>3,303</b>
<b>Expenditure from:</b>				
<b>Charitable activities</b>				
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care		3,336	3,336	3,164
<b>Other expenditure</b>	10	245	245	-
<b>Total expenditure</b>	<b>4</b>	<b>3,581</b>	<b>3,581</b>	<b>3,164</b>
<b>Surplus</b>		<b>476</b>	<b>476</b>	<b>139</b>
<b>Net movement in funds</b>		<b>476</b>	<b>476</b>	<b>139</b>
<b>Reconciliation of funds:</b>				
Total funds brought forward		1,635	1,635	1,496
<b>Total funds carried forward</b>		<b>2,111</b>	<b>2,111</b>	<b>1,635</b>

The notes on pages 21 to 31 form part of these financial statements.  
The statement of financial activities includes all gains and losses recognised in the year.  
All activities are continuing.

# Charitable Company Statement of Financial Activities

(including income and expenditure account)

For the year ended 31<sup>st</sup> March 2022

	Notes	Unrestricted funds £'000	2022 Total funds £'000	2021 Total funds £'000
<b>Income from:</b>				
Donations				
In kind support		32	32	23
Grants		-	-	100
Charitable activities				
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care		3,746	3,746	3,179
Interest on deposits	2	-	-	1
<b>Total income</b>		<b>3,778</b>	<b>3,778</b>	<b>3,303</b>
<b>Expenditure from:</b>				
Charitable activities				
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care		3,336	3,336	3,164
<b>Total expenditure</b>	4	<b>3,336</b>	<b>3,336</b>	<b>3,164</b>
<b>Surplus</b>		<b>442</b>	<b>442</b>	<b>139</b>
Net movement in funds		442	442	139
<b>Reconciliation of funds:</b>				
Total funds brought forward		1,635	1,635	1,496
<b>Total funds carried forward</b>		<b>2,077</b>	<b>2,077</b>	<b>1,635</b>

The notes on pages 21 to 31 form part of these financial statements.  
The statement of financial activities includes all gains and losses recognised in the year.  
All activities are continuing.

# Consolidated and Charity Balance Sheets

As at 31<sup>st</sup> March 2022

Company number: 3908160

	Notes	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
<b>Fixed assets:</b>					
Intangible assets	8	147	63	64	63
Tangible assets	9	79	27	79	27
<b>Total fixed assets</b>		<b>226</b>	<b>90</b>	<b>143</b>	<b>90</b>
<b>Current assets:</b>					
Stock		1	1	1	1
Debtors	11	1,379	1,307	1,266	1,307
Cash at bank and in hand		1,719	1,734	1,671	1,734
<b>Total current assets</b>		<b>3,099</b>	<b>3,042</b>	<b>2,939</b>	<b>3,042</b>
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	12	1,158	1,496	1,005	1,496
<b>Net current assets</b>		<b>1,941</b>	<b>1,546</b>	<b>1,934</b>	<b>1,546</b>
Total assets less current liabilities		2,121	1,636	2,077	1,636
Creditors: amounts falling due after more than one year	13	56	1	-	1
<b>Total net assets</b>		<b>2,111</b>	<b>1,635</b>	<b>2,077</b>	<b>1,635</b>
<b>The funds of the charity:</b>					
Unrestricted funds	16	2,111	1,635	2,077	1,635
<b>Total charity funds</b>		<b>2,111</b>	<b>1,635</b>	<b>2,077</b>	<b>1,635</b>

The notes on pages 21 to 31 form part of these financial statements.

The Trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 44 of the Charities and Trustee Investment (Scotland) Act 2005.

The financial statements were approved and authorised for issue, by the Trustees on 23<sup>rd</sup> November 2022 and signed on their behalf by Dr Angela Coulter, Chair.

*Angela Coulter*



## Consolidated and Charity Statement of Cash Flows

For the year ended 31<sup>st</sup> March 2022

	Notes	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
<b>Cash flows from operating activities:</b>					
Net cash used in operating activities	18	1911	756	52	756
<b>Cash flows from investing activities:</b>					
Interest on deposits		-	1	-	1
Purchase of intangible assets		(112)	(9)	(19)	(9)
Purchase of tangible fixed assets		(94)	(5)	(94)	(5)
Receipts from disposals of tangible fixed assets		-	1	-	1
Purchase of investments		-	-	(1)	-
<b>Net cash used in investing activities</b>		<b>(206)</b>	<b>(12)</b>	<b>(114)</b>	<b>(12)</b>
Change in cash and cash equivalents in the year		(15)	744	(62)	744
Cash and cash equivalents at the beginning of the year		1,734	990	1,734	990
<b>Cash and cash equivalents at the end of the year</b>	19	<b>1,719</b>	<b>1,734</b>	<b>1,672</b>	<b>1,734</b>

The notes on pages 21 to 31 form part of these financial statements.

## Notes to the Financial Statements

For the year ended 31<sup>st</sup> March 2022

### 1. Principal Group accounting policies

#### a) Basis of preparation and assessment of going concern

The financial statements have been prepared in accordance with applicable accounting standards and under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to the financial statements. The financial statements have been prepared in accordance with the Charities SORP (FRS 102), "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<sup>st</sup> January 2016) and comply with the Charities Act 2011 and Companies Act 2006.

The Parent charity and group constitutes a public benefit entity as defined by the Charities SORP (FRS 102).

The financial statements have been prepared on a going concern basis. The ongoing impact of Coronavirus on the group has been noted in detail in the financial review section of the Trustees' report. The charity has a strong balance sheet and cash position at the year end. There was a positive operations performance for the current year which exceeded expectations. Detailed financial forecasts have been produced reflecting the expected impact on the business plan and budget for 2022/23. The Trustees consider that, while there are uncertainties due to the ongoing impact of Coronavirus, there are no material uncertainties about the group's ability to continue as a going concern. This is on the basis of the expectation of the group having sufficient cashflow, income and levels of reserves to continue for at least 12 months from the date of authorising these financial statements. There are no significant areas of judgement or key assumptions that will materially affect the position.

#### b) Group accounts

These accounts consolidate the results of the charitable company and its wholly owned subsidiary, Picker HWA Ltd which was incorporated on 24<sup>th</sup> May 2021 and commenced trading on 1<sup>st</sup> July 2021. The first period of accounts is from incorporation to 31<sup>st</sup> March 2022.

#### c) 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.

#### d) Basis of consolidation

The consolidated financial statements incorporate the financial statements of the charitable company and all group undertakings. Income and expenditure in foreign currencies is converted at the average exchange rate for the period. Acquisitions are accounted for under the acquisition method. The results of companies acquired or disposed of are included in the Statement of Financial Activities after or up to the date that control passes respectively. Both a group Consolidated and Charitable Company Statement of Financial Activities is published and some notes for the parent charitable company are omitted from the group financial statements by virtue of section 408 of the Companies Act 2006.

#### e) Legal status

The charity is a company limited by guarantee and has no share capital. The members of the company are the Trustees. Each member undertakes to contribute such amount as may be required (not exceeding £1.00) to the charity's assets in the event of it being wound up.

#### f) Fund accounting

The charity holds the following funds:

**Unrestricted funds** are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

#### g) Income

Incoming resources are recognised to the extent that the group has provided the services and/or goods. For contracts in place at the year end the value of the contract that has been completed at the year end is compared to the invoices raised and adjustments made to include accrued income or deferred income as appropriate.

## h) Donated services

In kind support is recognised as income when the following criteria are met:

- Entitlement – Control over the expected economic benefits that flow from the donation has passed to the charity and any performance related conditions attached to the donation have been fully met.
- Probable – It is more likely than not that the economic benefits associated with the donated item will flow to the charity.
- Measurement – The fair value or value to the charity of the donated item can be measured reliably.

## i) Expenditure and irrecoverable VAT

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs according to a category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

Governance costs are those incurred in connection with the management of Picker Institute Europe's assets, organisational administration and compliance with constitutional and statutory requirements.

The charity is registered for VAT and any irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Picker HWA Ltd is separately registered for VAT.

## j) Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Computers	3 years (33%) straight line
Office equipment	3 years (33%) straight line or length of lease

Individual assets with a cost more than £500 are capitalised as tangible fixed assets.

## k) Intangible fixed assets and amortisation

Intangible fixed assets are stated at cost less amortisation. Amortisation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, based on the duration of the acquisition agreement and the client contact list that forms goodwill, as follows:

Website	3 years (33 1/3%) straight line
Computer applications	5 years (20%) straight line
Registered Trade Marks	10 years (10%) straight line
Online research platform	3 years (33 1/3%) straight line
Intellectual property and brand assets	3 years (33 1/3%) straight line
Goodwill	10 years (10%) straight line

Individual assets with a cost more than £500 are capitalised as intangible fixed assets.

