

IN CONTROL PARTNERSHIPS

England & Wales · Charity number 1130761

Details

Status Registered

Legal form Charitable company

Company number [06393960](#)

Registered 2009-07-27

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

Contact

Address Sayer Vincent Llp
110 Golden Lane
London
EC1Y 0TG

Phone 01214745900

Email admin@in-control.org.uk

Website www.in-control.org.uk

Activities

Objects: A) THE RELIEF OF PEOPLE IN NEED OF BY REASON OF DISABILITY, AGE OR ILL-HEALTH BYTHE SUPPORT AND FACILITATION TO THOSE PERSONS AND THEIR CARERS TO ACCESS HOUSING,EDUCATION, HEALTH, SOCIAL SERVICES CARE AND WORK, WHICH ARE APPROPRIATE TO THEIRNEEDS AND ACCESS INFORMATION ABOUT WELFARE BENEFITS AND TAXATION.B) THE DEVELOPMENT OF THE CAPACITY AND SKILLS OF DISABLED PEOPLE, OLDERPEOPLE AND PEOPLE IN ILL-HEALTH IN SUCH WAYS THAT THEY ARE BETTER ABLE TO IDENTIFY,AND HELP MEET THEIR NEEDS AND TO PARTICIPATE MORE FULLY IN SOCIETY.C) THE PROMOTION OF EQUALITY AND DIVERSITY FOR THE PUBLIC BENEFIT BY SEEKING TOELIMINATE DISCRIMINATION RELATED TO DISABILITY, AGE OR ILL-HEALTH; BY ADVANCINGEDUCATION AND RAISING AWARENESS IN RELATION TO EQUALITY AND DIVERSITY; AND BYCONDUCTING OR COMMISSIONING RESEARCH ON EQUALITY AND DIVERSITY ISSUES ANDPUBLISHING THE RESULTS TO THE PUBLIC.

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

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** General Charitable Purposes, Education/training, Disability
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

Geography

- **Area of benefit:** UNDEFINED. IN PRACTICE, NATIONAL
- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£447,343	£450,572	-	-
2024-03-31	£521,046	£514,909	£396,287	7
2023-03-31	£553,382	£545,654	£390,150	7
2022-03-31	£623,120	£604,228	£382,422	6
2021-03-31	£433,228	£457,379	-	-