## l) Investments

Investments in group undertakings are recorded at cost less impairment.

## m) Stocks

Stocks are stated at the lower of cost and the net realisable value, using the first-in first-out basis. Where necessary, provision is made for obsolete, slow moving and defective stock.

## n) Leasing

Rentals payable under operating leases are charged to the statement of financial activities over the period in which the cost is incurred. Assets obtained under finance leases are capitalised as tangible fixed assets, depreciated and the liability is recognised at the point of purchase.

## o) Pensions

The pension costs charged in the financial statements represent the contributions payable by the group during the year to defined contribution schemes.

## p) Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities are retranslated at the rate of exchange ruling at the balance sheet date. The resulting gains or losses are recognised within the statement of financial activities.

## q) Judgements and key sources of estimation uncertainty

There is a degree of judgement exercised at each period end in respect of client project contracts that extend beyond the year end, where recognition of income and related external expenditure is based on key milestones.

The calculation for the consideration for the acquisition of the business for Howard Warwick Associates Ltd and the associated fair values of the assets acquired is based on the best estimate of the individual assets of value to the company and the expected purchase price based on the acquisition agreement. The balancing or residual number is the amount of goodwill of continuing a going concern business based on its client contacts

and delivery contracts in place. The amortisation period for computer software is a key judgement for the economic useful life of the write off of intangible fixed assets. There were no other significant judgements made in the process of applying the above accounting policies that have had a major effect on amounts recognised in the financial statements.

## 2. Interest on deposits

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Bank interest received	-	1	-	1

## 3. Resources expended

### a) Analysis of Consolidated total resources expended

	Staff costs £'000	Support costs £'000	Other direct costs £'000	Governance costs £'000	Total 2022 £'000
Charitable activities					
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care	1,787	678	1,077	39	3,581
<b>Total charitable activities</b>	<b>1,787</b>	<b>678</b>	<b>1,077</b>	<b>39</b>	<b>3,581</b>

	Staff costs £'000	Support costs £'000	Other direct costs £'000	Governance costs £'000	Total 2021 £'000
Charitable activities					
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care	1,762	527	863	12	3,164
<b>Total charitable activities</b>	<b>1,762</b>	<b>527</b>	<b>863</b>	<b>12</b>	<b>3,164</b>

## b) Analysis of Consolidated support costs

	Total 2022 £'000	Total 2021 £'000
<b>Support costs:</b>		
Travel	1	22
Premises	188	116
Exhibitions and conferences	9	13
Communications and IT	103	67
Financial, legal and consultancy	42	22
Postage and printing	46	14
Other administration	220	234
Depreciation and amortisation	69	39
<b>Total support costs</b>	<b>678</b>	<b>527</b>

## 4. Total expenditure

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
<b>This is stated after charging:</b>				
Amortisation	27	15	17	15
Depreciation	29	22	29	22
Auditors' remuneration - Audit fee	14	11	13	11
Auditors' remuneration - Consultancy services	3	1	3	1

## 5. Trustees' expenses

The Trustees' of the charity and group neither received nor waived any emoluments (remuneration or pension arrangements) in the year or prior year. Out of pocket expenses were reimbursed to the following number of Trustees:

	2022 Number	2022 £'000	2021 Number	2021 £'000
Travel and accommodation	5	1	-	-

## 6. Consolidated staff costs

	2022 £'000	2021 £'000
<b>Employees:</b>		
Wages and salaries	1,490	1,405
Settlements to leaving employees	11	65
Social security costs	147	150
Pension costs	54	57
<b>Subtotal</b>	<b>1,702</b>	<b>1,677</b>
Freelance contractors	-	31
Training	24	18
Recruitment	61	369
<b>Total</b>	<b>1,787</b>	<b>1,762</b>

The group average monthly number of employees was 39 (2021: 40), when calculated on an average headcount basis. When calculated on a full time equivalent basis (FTE), including casual and part-time staff, the average monthly number of employees was:

	2022 Number	2021 Number
The average number of FTE employees during the year was:	36	37

The number of employees whose emoluments as defined for taxation purposes amounted to over £60k in the year was as follows:

	2022	2021
£60,000 - £69,999	-	2
£70,000 - £79,999	2	-
£80,000 - £89,999	2	1
£100,000 - £109,999	-	1

The total amount of compensation of key management, as defined in the Report of the Trustees, for the group was £368,000 (2021: £441,000).

## 7. Pension costs

The charitable company operates a defined contribution pension scheme with Standard Life. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the scheme and amounted to £54,000 (2021: £57,000). Of this £16,000 (2021: £15,000) related to employees whose emoluments were over £60,000 as shown in the consolidated staff costs note 6.

## 8. Consolidated Intangible fixed assets

### a) Consolidated Intangible fixed assets

	Software £'000	Intellectual property £'000	Goodwill £'000	Total £'000
<b>Cost:</b>				
At 1 <sup>st</sup> April 2021	87	10	-	97
Additions	26	9	77	112
At 31 <sup>st</sup> March 2022	113	19	77	209
<b>Amortisation:</b>				
At 1 <sup>st</sup> April 2021	30	4	-	34
Charge for the year	19	3	6	28
At 31 <sup>st</sup> March 2022	49	7	6	52
<b>Net book value:</b>				
At 31 <sup>st</sup> March 2022	64	12	71	147
At 31 <sup>st</sup> March 2021	57	6	-	63

### b) Charity Intangible fixed assets

	Software £'000	Intellectual property £'000	Total £'000
<b>Cost:</b>			
At 1 <sup>st</sup> April 2021	87	10	97
Additions	19	-	19
At 31 <sup>st</sup> March 2022	106	10	116
<b>Amortisation:</b>			
At 1 <sup>st</sup> April 2021	30	4	34
Charge for the year	17	1	18
At 31 <sup>st</sup> March 2022	47	5	52
<b>Net book value:</b>			
At 31 <sup>st</sup> March 2022	59	5	64
At 31 <sup>st</sup> March 2021	57	6	63

## 9. Consolidated and Charity Tangible fixed assets

	Computers £'000	Office Equipment £'000	Total funds £'000
<b>Cost:</b>			
At 1 <sup>st</sup> April 2021	117	70	187
Additions	94	-	94
Disposals	(47)	(60)	(107)
At 31 <sup>st</sup> March 2022	164	10	174
<b>Depreciation:</b>			
At 1 <sup>st</sup> April 2021	112	48	160
Charge for the year	23	7	30
On disposals	(47)	(48)	(95)
At 31 <sup>st</sup> March 2022	88	7	95
<b>Net book value:</b>			
At 31 <sup>st</sup> March 2022	76	3	79
At 31 <sup>st</sup> March 2021	5	22	27

Included in office equipment are assets held under finance leases with a net book value of £2,000 (2021: £3,000). The depreciation charge on these assets was £1,000 (2021: £1,000).

## 10. Investments

There was a new addition to the group structure during the year with the incorporation of Picker HWA Ltd on 24<sup>th</sup> May 2021. The charity owns 100% of the share capital. The legal entity agreed to continue the business of Howard Warwick Associates Limited on 1<sup>st</sup> July 2021 as a going concern.



A summary of the results for Picker HWA Ltd is shown below:

	2022 £'000
<b>Profit and loss account:</b>	
Income	279
Expenditure	245
<b>Retained profit for the period</b>	<b>34</b>
<b>Balance sheet:</b>	
<b>Fixed assets</b>	<b>83</b>
Current assets	308
Creditors: amounts falling due within one year	300
<b>Net Current assets</b>	<b>8</b>
Total assets less current liabilities	91
Creditors: amounts falling due after more than one year	56
<b>Total Net Assets</b>	<b>35</b>
Called up share capital	1
Profit and loss account	34
<b>Shareholders' funds</b>	<b>35</b>

Picker HWA Ltd acquired assets of Howard Warwick Associates Limited (HWA) as a going concern on 1st July 2021. The assets acquired for the purchase consideration of £93,000 in cash are all Intangible assets as listed below:

An online research platform shown as computer applications (£7,000).

The brand assets and intellectual property is for the questionnaires, and HWA brand (£9,000).

Goodwill is the balancing figure (£77,000) and is for the client contracts and client contact list.

The significant accounting policies for the useful life of the assets including goodwill and their amortisation is disclosed in note 1k Intangible fixed assets and amortisation.

The amounts of the combination during the reporting period are as follows:

Revenue	£279,000
Profit	£34,000 (after amortisation of £10,000)

In the prior year, the planned removal of Institut AG in liquidation from the group structure completed when it was deregistered as a legal entity on 20<sup>th</sup> September 2020 in the Canton of Zug, Switzerland. The charity owned 100% of the share capital. The entity was dormant and had no income or expenditure during the year.