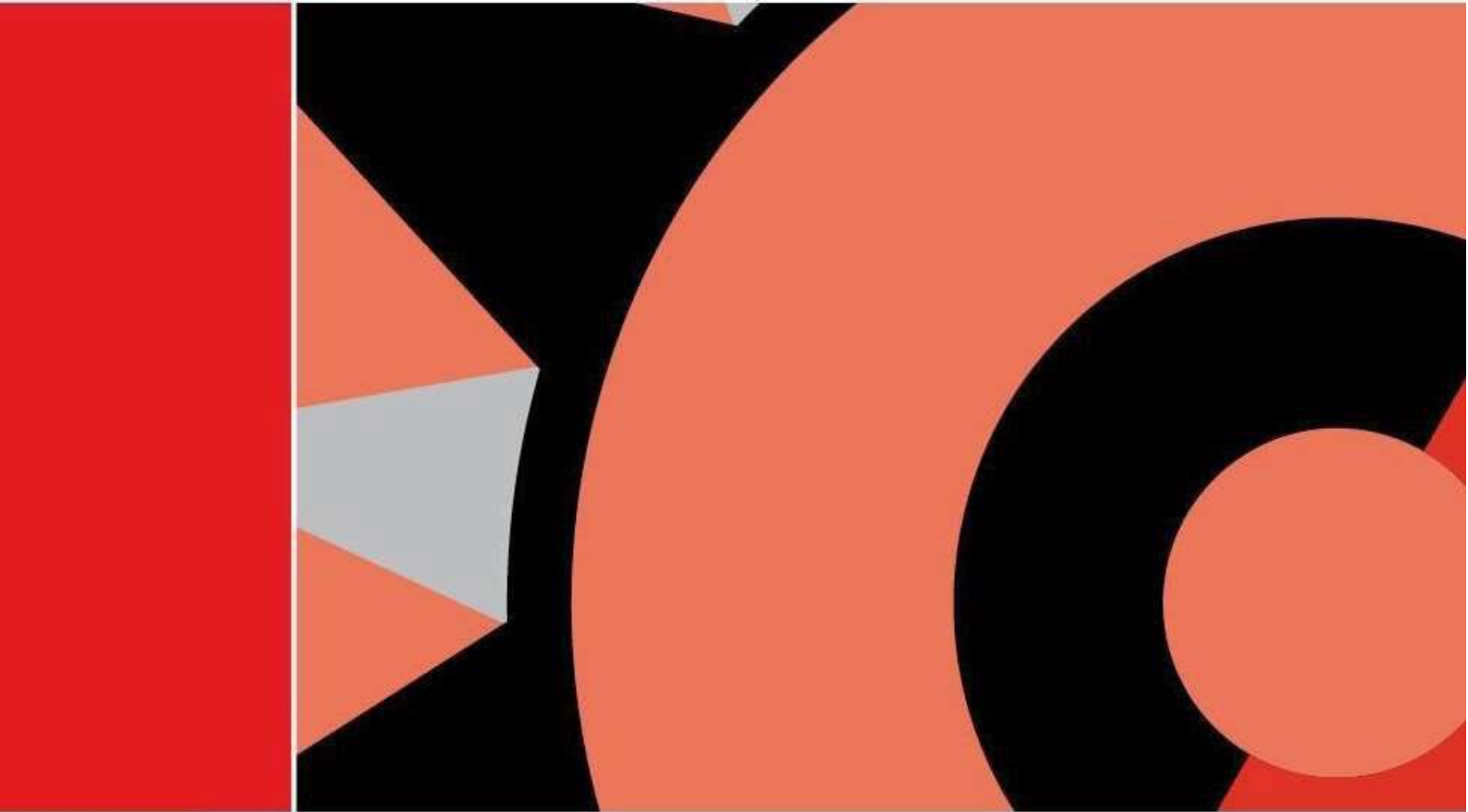
Trustees

Name	Role	Appointed
PAUL ANTHONY DAVIES	Chair	
David Ashley		2021-04-27
GILLIAN CROSBY		
Helen Leonard Dr		2021-07-06
Joanna Mary Ferguson		2024-10-29
Loredana Maria Guetg Wyatt		2017-01-24
Sophia Erskine		2024-04-30

IN CONTROL PARTNERSHIPS

England & Wales - Charity number 1130761

Accounts



In Control Partnerships

Trustees' report and accounts for
the year ended 31 March 2025

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

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Reference and administrative information

For the year ended 31 March 2025

Trustees

Joanna Webber (Chair resigned Oct 24)
Susan Bott CBE (vice resigned Oct 24)
Loredana Guetg-Wyatt
David Ashley
Gillian Crosby
Paul Davies (Chair)
Helen Leonard (Vice Chair)
Sophie Erskine (appointed 30 April 2024)
Jo Ferguson (Treasurer) (appointed 29 October 2024)

Chief executive officer

Julie Stansfield BCAC

Company secretary

Julie Stansfield BCAC

Charity number

1130761

Company number

06393960
The working name of In Control Partnerships is 'In Control'.

Principal address

PO BOX 16749
Solihull
West Midlands B90 9LA

Registered address

110 Golden Lane, London EC1Y 0TG

Independent Examiner

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

Bankers

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

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

Chair's Report

For the year ended 31 March 2025

As the new chair of In Control, I am pleased to present the seventeenth annual report for the charity. I have been proud to have been closely involved with the charity over the entirety of its existence.

The need for a neutral and independent, charitable entity to influence the wider national welfare agenda continues to be important. In Control has, as part of its mission, to champion the maintenance of strong ethical values and principles in the delivery of self-directed support and promote the best future for social care. It has strength through its "people power", its thought leadership, practical innovation and influence. It has offered very timely support and services which address the challenges being faced by many in the current circumstances.

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

As Julie reports, in its seventeenth year of operation as an independent entity, In Control has continued to shift and adapt to new circumstances. In Control also continues to reorganize, develop and lead the way to meet the challenges. The hosting of such an array of innovative movements covering people who draw on health and social care, the workforce, the public and development of leaders bring hope that positive change can be made for the benefit of our society as a whole.

In Control is continuing to build on the firm foundations which have been created during its lifetime through the hard work and dedication of its staff and through the people that it serves. I would like to send my heartfelt thanks to everyone who works with and for the charity. I would also like to express my personal thanks to all the Trustees, both past and present, who have been involved in the work of the charity. Your enthusiasm and commitment sets us in good stead for the future and it is much appreciated.

Paul Davies

Chair of In Control Partnerships Board of Trustees

Statement from the Chief Executive Officer For the year ended 31 March 2025

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

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

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

I report that in our seventeenth year of operation we have continued to change and develop as an organisation. In particular, this year has continued to focus on the challenge between rhetoric and the reality, and encourage people to look to the future on how we want things to be for those of us that draw on long term health and social care support.

In Control continues to host and serve a range of movements and organisations in order to meet our objectives.

We host a range of innovative activities which cover public perception and support, leadership for people who draw on support and leadership for the NHS and social care workforce, and #socialcarefuture for social care reform and change. We continue to work and influence statutory organisations such as local authorities (children and adult social care services) and with NHS providers and commissioners.

Highlights of some of our key achievements and activities over the year are below.



Social Care Future

In Control continue to be proud of hosting and support the Social Care Future National network. The aim is to help change how we conceive of care and support and tell a different story about what it can do to the wider public – one that they can get behind. This continues to create an amazing gathering of people collecting the best ideas, innovations and connections for the future of social care. Social Care Future now has 6 voluntary Convenors who bring a whole range of experience, passion and commitment to getting a better social care future. All of these Convenors have had recent direct experience of receiving care and support for themselves or family member and also bring a variety of other experience.

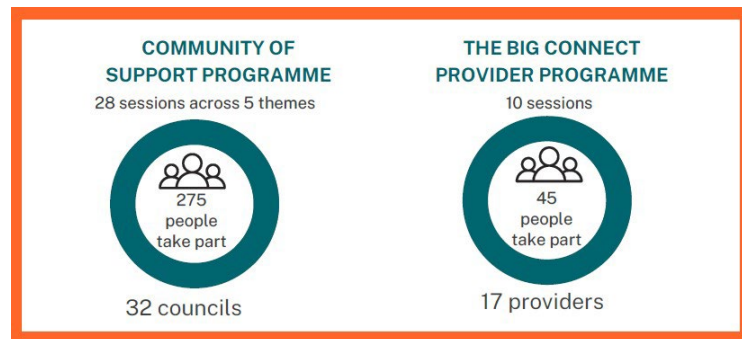
Social Care Future have published the following.



Social Care Future is:

- ✳️ A movement about good, equal lives with people at the heart.
- ✳️ Not an organisation – a place to come together.
- ✳️ Starting with a vision for the future and focused on how to get there.
- ✳️ Ambitious – about big change even if it starts small.
- ✳️ Coming together to do things ourselves as well as asking the govt and others to change.

We continue to follow a theory of change which we developed and there are now strong communities of council and providers striving to use the vision to build a better future for Social Care.



Community of Support Programme for Councils 2025 - 26

#SocialCareFuture
in Control

Our Community of Support for Councils is starting its fourth year!

- New and existing members welcome!
- A new programme of support for 25/6
- 24 optional on-line sessions a year plus bonus sessions

The Social Care Future vision gives direction to council's strategies for change and ADASS is using the vision to build a roadmap to the future. It's great to have the space this Community offers for collective support to help move from vision to reality. The balance of peer support & connection to positive innovation, ideas and action is just what is needed.
Stephen Chandler (Past President ADASS)

'It's amazing to see the journey you have travelled. Together we can go far.'
Beverley Tarka, ADASS President at Social Care Future 2023 Gathering

If you are working in a council and want to connect with others and with progressive support providers, trying your best to help build a brighter Social Care Future when times are really tough, what can you do?

Three years ago, a group of Directors of Adult Social Care inspired by the Social Care Future vision asked if we would bring their colleagues together in a supportive community for inspiration, support, ideas, methods to help them plan and act locally. Over 45 councils have taken part so far, getting time and space in a supportive environment with others sharing the same challenges and aspirations.