## 11. Debtors

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Trade debtors	1,148	1,142	963	1,142
Inter organisational account	-	-	147	-
Accrued income	123	60	48	60
Prepayments	108	105	108	105
	<b>1,379</b>	<b>1,307</b>	<b>1,266</b>	<b>1,307</b>

## 12. Creditors: amounts falling due within one year

Obligations under finance leases	1	1	1	1
Purchase consideration	37	-	-	-
Trade creditors	393	253	326	253
Taxation and social security	172	349	166	349
Accruals	142	185	112	185
Deferred income	400	708	400	708
Inter organisational account	13	-	-	-
	<b>1,158</b>	<b>1,496</b>	<b>1,005</b>	<b>1,496</b>

Deferred income comprises project related revenue for the performance of activities that were not completed before the year end and continued in the following financial year.

At 1 <sup>st</sup> April 2021	708	335	708	335
Released to income	(708)	(335)	(708)	(335)
Deferred in the year	400	708	400	708
<b>At 31<sup>st</sup> March 2022</b>	<b>400</b>	<b>708</b>	<b>400</b>	<b>708</b>

## 13. Creditors: amounts falling due after more than one year

Obligations under finance leases	-	1	-	1
Purchase consideration	56	-	-	-
	<b>56</b>	<b>1</b>	<b>-</b>	<b>1</b>

## 14. Financial commitments

At the year end the charity had the following future minimum lease payments under non-cancellable operating leases in respect of plant and land and buildings which fall due as follows:

	2022 £'000	2021 £'000
<b>Expiry date:</b>		
Within one year	35	97
Between two and five years	-	2
	<b>35</b>	<b>99</b>

## 15. Related party transactions

The charity had transactions with the subsidiary Picker HWA Ltd during the year of £76,000 and had a year end balance owed of £160,000. There were no related party transactions in the prior year.

## 16. Reserves

### The movement on unrestricted funds is as follows:

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
At 1 <sup>st</sup> April 2021	1,635	1,496	1,635	1,496
Income	4,057	3,303	3,778	3,303
Expenditure	(3,581)	(3,164)	(3,336)	(3,164)
At 31 <sup>st</sup> March 2022	<b>2,111</b>	<b>1,635</b>	<b>2,077</b>	<b>1,635</b>
Consolidated unrestricted funds	2,111	1,635		
Fixed asset reserves	(226)	(89)		
<b>Unrestricted general Funds</b>	<b>1,885</b>	<b>1,546</b>		
Represents in months the projected group total income, adjusted for amounts covered by restricted funds, for the next financial year	9.0	8.7		

## 17. Corporation taxation

The charity is exempt from tax on income and gains falling within the Corporation Tax Act 2010 and the Taxation of Chargeable Gains Act 1992 to the extent that these are applied for charitable purposes.

For Picker HWA Ltd tax is recognised in the Statement of Financial Activities.

The current tax charge is calculated based on tax rates and laws at the balance sheet date.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the balance sheet date.

## 18. Reconciliation of net income/ (expenditure) to net cash flow from operating activities


	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Net income/(expenditure) for the year (as per the statement of financial activities)	486	139	442	139
<b>Adjustments for:</b>				
Depreciation charges	29	22	29	22
Amortisation charges	17	15	17	15
Interest on deposits	-	(1)	-	(1)
Loss/(profit) on sale of fixed assets	13	1	13	1
(Increase)/decrease in debtors	(72)	(278)	42	(278)
Increase/(decrease) in creditors	(375)	858	(491)	858
<b>Net cash used in operating activities</b>	<b>98</b>	<b>756</b>	<b>52</b>	<b>756</b>
Cash in hand	290	133	243	133
Notice deposits (less than 3 months)	1,429	1,601	1,429	1,601
<b>Total cash and cash equivalents</b>	<b>1,719</b>	<b>1,734</b>	<b>1,672</b>	<b>1,734</b>

## 19. Analysis of cash and cash equivalents

## 20. Capital commitments

There were no capital commitments at the year end. In the prior year, the IT estate was approaching the end of its useful life and so a proposal was requested from our IT partner before the year end to assess three potential options. From these three options the Executive Team decided to make a commitment to replace the IT Estate by purchasing three new servers and to host them remotely at a data centre rather than on premise. The capital cost of the commitment at the year end was £36,000 including implementation.





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**[picker.org](http://picker.org)**

Registered Charity in England and Wales: 1081688  
Registered Charity in Scotland: SC045048  
Registered Company Limited by Guarantee: 03908160

**PICKER INSTITUTE EUROPE**

England & Wales - Charity number 1081688

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# Accounts

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# Report of the Board and Consolidated Financial Statements

For the year ended 31<sup>st</sup> March 2021

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Charity registered in England and Wales: 1081688  
Charity registered in Scotland: SC045048  
Registered Company Limited by Guarantee: 3908160

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# Reference and administrative details

Registered name:	Picker Institute Europe
Other names:	Picker
Registered Charity in England and Wales:	Number 1081688
Registered Charity in Scotland:	Number SC045048
Registered Company Limited by Guarantee:	Number 3908160
Registered office address:	Buxton Court, 3 West Way, Oxford OX2 0JB

**Patron:** Stuart Bell CBE

### Directors and Trustees:

The directors of the charitable company are its trustees for the purposes of charity law. The trustees and officers serving during the year and since the year end were as follows:

Professor Aileen Clarke	Chair
Sally Syke	Honorary Treasurer
Paul Blunden	Deputy Chair (Resigned 30 <sup>th</sup> July 2021)
Professor Gary Ford CBE	
Diane French	
Elizabeth Hampson	(Resigned 15 <sup>th</sup> December 2020)
Annie Laverty	(Resigned 24 <sup>th</sup> November 2020)
Ronny Odegbami	
Suzanne Rastrick OBE	(Resigned 10 <sup>th</sup> June 2021)
Professor Wendy Reid	

**Company Secretary:** Chris Graham

### Executive Team who are the key management personnel:

Chris Graham	Chief Executive Officer
Phillip Stylianides	Chief Operations Officer
Jenny King	Chief Research Officer
Mark Collins	Chief Financial Officer
Charnelle Dearing	Chief People Officer (until December 2020)

Phillip Stylianides Managing Director, Picker HWA Ltd incorporated on 24<sup>th</sup> May 2021 as a wholly owned subsidiary

### Our advisers:

<b>Auditors:</b>	Moore Kingston Smith LLP	The Shipping Building, The Old Vinyl Factory, Blyth Road, Hayes, London UB3 1HA
<b>Main bankers:</b>	NatWest Bank	Willow Court, 7 West Way, Oxford OX2 0JB
<b>Main solicitors:</b>	Wilson's Solicitors LLP	4 Lincoln's Inn Fields, London WC2A 3AA

# Structure, governance and management

The governing document is the Memorandum and Articles of Association dated 21<sup>st</sup> March 2014. The members of the Board of Trustees are the directors of the company. It has no share capital and the members of the charity are the trustees, each of whom agrees to contribute such amount as may be required (not exceeding £1.00) in the event of the charity winding up.

Recruitment of trustees is by open application to the Appointments and Remuneration Committee who shortlist and interview prospective trustees together with the Chief Executive Officer. Appointment is by resolution of the Board of Trustees. Prior to appointing or re-appointing trustees the Board of Trustees reviews the skills mix and tries to ensure that all relevant areas of expertise are covered.

Trustees serve for an initial three year period after which they may be re-appointed for a further three year term, with the exception of the Chair and Honorary Treasurer, who may be re-appointed by a resolution of the trustees to continue in office for one year after the end of their term of office. Trustees who have served two consecutive terms of office may not be re-appointed for a further term until a period of one year has elapsed unless the trustees resolve, by a 75% majority that the trustee may be re-appointed immediately for a further term of three years. The Chair and Honorary Treasurer are appointed by the trustees from among their number.

The board convenes at least five times per year and has a 'matters reserved for the board' document that sets out the matters that will only be decided by the board to meet legal requirements or in the interests of the charity as a whole. The board controls the charity's overall strategy and sections in the document cover:

1. Strategy and management
2. Structure
3. Financial reporting and controls
4. Internal controls
5. Contracts
6. Communication
7. Board membership and other appointments
8. Remuneration
9. Delegation of authority
10. Corporate governance matters
11. Policies; and
12. Other miscellaneous items.

Matters which the board considers suitable for delegation are contained in the terms of reference of its committees. Day-to-day managerial responsibility is delegated to the Executive Team lead by the Chief Executive Officer.

On appointment each trustee is given an induction pack that includes the Memorandum and Articles of Association, strategic risk register, staff organisational chart, copies of the latest Report of the Board and Financial Statements, impact report and current business plan. They are also given a copy of Charity Commission leaflet CC3 'The Essential Trustee' together with the latest issue of Charity Governance magazine. New trustees meet with the Chair and Chief Executive Officer and are invited to take part in induction meetings with key staff. Training is offered on a continual basis to all trustees to assist them in their role and governance of the charity.

As well as regular meetings of the Board of Trustees, there are also the following two standing committees:

## Finance, Audit and Risk Committee

The committee is a joint trustee/executive committee with membership at the year end of:

Sally Sykes – Honorary Treasurer (Chair of the Committee)  
Professor Aileen Clarke – Chair  
Paul Blunden – Trustee  
Suzanne Rastrick – Trustee  
Chris Graham – Chief Executive Officer  
Mark Collins – Chief Financial Officer  
Phillip Stylianides – Chief Operations Officer

## Appointments and Remuneration Committee

The membership of the committee at the year end was:

Ronny Odegbami – Trustee (Chair of the Committee)  
Sally Sykes – Honorary Treasurer  
Professor Aileen Clarke – Chair  
Diane French – Trustee  
Professor Gary Ford – Trustee

## Register of interests and people with significant control

The charity maintains a register of trustees' interests and a register of people with significant control at the registered office address. There is no person or legal entity with significant control.

# Report of the Board of Trustees

The trustees of Picker Institute Europe (Picker) are pleased to present their annual report together with the consolidated financial statements of the charitable company and its subsidiary for the year ended 31<sup>st</sup> March 2021, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities and Trustees Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006, the Memorandum and Articles of Association, 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).

## Objects and activities

### Our objects

The objects of the charity are:

- to promote public health for the benefit of the community in particular by improving standards of treatment and care for patients of health care services;
- to advance education in healthcare in particular by the provision of training for healthcare professionals in communication skills; and
- to advance education in healthcare in particular by developing research tools and undertaking research into patients' perspectives of health care services and to publish the useful results of the same for the public benefit.

### Our vision

The highest quality person centred care for all, always.

### Our mission

We are here to:

- Influence** policy and practice so that health and social care systems are always centred around people's needs and preferences.
- Inspire** the delivery of the highest quality person centred care, developing tools and services that enable people's experiences to be better understood.
- Empower** staff working in health and social care to improve experiences by effectively measuring and acting upon people's feedback.

### Our values

We are proud of the work we do, and are equally proud of the way we do it.

Our core values – excellence, integrity, valuing diversity and collaboration – underpin everything that we do, reflecting what we believe in and how we behave.

- Excellence:** Maintaining the quality and consistency of our work is our highest priority. We are not willing to accept the status quo and continuously look for new ways to understand, measure and improve the quality of health and social care.
- Integrity:** We ensure our independence using the best possible evidence to drive and support our decision making, our statements and our activities. Our behaviours match our words and we are accountable for all that we do. We only engage in activity which furthers our charitable aims.
- Valuing diversity:** We recognise all people as equals, valuing individual worth and diversity. Ideas and contributions are judged on their merit not their source.
- Collaboration:** We encourage ideas and knowledge to be shared freely. We believe that lasting change cannot be delivered in isolation and actively seek partnership opportunities to achieve greater impact.

### Activities

Picker carries out a range of activities to further its charitable objects. Collectively, these include research and insight work around person centred care, as well as work to measure and improve staff and users' experiences of care. Typical examples of our activities include:

- Developing and implementing applied social research including surveys, interviews, and focus groups to gather feedback about the quality of care services.
- Designing and conducting in-depth research to evaluate the impact of policy and practice on people's experiences and service quality, and creating innovative new approaches to support better measurement.
- Sharing research findings and best practice with the wider community of policy makers, professionals, researchers, and the public to inspire and enable improvements in the quality of services.

### Public benefit

The Trustees confirm that they have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit.

The trustees ensure that our work is carried out for the public benefit by delivering services that directly involve the public and, wherever possible, seldom heard communities, and ensure that those with responsibility to influence patient care have both the information and tools to aid them in their role. Our beneficiaries are the public and all involved in health and social care (patients, service users, friends and families, and care staff). We promote public health to improve standards of treatment and care and by developing research tools and undertaking research into patients' perspectives of health care services and publishing them for the public benefit. All our products and services are designed to deliver benefit for patients, service users, communities, care professionals, and the public regardless of whether they are undertaken under contract, are grant aided, or are an allocation of resources.

### Volunteers

We actively seek input from patients and members of the public in much of the work we do, and opportunities are available for volunteers to contribute to the design, planning, and delivery of research studies that we conduct. Further opportunities are available for volunteers to gain experience at Picker and to help achieve the organisation's objectives.

## Strategic report

### Achievements and performance

We pioneered the Picker Principles of Person Centred Care, which continue to be used as a world-renowned framework to support the delivery of consistent, high-quality care. We influence, inspire, and empower others to ensure that people are placed at the heart of health and social care provision. We believe advocating for the delivery of each of the Principles is crucial to achieving this.

We are experts in understanding and measuring people's experiences. Our research provides the clarity, tools and data to achieve the buy-in needed to drive improvements in care standards.

We use our experience and expertise to help care providers, commissioners, and professionals engage and empower people to build a culture that consistently delivers person centred care for all, always.

Particular successes or items of strategic importance during the financial year ending 31<sup>st</sup> March 2021 include:

- The 2019 NHS Long Term Plan called for the development of an 'integration index' to support a better understanding of service users' experiences of care coordination, in order to achieve the goal of holistic and personalised care that empowers and supports individuals. In response, NHS England and NHS Improvement commissioned Picker to develop and pilot an approach to gathering feedback for the National Integration Index. Alongside this, Picker and The King's Fund are collaborating to develop methods for understanding people's experiences of integration locally. Together, these projects test ways of gathering data at health and care system and at national level, and their findings will be important for informing future measurement work around new Integrated Care Systems.
- The 'We are the NHS: People Plan for 2020/2021 – action for us all' describes the health service's workforce strategy, emphasising a need to build and support the workforce by improving organisational cultures. The plan includes a commitment to exploring options to implement a staff survey in primary care, similar to the existing NHS Staff Survey. NHS England and NHS Improvement commissioned Picker to explore the feasibility of an NHS Primary Care Staff Survey that would have an equivalent level of data quality to the current NHS Staff Survey and could be used for similar purposes. This study explored the feasibility of developing a survey of staff in a range of primary care roles and settings, including general practice, optometry, dental practice, and pharmacy.
- The National Cancer Patient Experience Survey – In May 2019 Picker was awarded a three-year contract to work alongside NHS England and NHS Improvement in delivering the National Cancer Patient Experience Survey. First undertaken in 2010, this survey encompasses the experience of thousands of adult cancer patients across England and is a key resource for healthcare professionals looking to improve their services. Results for the 2019 iteration of the survey were published in June 2020 with provider and alliance action planning workshops held in September 2020.
- We worked with leading international thyroid experts on a project funded by Institut BioChimique SA (IBSA) to understand the treatment, care, support needs, satisfaction, and quality of life of people over the age of 18 who have hypothyroidism. Working with Thyroid Federation International we coordinated the dissemination of a questionnaire globally. A paper will be submitted to a peer reviewed journal in 2021 where the insights will allow us to understand the self-reported symptoms and quality of life of hypothyroid patients, as well as treatment satisfaction.



- We have continued to host well-received national and local improvement workshops for organisations we work with. Due to the lockdown measures imposed in response to the Covid-19 pandemic, much of this activity has been conducted remotely in 2020/21. Our programme of events in 2020/21 has included:
  - three national workshops;
  - 61 virtual workshops/presentations; and
  - 25 pre-recorded presentations.
- Over the last year we surveyed over 1.0 million people and worked with over 235 organisations.
- Working on behalf of NHS England and Improvement, we adapted the 2020 NHS Staff Survey to gather feedback on staff experiences of working through the early months of the pandemic. Despite conducting the survey in a period of heavy demand on healthcare staff, we were able to collect more than 595,000 responses, maintaining a strong response rate to provide high quality evidence to support workforce management and planning. We were also able to include open ended questions for the first time, allowing staff to share their views on what worked well and what should be learned from operating during the pandemic: findings from this analysis were published nationally and locally in May 2021.

- We have continued to deliver a diverse portfolio of research projects supporting person centred care in a wide range of settings. These include new projects with and for the National Institute for Health Research; the International Kidney Cancer Coalition; the Health Service Executive of Ireland; Sunrise Senior Living; and more.

### Our purpose: publish new research and insight into the importance and impact of person centred care, securing our status as a thought leader and innovator.