'Nottinghamshire is proud to be part of it. I can recommend joining!'
Melanie Williams ADASS President March 2025



The Big Connect Programme for Providers 2025 - 26

#SocialCareFuture
in Control

The Big Connect programme for provider organisations is starting its third year!

- New and existing members welcome!
- A new programme of support for 25/6
- 24 optional on-line sessions a year plus bonus sessions

If you are working as part of a provider organisation and want to connect with others with progressive councils, all trying your best to help build a brighter Social Care Future are really tough, then The Big community of support is for you!

What is it?

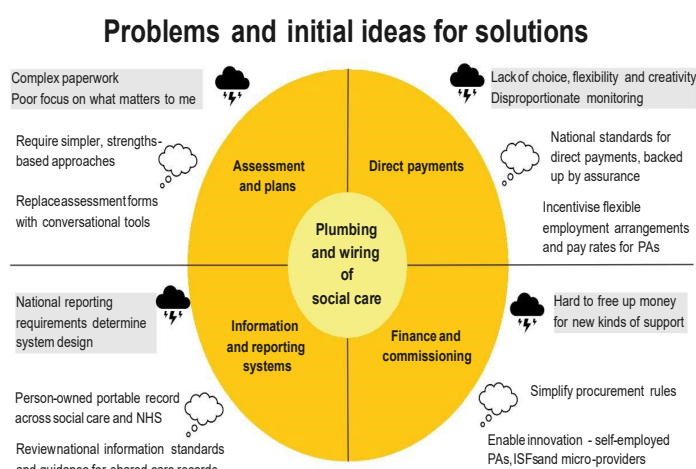
- The Big Connect is set up for provider organisations and local people to facilitate peer support and practical, themed assistance to help close the gap between where we are now and the social care future we want
- Regular, on-line, opt-in sessions open to members from provider organisations, councils and local people
- Opportunities for peer support – where people can come to problem solve and explore practical solutions to common issues – without judgment but with support to focus
- Sharing 'glimpses of the future' and practical resources and things people have tried from around the country.
- Opportunities to link to and influence the external forces shaping what we do – for example debating assurance issues with the Care Quality Commission Chief Inspector, helping shape national commissioner training, identifying the 'Plumbing and Wiring' issues inhibiting change to be negotiated with those responsible for them.



Influencing key initiatives – we continue to support individuals and groups with preparation, briefing, notes and reports, information search, in a number of significant national initiatives with notable impact, including:

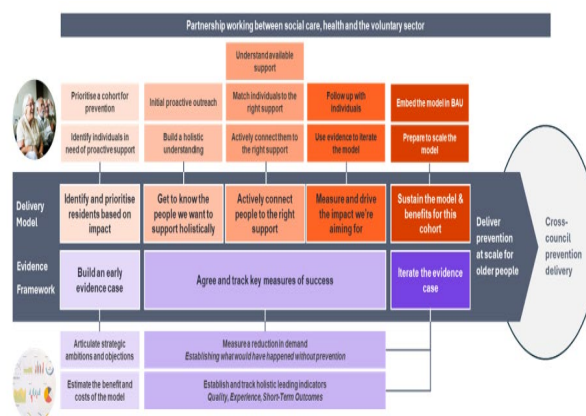
- *Plumbing and Wiring in Adult Social Care*. The major national workshop including leaders with lived experience, DHSC, local councils and citizens, ADASS, LGA, CQC, major provider bodies, Skills for Care, Social Care Institute for Excellence and others was held on December 9th 2024, with 59 participants [Fixing the Plumbing and Wiring in Adult Social Care - Report of the National Workshop - Social Care Future](#).

Following these four task groups, with inclusion of people who draw on support have been set up to take forward specific action to influence national policy and practice in key areas. The “Time to Act” group has agreed to offer ongoing oversight of this work going forward and to include it in its programme.



- The major national “Proactive Prevention” model for older people. A review of the draft model shows clearly that engagement with our work with the coproducers has positively influenced it. In particular we have persuaded the developers to incorporate significant elements ensuring that older people and families are involved in local design of proactive prevention and can better steer the solutions at individual and practice level. The Working Together for Change approach is recommended in the model and proposed national pilot

- The development of new “framing” of social care. We have secured support and resources to support new research with Frameworks UK on how to frame adult social care and we are supporting ADASS in the development and roll out of communications training for senior adult social care leaders. Members of our influencers group have been central to this work and its shaping.