There has been strong evidence throughout the year that we continue to be seen as leading experts on person centred care and patient experience. We have frequently been consulted, and invited to speak on this subject by stakeholders from around the world and from a range of different sectors. This has included:

- Mental health – we are working with NHS Wales to support a ministerial review into the impact of mental illness on urgent care access and transport. This will take into account the perceptions and experiences of both the public and staff working in urgent care.
- We have a strategic licencing agreement across the Netherlands for the teaching hospitals covering a number of the Picker tools. There are plans to extend this into general hospitals in 2021.

- We continue to support Health Information and Quality Authority in Ireland with the roll out of their National Care Experience Programme. This included a review of Covid-19 survey content for the National Inpatient Experience Survey 2021 and advising on models of implementation for a new National Nursing Home Experience Survey.
- Speaking about improving care through the use of patient and service user feedback as part of Help & Care's Research Skills Week.
- We have published four original papers in peer-reviewed journals. One of these papers was an output from the Policy Research Unit in Quality, Safety and Outcomes of Health and Social Care exploring how patient experience scores from General Practice Patient Survey can be used to predict quality inspection ratings.
- Continuing to provide teaching, training, and development, including as part of the Point of Care Foundation's 'Foundations in Patient Experience' course and Imperial College London's Health Policy MSc.

**Our organisation: Introduce and embed digital infrastructure and skills to improve our effectiveness and increase our beneficiary and stakeholder value.**

- We secured the renewal of key contracts to work as an approved survey contractor as part of Care Quality Commission's (CQC) national patient survey programme. These contracts will enable our teams to work with a wide range of care organisations over the coming years, promoting best practice in measurement and use of patient feedback for improvement.
- We continue to offer staff training on our agreed set of leadership values and behaviours – our "Picker DNA". This promotes positive staff experiences and effective team working.
- We have moved all Picker staff on to Microsoft Dynamics 365 making it easier for them to track work with clients, respond efficiently, work remotely, and be more productive.
- We have introduced a sophisticated new online research platform to provide better and more interactive reporting to clients, whilst freeing up staff time to perform value added services.

**Our impact: Develop our portfolio, increasing the impact and value of insight and improvement work centred around the Picker Principles.**

We demonstrate our impact through projects reviews and case studies, which are carried out on all completed projects. Examples include:

- We continue to run the Survey Coordination Centre for the NHS Staff Survey, on behalf of NHS England, sending out approximately 1.1 million surveys. Each year we run workshops for key stakeholders, drawing on the survey results to assist organisations with staff wellbeing and retention.
- We continue to manage the Survey Coordination Centre for Existing Methods for the CQC. The Coordination Centre oversees the development, implementation, and analysis and reporting of national surveys including:
  - Children and Young People's Patient Experience Survey
  - Urgent and Emergency Care Survey
  - Community Mental Health Survey
- We are an 'approved contractor' for the NHS Patient Survey Programme, making us uniquely placed to engage trusts in improving patient care.
- Case studies and more information is available in our Impact report available on our website [www.picker.org](http://www.picker.org)

The charity's work in 2020/21 has been affected by the Covid-19 pandemic, which has placed unprecedented pressure on health and care systems, providers, and professionals. The virus control measures introduced by the UK government disrupted planned activity in the earlier part of the year, including cancellation of:

- The National Maternity Survey – We had more than fifty NHS trusts signed up at the point of cancellation. We instead ran our own survey with NHS organisations from across England later in 2021, providing valuable insight into the experiences of new mothers in the absence of a national collection.
- Staff Friends and Family Test – This programme was put on hold in England during the peak of the Covid-19 pandemic. Picker work with a large number of NHS organisations to collect this data, and so this decision has had a direct impact on our work in this area.

## Financial review

The wholly-owned subsidiary was dormant until it deregistered during the year and so the group and charity financial results are the same. The charity was affected by the Coronavirus (Covid-19) pandemic with the cancellation of one national NHS survey and a number of other projects. Several projects also temporarily went on hold. Total income for the charity and group was £3,303,000 which is a decrease on the prior year of 9.9%. The principal sources of income (over £100,000) during the year were NHS England and NHS Improvement, the Care Quality Commission, and The Mid Yorkshire Hospitals NHS Trust.

Expenditure for the group has decreased by 18.6% year-on-year to £3,164,000. This has resulted in a group surplus for the year of £139,000 and increased the unrestricted funds to £1,635,000. This builds up our reserves towards the levels set out in the Reserves policy, which will in turn assist delivery of our strategy and to allow us to have a bigger impact in delivering our purpose whilst ensuring sustainability.

The planned simplification of the international registered companies group structure continued during the year. The deregistration process of the Swiss registered wholly-owned subsidiary, Picker Institut AG, finally completed on 28<sup>th</sup> September 2020. The company had a zero balance sheet at the 31<sup>st</sup> March 2020. Due to the completion of the deregistration there was no longer a group from 29<sup>th</sup> September 2020 and it was just the charitable company until the year end. However, towards the end of the year the board of trustees agreed the planned incorporation of a limited company, a wholly owned subsidiary, registered in England for the acquisition of the client portfolio of Howard Warwick Associates, a market research firm with contracts related to user experience and outcomes in private hospitals and social care. Picker HWA Ltd was incorporated on 24<sup>th</sup> May 2021 and Picker will therefore operate in a group structure for most of 2021/22.

The charity and group unrestricted general funds, after fixed assets, carried forward at the year-end are £1,546,000 (2020: £1,382,000). The current level of reserves is equivalent to 5.2 months of projected annual income for the next financial year. This is below the target level for the unrestricted general fund (after excluding any amount in respect of the investment in fixed assets), which is between six and nine months of the higher of projected group total income or expenditure, adjusted for amounts covered by restricted funds, for the next financial year. It is planned to reduce the gap and improve the level of the unrestricted general fund over the next three year strategic plan cycle.

### Going concern policy

The trustees have reviewed the status of the charity's funding arrangements and future plans. The impact of the Covid-19 – particularly in the first half of the financial year – has included cancellations and/or delays to some of the projects undertaken by the charity. The trustees have taken mitigating actions that have included obtaining grant income via the Coronavirus Job Retention Scheme and delaying VAT payments to HM Revenue & Customs in line with Government arrangements. The charity has also been through an organisational restructure to better

align the organisation's resources to its client needs which included a staffing reduction, and we have also reduced expenditure wherever possible. The charity has a strong balance sheet and cash position at the year end with the cash at bank and in hand exceeding the total charity funds. In addition, detailed financial projections have been produced to enable the trustees to evaluate a period of at least the next twelve months from the date of signature of these financial statements and, as a result, the board are satisfied that it remains appropriate to continue to prepare the financial statements on a going concern basis.

### Remuneration policy

The objectives of our remuneration policy are to:

- reward staff appropriately and enable the recruitment of high calibre staff;
- ensure the proper use of the charity's resources in accordance with its aims and within affordable limits based on the financial circumstances of the charity;
- be non-discriminatory, just and equitable in the evaluation of jobs and their remuneration by providing a stable framework for the remuneration of the team;
- operate within the law; and
- pay at a competitive level taking account of external market rates, with the aim being to set pay at comparable rates to posts in the voluntary sector, subject to the charity's financial position.

Remuneration policy is reviewed on an annual basis by the Appointments and Remuneration Committee and agreed by the Board of Trustees. When setting pay levels, the charity gives consideration to external benchmark comparators, changes in the national average earnings index, equalities, affordability and other internal and external pressures including recruitment and retention.

The above policy applies to all staff, including the charity's Executive Team. Remuneration of the Executive Team is set by the Board of Trustees.

## Principal risks and uncertainties

The trustees have considered the principal risks and uncertainties for the group. The financial and operational effects of the Covid-19 pandemic and the control measures relating to this affected the principal risks and uncertainties facing the charity during the reporting period and beyond the year end. As normal practice, we have completed an annual review of the group's winding up costs against its reserves.



A strategic risk register is maintained and presented at every ordinary Finance, Audit and Risk Committee and Board meeting. The top strategic risks assessed with the actions taken to address them are:

- Business and health disruption due to the Coronavirus pandemic (Covid-19) and the related economic situation. This would include the risk to income from delays/cancellations and the impact from the 3rd wave of the virus, having a bigger effect than the initial waves.  
The key mitigating actions taken to address this risk involved us making use of the UK Government's Coronavirus schemes such as the Job Retention Scheme and VAT liability payment deferral. After temporarily closing the office because of the crisis and asking staff to work from home in line with government guidance we have opened the office for voluntary attendance to help with health and wellbeing issues and activities that cannot be done remotely.
- Changes in the health care system, unforeseen changes to national programmes that adversely affect revenue streams; financial situation in the NHS stalls; no business growth; and/or reduction in client funding which could be interrelated to Covid-19.  
Key mitigating actions taken include participating in regular discussions with commissioners to understand their position and providing support and recommendations on how to proceed. Proactively horizon scanning for potential future budget

constraints and the move away from or change in the approach to patient experience. More broadly, we have sought to maintain our network with key policy makers and NHS officials and retain and develop policy influence relating to national programmes, ensuring prior engagement ahead of any changes. We are actively diversifying the revenue mix to improve business resilience and achieve our desired future portfolio.

- Staff welfare, wellbeing and safety along with the potential for loss of senior or key staff.  
Key mitigating actions taken include establishing health and wellbeing working groups following on from the Autumn 2020 staff survey; a coaching scheme for Leadership Team members; detailed leaver handover with key focus areas; and utilisation of the Shared Knowledge library resource. We are also due to roll out an updated personal development review (PDR) process for 2021/22, as well as a 360-degree feedback programme for staff.

The strategy for managing the key risks is by the board instructing the key management personnel to put in place effective control procedures, plans, awareness raising, and training, and reviewing the systems in place to manage the operations of the group. Regular reviews of the monitoring process are in place with individual accountability and responsibility for each risk and any further actions required.

## Plans for future periods

In addition to the detailed operational actions mentioned above, as in 2020/21, we will pursue three strategic priorities – developing our purpose, our organisation, and our impact. These priorities will be supported by initiatives in three key areas:

whole pathway care, thought leadership, and digital innovation. Progress will be enabled by planned development work around our people; equality, diversity, and inclusion; IT; and marketing and communication.

## Strategic Priorities

### Our purpose

Promote the importance and value of person centred care, using evidence to spread our message and build Picker's reputation as a thought leader and innovator so that we can influence, inspire, and empower better care.

### Our organisation

Embed a modern, responsive operation model that improves our efficiency, increases our beneficiary and stakeholder value, and supports our people to fulfil their potential in an inclusive, person centre organisation.

### Our impact

Produce high quality, actionable insights and offer expert improvement services that support the adoption of person centre policies and practices underpinned by the Picker Principles.

## Initiatives

### Whole pathway care

Extending our portfolio to create positive impact in a range of sectors that reflect full pathways of health and social care support.

### Thought leadership

Building on our existing reputation and expertise to advance the state of the art in person centred care and in staff and user experience.

### Digital innovation

Developing and offering enhanced, digitally enabled services to help stakeholders make sense of people's experiences.

## Enablers

### People

Developing and supporting an effective, engaged workforce with a positive, values-based culture.

### Equality, diversity, and inclusion (EDI)

Ensuring that Picker is inclusive and that our work promotes more equitable, person policy and practice.

### IT

Equipping our colleagues and customers with cutting-edge technology to support effective delivery.

### Marketing and communication

Presenting our work in clear, compelling ways that support the Charity's business and strategic objectives.

### Reserves policy

Forming part of reserves, the unrestricted general fund is the working fund of the charity and group. There are no restricted or designated funds for use for a particular or defined purpose. The unrestricted general fund has to provide for the net deficit of any activities that have inadequate income of their own and for the general overheads of the charity. It also provides working capital for operations and helps to provide resources to ensure

that the charity is able to continue with its obligations in the event of a shortfall in income or unexpected upturn in expenditure.

The Board of Trustees has determined that the purpose of the unrestricted general fund is to ensure uninterrupted services and delivery of the charity's objectives regardless of short to medium term fluctuations in patterns of income and expenditure or unforeseen financial burdens.

The target level for the unrestricted general fund (after excluding any amount in respect of the investment in fixed assets) is between six and nine months of the higher of projected total income or expenditure, adjusted for amounts covered by restricted funds, for the next financial year. The projected total income or expenditure for the next financial year is expected to reflect economic growth by increasing from the current year's figures. The charity and group unrestricted general funds, after fixed assets, carried forward at the year end of £1,546,000 (2020: £1,382,000), is 5.2 months of projected annual expenditure.

This policy is approved by the Board of Trustees and will be reviewed annually as part of the charity's budgetary processes.

### Treasury policy

The Board of Trustees review and approve the Treasury policy annually. The purpose of the policy statement is to provide a written framework for management of the charity's cash and near-cash assets (Treasury funds). The charity has a low risk appetite with regard to investments and treasury funds. Its primary objective is capital preservation, albeit with a reasonable income requirement. This determines the type of investments it chooses, the institutions they are made with and the total level of funds placed with any single institution.

## Trustees' responsibilities statement

The trustees (who are also directors of Picker Institute Europe for the purposes of company law) are responsible for preparing a Trustees' Annual Report and Financial Statements in accordance with 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).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;

- make judgments 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 charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charity and the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

### Statement as to disclosure to our auditors

In so far as the trustees are aware at the time of approving our trustees' Annual Report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the groups' auditor is unaware; and
- the trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Report of the Board of Trustees including the Strategic report has been approved by order of the Board of Trustees and signed on their behalf by:

*Aileen Clarke*

Chair: Professor Aileen Clarke  
Date: 7<sup>th</sup> September 2021

# Independent auditor's report to the members and trustees of Picker Institute Europe

## Opinion

We have audited the financial statements of Picker Institute Europe ('the company') for the year ended 31<sup>st</sup> March 2021 which comprise the Consolidated and Parent Charitable Company Statements of Financial Activities, the Consolidated and Parent Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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<sup>st</sup> March 2021 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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011.

## 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 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 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. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

## Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- trustees' annual report have been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011 require 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 exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

## Responsibilities of trustees

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

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

## Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, the Companies Act 2006 and Section 151 of the Charities Act 2011 and report to you in accordance with regulations made under those Acts.

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 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.

## Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended), the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006; and to the charity's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, and in respect of the consolidated financial statements, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body for our audit work, for this report, or for the opinion we have formed.

*Mahmood Ramji* LLP

Mahmood Ramji – Senior Statutory Auditor  
For and on behalf of Moore Kingston Smith LLP,  
Statutory Auditor  
The Shipping Building, The Old Vinyl Factory,  
London UB3 1HA

Date: 14<sup>th</sup> September 2021

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.



# Consolidated Statement of Financial Activities

(including consolidated income and expenditure account)

For the year ended 31st March 2021

	Notes	Unrestricted funds £'000	2021 Total funds £'000	2020 Total funds £'000
<b>Income from:</b>				
<b>Donations</b>				
In kind support		23	23	11
Grants		100	100	-
<b>Charitable activities</b>				
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care		3,179	3,179	3,650
Interest on deposits	2	1	1	4
<b>Total income</b>		<b>3,303</b>	<b>3,303</b>	<b>3,665</b>
<b>Expenditure from:</b>				
<b>Charitable activities</b>				
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care		3,164	3,164	3,787
Development expenditure		-	-	112
<b>Total charitable activities</b>	3	<b>3,164</b>	<b>3,164</b>	<b>3,899</b>
Other expenditure	10	-	-	(14)
<b>Total expenditure</b>	4	<b>3,164</b>	<b>3,164</b>	<b>3,885</b>
Surplus/(Deficit)		139	139	(220)
<b>Net movement in funds</b>		<b>139</b>	<b>139</b>	<b>(220)</b>
<b>Reconciliation of funds:</b>				
Total funds brought forward		1,496	1,496	1,716
<b>Total funds carried forward</b>		<b>1,635</b>	<b>1,635</b>	<b>1,496</b>

The notes on pages 20 to 31 form part of these financial statements.  
The statement of financial activities includes all gains and losses recognised in the year.  
All activities are continuing.

# Charitable Company Statement of Financial Activities

(including income and expenditure account)

For the year ended 31st March 2021

	Notes	Unrestricted funds £'000	2021 Total funds £'000	2020 Total funds £'000
<b>Income from:</b>				
<b>Donations</b>				
In kind support		23	23	11
Grants		100	100	-
<b>Charitable activities</b>				
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care		3,179	3,179	3,650
Interest on deposits	2	1	1	4
<b>Total income</b>		<b>3,303</b>	<b>3,303</b>	<b>3,665</b>
<b>Expenditure from:</b>				
<b>Charitable activities</b>				
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care		3,164	3,164	3,787
Development expenditure		-	-	112
Other expenditure	10	-	-	(14)
<b>Total expenditure</b>	4	<b>3,164</b>	<b>3,164</b>	<b>3,885</b>
Surplus/(Deficit)		139	139	(220)
<b>Net movement in funds</b>		<b>139</b>	<b>139</b>	<b>(220)</b>
<b>Reconciliation of funds:</b>				
Total funds brought forward		1,496	1,496	1,716
<b>Total funds carried forward</b>		<b>1,635</b>	<b>1,635</b>	<b>1,496</b>

The notes on pages 20 to 31 form part of these financial statements.  
The statement of financial activities includes all gains and losses recognised in the year.  
All activities are continuing.