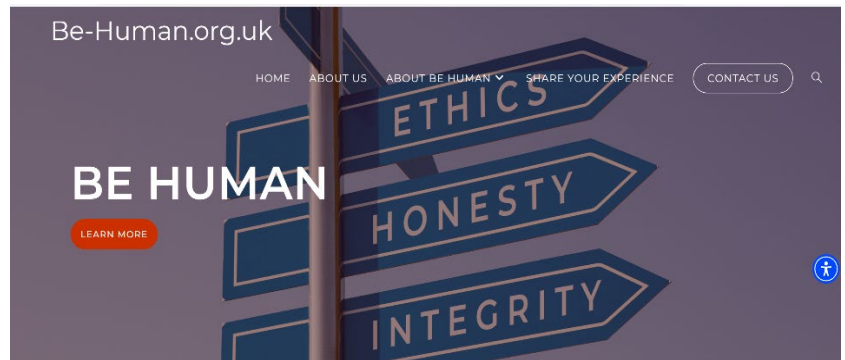


- The impact of our work can be seen through Jessica Kingsley publishers asking us to develop a book based on our work - this is in draft stage. We are working to make this book different. Involvement of the co-producers is helping shape both content and form including use of elements of a “graphic novel”.

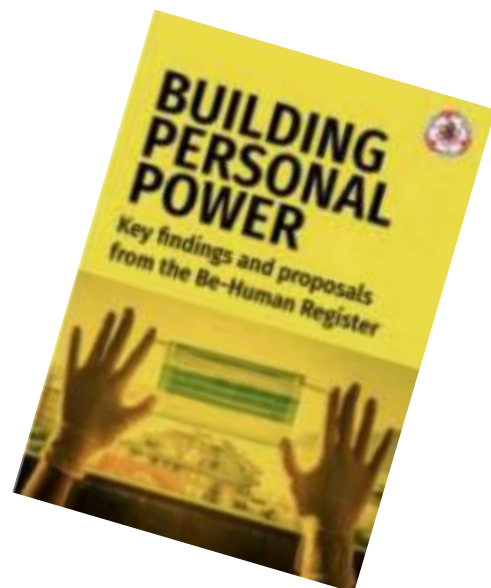
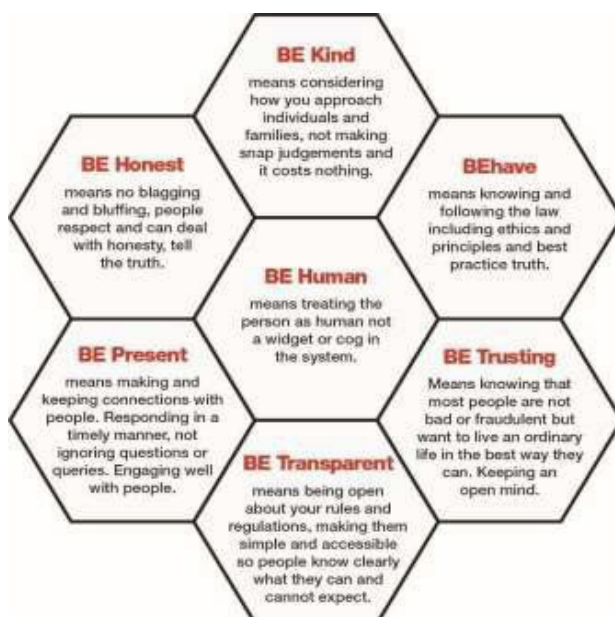
People Power!

Be Human

This work was initially financially supported via a grant from The Esmee Fairburn Foundation. Its aim to make organization more human and follow the principles that we know make a real difference to people. This moves away from it being about funding and puts the human element into the process. We can forget what people show us and tell us, but we never forget how people make us feel.



We continue to work directly with people and families who are seeking advice and support. The initiative of RACA has developed further to RACAS (Represent, Advice on Care And Support) and we continue to apply for grant funding to help us continue this important work.



Making our voices heard

As noted in last year's report we have been successful in gaining funds from the National Lottery.