# Consolidated and Charity Balance Sheets

For the year ended 31st March 2021  
Company number: 3908160

	Notes	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
<b>Fixed assets:</b>					
Intangible assets	8	63	69	63	69
Tangible assets	9	27	45	27	45
<b>Total fixed assets</b>		<b>90</b>	<b>114</b>	<b>90</b>	<b>114</b>
<b>Current assets:</b>					
Stock		1	1	1	1
Debtors	11	1,307	1,029	1,307	1,029
Cash at bank and in hand		1,734	990	1,734	990
<b>Total current assets</b>		<b>3,042</b>	<b>2,020</b>	<b>3,042</b>	<b>2,020</b>
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	12	1,496	638	1,496	638
<b>Net current assets</b>		<b>1,546</b>	<b>1,382</b>	<b>1,546</b>	<b>1,382</b>
Total assets less current liabilities		1,636	1,496	1,636	1,496
Creditors: amounts falling due after more than one year	13	1	-	1	-
<b>Total net assets</b>		<b>1,635</b>	<b>1,496</b>	<b>1,635</b>	<b>1,496</b>
<b>The funds of the charity:</b>					
Unrestricted funds	16	1,635	1,496	1,635	1,496
<b>Total charity funds</b>		<b>1,635</b>	<b>1,496</b>	<b>1,635</b>	<b>1,496</b>

## The notes on pages 20 to 31 form part of these financial statements.

The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 44 of the Charities and Trustee Investment (Scotland) Act 2005. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved and authorised for issue, by the trustees on 7<sup>th</sup> September 2021 and signed on their behalf by Professor Aileen Clarke, Chair.

*Aileen Clarke*

Chair: Professor Aileen Clarke

# Consolidated and Charity Statement of Cash Flows

For the year ended 31st March 2021

	Notes	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
<b>Cash flows from operating activities:</b>					
Net cash used in operating activities	18	756	187	756	187
<b>Cash flows from investing activities:</b>					
Interest on deposits		1	4	1	4
Purchase of intangible assets		(9)	(67)	(9)	(67)
Purchase of tangible fixed assets		(5)	(27)	(5)	(27)
Receipts from disposals of tangible fixed assets		1	-	1	-
<b>Net cash used in investing activities</b>		<b>(12)</b>	<b>(90)</b>	<b>(12)</b>	<b>(90)</b>
<b>Change in cash and cash equivalents in the year</b>		<b>744</b>	<b>97</b>	<b>744</b>	<b>97</b>
<b>Cash and cash equivalents at the beginning of the year</b>		<b>990</b>	<b>893</b>	<b>990</b>	<b>893</b>
<b>Cash and cash equivalents at the end of the year</b>	19	<b>1,734</b>	<b>990</b>	<b>1,734</b>	<b>990</b>

The notes on pages 20 to 31 form part of these financial statements.



# Notes to the Financial Statements

## 1 Principal accounting policies

### a – Basis of preparation and assessment of going concern

The financial statements have been prepared in accordance with applicable accounting standards and under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to the financial statements. The financial statements have been prepared in accordance with the Charities SORP (FRS 102), "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<sup>st</sup> January 2016) and comply with the Charities Act 2011 and Companies Act 2006.

The charity constitutes a public benefit entity as defined by the Charities SORP (FRS 102).

The financial statements have been prepared on a going concern basis. The ongoing impact of Coronavirus on the charity has been noted in detail in the financial review section of the Trustees' report. The charity has a strong balance sheet and cash position at the year end with the cash at bank and in hand exceeding the total charity funds. There was a positive operations performance for the current year which exceeded expectations. Detailed financial forecasts have been produced reflecting the expected impact on the business plan and budget for 2021/22. The trustees consider that, while there are uncertainties due to the ongoing impact of Coronavirus, there are no material uncertainties about the group's ability to continue as a going concern. This is on the basis of the expectation of the charitable company having sufficient cashflow, income and levels of reserves to continue for at least 12 months from the date of authorising these financial statements. There are no significant areas of judgement or key assumptions that will materially affect the position.

### b – Group accounts

These accounts consolidate the results of the charitable company and its dormant subsidiary, Picker Institut AG in liquidation, registered in the Canton of Zug, Switzerland. Picker Institut AG in liquidation was deregistered on 28<sup>th</sup> September 2020.

### c – 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.

### d – Basis of consolidation

The consolidated financial statements incorporate the financial statements of the charitable company and all group undertakings. Income and expenditure in foreign currencies is converted at the average exchange rate for the period. Acquisitions are accounted for under the acquisition method. The results of companies acquired or disposed of are included in the Statement of Financial Activities after or up to the date that control passes respectively. Both a group Consolidated and Charitable Company Statement of Financial Activities is published and some notes for the parent charitable company are omitted from the group financial statements by virtue of section 408 of the Companies Act 2006.

### e – Legal status

The charity is a company limited by guarantee and has no share capital. The members of the company are the trustees. Each member undertakes to contribute such amount as may be required (not exceeding £1.00) to the charity's assets in the event of it being wound up.

### f – Fund accounting

The charity holds the following funds:

**Unrestricted funds** are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

### g – Income

Incoming resources are recognised to the extent that the charity has provided the services and/or goods. For contracts in place at the year end the value of the contract that has been completed at the year end is compared to the invoices raised and adjustments made to include accrued income or deferred income as appropriate.

### h – Donated services

In kind support is recognised as income when the following criteria are met:

- Entitlement – Control over the expected economic benefits that flow from the donation has passed to the charity and any performance related conditions attached to the donation have been fully met.
- Probable – It is more likely than not that the economic benefits associated with the donated item will flow to the charity.
- Measurement – The fair value or value to the charity of the donated item can be measured reliably.

Donation grant is the Coronavirus Job Retention Scheme grant which is intended to cover payroll costs incurred and the government grant is recognised in Statement of Financial Activities in the same period in which the related expense is incurred.

### i – Expenditure and irrecoverable VAT

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs according to a category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

Governance costs are those incurred in connection with the management of Picker Institute Europe's assets, organisational administration and compliance with constitutional and statutory requirements. The charity is registered for VAT and any irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

### j – Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Computers – 3 years (33%) straight line

Office equipment  
– 3 years (33%) straight line or length of lease

Individual assets with a cost in excess of £500 are capitalised as tangible fixed assets.

### k – Intangible fixed assets and amortisation

Intangible fixed assets are stated at cost less amortisation. Amortisation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Computer applications (cost of purchase)

– 5 years (20%) straight line

Registered Trade Marks  
– 10 years (10%) straight line

Individual assets with a cost in excess of £500 are capitalised as intangible fixed assets.

### l – Investments

Investments in group undertakings are recorded at cost less impairment.

### m – Stocks

Stocks are stated at the lower of cost and the net realisable value, using the first-in first-out basis. Where necessary, provision is made for obsolete, slow moving and defective stock.

### n – Leasing

Rentals payable under operating leases are charged to the Statement of Financial Activities over the period in which the cost is incurred. Assets obtained under finance leases are capitalised as tangible fixed assets, depreciated and the liability is recognised at the point of purchase.

### o – Pensions

The pension costs charged in the financial statements represent the contributions payable by the charity during the year to defined contribution schemes.

### p – Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities are retranslated at the rate of exchange ruling at the balance sheet date. The resulting gains or losses are recognised within the Statement of Financial Activities.

### q – Judgements and key sources of estimation uncertainty

There is a degree of judgement exercised at each period end in respect of client project contracts that extend beyond the year end, where recognition of income and related external expenditure is based on key milestones. The amortisation period for computer software is a key judgement for the economic useful life of the write off of Intangible fixed assets. There were no other significant judgements made in the process of applying the above accounting policies that have had a major effect on amounts recognised in the financial statements.

## 2 Interest on deposits

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Bank interest received	1	4	1	4

## 3 Resources expended

### a – Analysis of Consolidated total resources expended

	Staff costs £'000	Support costs £'000	Other Direct costs £'000	Governance costs £'000	Total £'000
<b>Charitable activities:</b>					
Research and insight on person centred care and the measurement and improvement of staff and user experiences of care					
Total charitable activities – 2021	1,762	527	863	12	3,164
Total charitable activities – 2020	2,196	684	1,001	18	3,899

### b – Analysis of Consolidated support costs

	Total 2021 £'000	Total 2020 £'000
<b>Support costs:</b>		
Travel	22	32
Premises	116	144
Exhibitions and conferences	13	40
Communications and IT	67	86
Financial, legal and consultancy	22	54
Postage and printing	14	37
Other administration	245	256
Depreciation and amortisation	39	35
<b>Total support costs</b>	<b>538</b>	<b>684</b>

## 4 Total expenditure

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
<b>This is stated after charging:</b>				
Amortisation	15	7	15	7
Depreciation	22	28	22	28
Auditors' remuneration - Audit fee	11	11	11	11
Auditors' remuneration - Consultancy services	1	-	1	-

## 5 Trustees' expenses

The Trustees' of the charity and group neither received nor waived any emoluments (remuneration or pension arrangements) in the year or prior year. Out of pocket expenses were reimbursed to trustees as follows:

	2021 Number	2021 £'000	2020 Number	2020 £'000
Travel and accommodation	-	-	4	1

## 6 Consolidated staff costs

	2021 £'000	2020 £'000
<b>Employees:</b>		
Wages and salaries	1,405	1,738
Settlements to leaving employees	65	5
Social security costs	150	182
Pension costs	57	67
<b>Subtotal</b>	<b>1,677</b>	<b>1,992</b>
Freelance contractors	31	74
Training	18	71
Recruitment	36	59
<b>Total</b>	<b>1,762</b>	<b>2,196</b>



	2021 Number	2020 Number
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### Employees:

The average monthly number of employees was 40 (2020: 50), when calculated on an average headcount basis. When calculated on a full time equivalent basis (FTE), including casual and part-time staff, the average monthly number of employees was:

The average number of FTE employees during the year was:	37	46
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### Employees emoluments:

The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000 in the year was as follows:

£60,000 - £69,999	2	3
£80,000 - £89,999	1	1
£100,000 - £109,999	1	-
£110,000 - £119,999	-	1

	2021 £'000	2020 £'000
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### Compensation:

The total amount of compensation of key management, as defined in the Report of the Trustees, for the group was:

	441,000	474,000
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## 7 Pension costs

The charitable company operates a defined contribution pension scheme with Standard Life. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the scheme and amounted to £57,000 (2020: £67,000). Of this £15,000 (2020: £18,000) related to employees whose emoluments were over £60,000 as shown in the consolidated staff costs note 6.

## 8 Consolidated and Charity Intangible fixed assets

	Software £'000	Trade marks £'000	Total £'000
<b>Cost:</b>			
At 1 <sup>st</sup> April 2020	78	10	88
Additions	9	-	9
<b>At 31<sup>st</sup> March 2021</b>	<b>87</b>	<b>10</b>	<b>97</b>
<b>Amortisation:</b>			
At 1 <sup>st</sup> April 2020	16	3	19
Charge for the year	14	1	15
<b>At 31<sup>st</sup> March 2021</b>	<b>30</b>	<b>4</b>	<b>34</b>
<b>Net book value:</b>			
<b>At 31<sup>st</sup> March 2021</b>	<b>57</b>	<b>6</b>	<b>63</b>
<b>At 31<sup>st</sup> March 2020</b>	<b>62</b>	<b>7</b>	<b>69</b>

## 9 Consolidated and Charity Tangible fixed assets

	Computers £'000	Office Equipment £'000	Total £'000
<b>Cost:</b>			
At 1 <sup>st</sup> April 2020	119	106	225
Additions	1	4	5
Disposals	(3)	(40)	(43)
<b>At 31<sup>st</sup> March 2021</b>	<b>117</b>	<b>70</b>	<b>187</b>
<b>Depreciation:</b>			
At 1 <sup>st</sup> April 2020	101	79	180
Charge for the year	13	9	22
On disposals	(2)	(40)	(42)
<b>At 31<sup>st</sup> March 2021</b>	<b>112</b>	<b>48</b>	<b>160</b>
<b>Net book value:</b>			
<b>At 31<sup>st</sup> March 2021</b>	<b>5</b>	<b>22</b>	<b>27</b>
<b>At 31<sup>st</sup> March 2020</b>	<b>18</b>	<b>27</b>	<b>45</b>

Included in office equipment are assets held under finance leases with a net book value of £3,000 (2020: £3,000). The depreciation charge on these assets was £1,000 (2020: £8,000).

## 10 Investments

The planned removal of the international group structure completed during the year when Picker Institut AG in liquidation was deregistered as a legal entity on 20<sup>th</sup> September 2020 in the Canton of Zug, Switzerland. The charity owned 100% of the share capital. The entity was dormant and had no income or expenditure during the year. In the prior year there was a net reduction in the closure provision for the group deregistration's of £14,000.

## 11 Debtors

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Trade debtors	1,142	877	1,142	877
Other debtors	-	3	-	3
Accrued income	60	26	60	26
Prepayments	105	123	105	123
<b>Total</b>	<b>1,307</b>	<b>1,029</b>	<b>1,307</b>	<b>1,029</b>

## 12 Creditors: amounts falling due within one year

Obligations under finance leases	1	2	1	2
Trade creditors	253	52	253	52
Taxation and social security	349	171	349	171
Accruals	185	78	185	78
Deferred income	708	335	708	335
<b>Total</b>	<b>1,496</b>	<b>638</b>	<b>1,496</b>	<b>638</b>

Deferred income comprises project related revenue for the performance of activities that were not completed before the year end and continued in the following financial year.

At 1 <sup>st</sup> April 2020	335	354	335	354
Released to income	(335)	(354)	(335)	(354)
Deferred in the year	708	335	708	335
<b>At 31<sup>st</sup> March 2021</b>	<b>708</b>	<b>335</b>	<b>708</b>	<b>335</b>

## 13 Creditors: amounts falling due after more than one year

Obligations under finance leases	1	-	1	-
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## 14 Financial commitments

At the year end the charity had the following future minimum lease payments under non-cancellable operating leases in respect of plant and land and buildings which fall due as follows:

	2021 £'000	2020 £'000
<b>Expiry date:</b>		
Within one year	97	90
Between two and five years	2	12
<b>Total</b>	<b>99</b>	<b>102</b>

## 15 Related party transactions

The charity had no related party transactions in the year or prior year.

## 16 Reserves

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
<b>The movement on unrestricted funds is as follows:</b>				
At 1 <sup>st</sup> April 2020	1,496	1,716	1,496	1,716
Income	3,303	3,665	3,303	3,665
Expenditure	(3,164)	(3,885)	(3,164)	(3,885)
<b>At 31<sup>st</sup> March 2021</b>	<b>1,635</b>	<b>1,496</b>	<b>1,635</b>	<b>1,496</b>

	2021 £'000	2020 £'000
Consolidated unrestricted funds	1,635	1,496
Fixed asset reserves	(89)	(114)
<b>Unrestricted general Funds</b>	<b>1,546</b>	<b>1,382</b>
<b>Represents in months the projected group total income, adjusted for amounts covered by restricted funds, for the next financial year</b>	<b>5.2</b>	<b>5.5</b>

## 17 Corporation taxation

The charity is exempt from tax on income and gains falling within section 505 of the Income and Corporation Taxes Act 1988 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied for charitable purposes.

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

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
<b>Net income/(expenditure) for the year (as per the Statement of Financial Activities)</b>	<b>139</b>	<b>(220)</b>	<b>139</b>	<b>(220)</b>
<b>Adjustments for:</b>				
Depreciation charges	22	28	22	28
Amortisation charges	15	7	15	7
Interest on deposits	(1)	(4)	(1)	(4)
Loss/(profit) on sale of fixed assets	1	-	1	-
Decrease/(increase) in stock	-	1	-	1
(Increase)/decrease in debtors	(278)	738	(278)	738
Increase/(decrease) in creditors	858	(363)	858	(363)
<b>Net cash used in operating activities</b>	<b>756</b>	<b>187</b>	<b>756</b>	<b>187</b>

## 19 Analysis of cash and cash equivalents

Cash in hand	133	63	133	63
Notice deposits (less than 3 months)	1,601	927	1,601	927
<b>Total cash and cash equivalents</b>	<b>1,734</b>	<b>990</b>	<b>1,734</b>	<b>990</b>



## 20 Capital commitments

The IT estate was approaching the end of its useful life and so a proposal was requested from our IT partner before the year end to assess three potential options. From these three options the Executive Team decided to make a commitment to replace the IT estate by purchasing three new servers and to host them remotely at a data centre rather than on premise. The capital cost of the commitment at the year end was £36,000 including implementation. There was no commitment for the prior year.

## 21 Post balance sheet event

As mentioned in the Financial review, towards the end of the year the Board of Trustees agreed the planned incorporation of a limited company, a wholly owned subsidiary, registered in England for the acquisition of the client portfolio of Howard Warwick Associates, a market research firm with contracts related to user experience and outcomes in private hospitals and social care. Picker HWA Ltd was incorporated on 24<sup>th</sup> May 2021 and Picker will therefore operate in a group structure for most of 2021/22.

We expect this purchase to strengthen the group position and contribute to implementation of our overarching strategy. The subsidiary will also mitigate risks identified by the charity by diversifying the group's portfolio, contributing to reserves and charitable activities while continuing an existing profitable business.