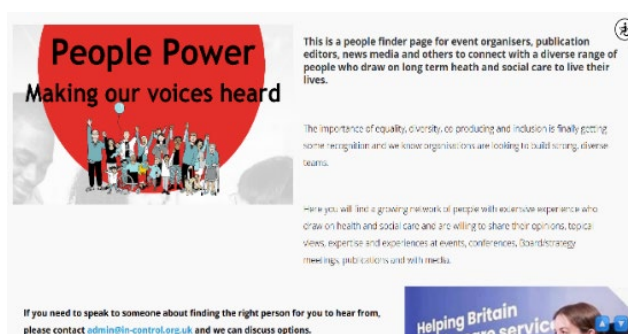
With a goal of significantly increasing the power of the voices of people who draw on social care, a major part of the work is around creating the conditions for this, at different levels and in a range of ways. Much of this is behind the scenes and takes considerable time as well as skill. We have continued and built on work from previous phases and used our previous positioning to influence a key development – the set-up of the Casey Commission

Creating conduits and relationships

- We have continued to work to build on connections with advisors and politicians and with officials at various levels. Cultivation of very high-level government connections have allowed us to gain access to DHSC ministers, have people who draw on social care invited to meetings and roundtables with the highest policy officials and open direct contact with the Casey Commission team on reform of adult social care (see results below). We have been asked to advise on Secretary of State social care visits
- Our “Plumbing and Wiring in Adult Social Care” initiative has progressed to the stage of national influence following our national workshop in December 2024 including senior policy and regulatory officials (see results below)
- We have continued work with a communications expert, moving on from mapping (with people who draw on support) and preparing messaging to approaching event organisers, journal editors etc to place people and pieces
- We have further influenced the work of the Time to Act Reform Group. This influence can be seen strongly in the content and output of the group.

Resources and materials

- **Our “Speaker Finder”** has gone live. Requests for speakers have started to come in allowing people who draw on support to start to get speaking and other opportunities.
- **We uploaded further materials** onto the In Control and Social Care Future and the Ask Ava legal chatbot has now gone live
- **Inclusive events guide.** *Organising Inclusive and Insightful Events – a practical guide to support speakers with lived experience at your events* was launched at the National Children's and Adults Social Care Conference at a session and social event attended by 120 people, including many directors of adult social care and other senior influencers – alongside people who draw on care and support.



Supporting individuals and groups to grow knowledge, skills and connections

- Following further consultation with our network of coproducers we have put together our next programme of nine on-line training sessions starting in May for 180 people
- We continue support and connection to the North West Partners in Policymaking project and have further followed up with particularly active participants to act as a sounding board and offer advice and tactical insights.
- We continue to run online sessions for people coproducing locally (see graphic)
- We continue to support the use of the law network which has 14 members linked to and disseminating within organisations
- We continue to support the Making our Voices Heard network



Results

Individuals and groups

Individuals and groups in our “co-producers” network have further gained access to a range of opportunities and to exercise significant influence. Since our September report these include:

- We invested significant effort to have a major impact at the most important social care event of the year, the three-day National Children's and Adults Social Care Conference – this year in Liverpool. The event is attended by hundreds of people with significant influence on social care at all levels. With partners Think Local Act Personal, the main sponsor Impower and organisers ADASS and LGA we ensured that the voice of people who draw on support was loud in the workshops and plenaries at the session. We helped secure many free places (normal cost £600 per person). Our social event, launched by Anna and Soph (pictured here) was attended by a cross section of more than 100 conference attendees.



Event organisers and sponsors have reflected on the impact of this coproduction in terms of the content of sessions and the nature of debates. As an example of impact one prominent director of adult social care engaged publicly in debate with someone who draws on support about how “prevention” was being framed as “managing demand”. As a result of the debate, she and others agreed to shift thinking and practice in co-production. Other speaking and influencing engagements have been secured via our speaker finder and other connections linked to the launch of the inclusive events guide and research with our partners Think Local Act Personal. Significant speaker and other engagements including:



- Events for Skills for Care, Technology Support Alliance, Care Quality Commission, Partners in Care and Health, Newcastle University, the Care Show, Ignite Commissioning programme, Care Tech Standards Policy Roundtable, London School of Economics, Health Foundation, Social Care 2050
- Two meetings with minister Stephen Kinnock and one with Secretary of State Wes Streeting, and the NHS Quality Board,
- Attendance at a series of meetings with DHSC senior officials including at Permanent Secretary and Director General level.
- Membership of “Plumbing and Wiring” task and finish groups and other significant policy influencing groups
- Attendance at National Social Care Standards workshop
- Speaking at sessions on the future of the Care Act, Work Social Work Day (to 70 social workers), on topics as varied as the use of robots in social care, International Women’s Day, fair pay for social care workers, the future of prevention, care charging (webinar with 60 people)
- Regular attendance at Time to Act Reform Group and National Social Care Leaders group
- Memberships of national boards including TEC, national support provider, Skills for Care Workforce Strategy
- Two articles in prominent social care journals. An article on digitising social care for DHSC

Other involvements have included a continuing podcast series, contributing to development of an older people’s strategy

Meetings with ministers and senior officials

- Following the involvement of people who draw on social care with new social care minister in September, follow-up meetings have taken place including two roundtables with the DHSC Permanent Secretary attended by members of the co-producers group. This demonstrates the clear impact of our work at this senior policy making level
- A powerful example of the impact of this relationship building is that people who draw on social care were **asked to make recommendations for visits by the Secretary of State for Health and Social Care**. We are able to help share policy thinking by directing the ministerial team to initiatives and programmes supported by people who draw on social care
- **The Casey Commission** is the most important policy development in social care in recent times. Following a roundtable in March a direct meeting with members of the developing Casey Commission Team was held with two of our colleagues who draw on social care. The team were very keen to hear ideas to steer the commission in general and their approach to co-production in particular. Direct ongoing contact has been established. A very important development was the request from the team to suggest early people and organisations for the Commission to engage with
- **Time to Act Reform Group**. Members of our coproducers network continue to be regular members of this group and have helped shape it’s agenda. This includes having a significant influence over its priorities for engagement with the Casey Commission.

- **When I Get Old.** The member of our network that set this initiative up with a friend, has made good progress with it, completing a survey and analysis of preferred support if needed in older age and started supporting strategy work – including in Notts

When I get old in Nottinghamshire

Report from World Café Conversations 13th and 14th November 2024



- **National “prevention” initiatives.** The major national “*Future of Prevention*” initiative sponsored by the Local Government Association and ADASS and led by Newton Europe is reaching the point of publication of its model and set up of a multi-council pilot. The model has been changed in engagement with our work. In particular it now includes the Working Together for Change approach and the Outcomes and



Think Local Act Personal

Time To Act Reform Board

Programme (A) November 2024



Support Sequence. There is a commitment to involve us in the pilot to ensure co-production. This initiative is likely to be influential given the involvement of government officials and many Directors of Adult Social Care. By securing involvement we are making sure it will reflect what is important to people. We also provided material and examples for the Time to Act proposals to government in this space [Earlier action and Support: the case for prevention in adult social care and beyond - Social Care Future](#)

- **Assessment toolkit.** After we ensured people from our network influenced this toolkit for council commissioned by the DHSC we are now acting to influence its use, in particular the “Outcomes and Support Sequence” approach which ensures individual level coproduction in assessment and planning.
- We have **started our partnership initiative with ADASS, Think Local Act Personal and the Local Government Association to undertake a second phase of work to “reframe” social care** – to tell a different story to shift thinking and support.
- **National Social Care Standards.** We launched this work in December 2024 at a meeting with 25 people at Birmingham University [People at the heart of National Care Standards - Social Care Future](#) bringing together members of our coproducers network with partners keen to influence this work. We have further developed this into a plan for development over the next six months, gained support from academic colleagues and some funding to further support coproduction in the work.





Leadership programmes

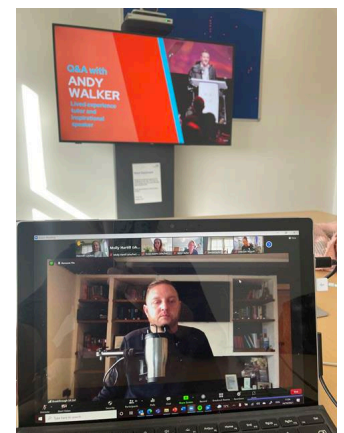
Partners et al

We continue to run leadership programmes based on “Partner in Policymaking” based on the belief that people who need support and their families have always been the true experts on what they want and need to lead positive, fulfilling, successful lives.



The course is designed to identify, train, support and sustain a local network of people who work within statutory, providers or community alongside those who receive support. It instigates an

inclusive culture change for people who believe that things can be better for people and their families and who want to make a difference in their local community. It is about: Providing people with the right mix of information and inspiration, so they know what support is available and what is possible, for them to plan the best future for themselves and other people in the community. Meeting & collaborating with others who want things to be better in the local area and making new contacts, which become incredibly powerful and make a real difference.



Leadership for Personalised Care

We have been partners for the Leadership for Personal Care along with the NHS England leadership for personal care team, the NHS leadership academy, Skills for care, Coalition for personal care and Think Local Act Personal (TLAP). This has developed further

[Leadership for Personalised Care | Leadership Framework | Programmes for leaders in healthcare, social care and beyond](#)

Whilst these events are usually done face-to-face during the year we have continued to run regional programmes online. We have developed a website base for this that can be found >>



Leadership for Personalised Care [website link](#)

We have now developed the “collaborative leadership Academy” and are on the Leadership Academy Faculty Framework. We have continued to deliver masterclasses and we also have leadership in personal care modules on Future Learn. The Future Learn course is a **specialty tailored three-week online programme** designed to give participants an introduction to the **meaning and importance of personalised care** and to equip them with the skills and knowledge to become **more effective leaders and advocates** for health improvement across the population.

So what's next

We will continue targeting significant speaker and panel opportunities at key national events – a significant opportunity here is a request from the local government association to help design in coproduction to the major 3-day NCASC event this year following the success of last year.

The **Plumbing and Wiring initiative** has moved into its next national phase as described above following the major national workshop with government and national sector leaders. Members of our individual network and local projects will participate and sustainability is supported by adoption into the Time to Act programme.

We will continue **engagement on the National Care Service** in particular via the Casey Commission and on the development of National Care Standards. We have developed proposals for the first phase of the Commissions' work and will use our relationship with the commission to advance these – crucially including coproduction in the work of the Commission itself.

Continuing to influence the Proactive Prevention initiative as it moves to final model and pilot phase via encouraging use of Working Together For Change and the Outcomes and Support Sequence.

We are bringing **40 people together in June for a leadership and development residential** connecting members of our coproduction group to the wider Social Care Future movement and offering an opportunity for them to steer next steps action for both people power and wider strategy.

Despite the massive challenges over recent years, In Control are doing their utmost to continue with its mission and objectives. This is for the most due to an incredibly talented, dedicated & hard-working team and associates at its core. My very grateful thanks to Gaynor Cockayne, Neil Crowther, Lynne Elwell, Wendy Kellett, Tricia Nicoll, Martin Routledge & Anna Severwright, Andy McCabe and Andy Walker also to our supporting bodies & organisations and The National Lottery for supporting People Power. For the forthcoming year we aim to continue to build the movements following the Social Care Future Vision and build on the Be Human approach via both direct support to increase people power and promoting ethical leadership of those who are working in and around health and social care.

Julie Stansfield BCAC
Chief Executive Officer

Treasurer's Report

For the year ended 31 March 2025

Financial Review

Key Activities

As outlined by the Chair, In Control continues to shift and adapt to new circumstances in what continues to be a challenging environment it continues evolving. The Charity has now developed, due to its current structure, an adaptable management model able to reorganize, develop and lead the way to meet the challenges.

As In Control continues to adapt, the overarching aim remains always the same: to help build a better world for those who by reason of their circumstances are in need of additional support. Thus, key activities and sources of income remain from the provision of support services, programmes and projects to families and to organisations in the health, education and social care sectors.

The chief executive's report sets out in greater detail a description of key services delivered in 2024/2025, the majority of which will continue to be delivered in 2025/26.

Financial Results

Our aim for 2024/25 was to continue to operate across our programmes with a surplus of £6,828, while seeking to broadly maintain costs at the same level as last year. However, results for 2024/25 show a deficit of £3,229 (2024: surplus of £6,137). This consists of an unrestricted deficit of £96,597 (2024: £47,321) and a restricted surplus of £93,368 (2024: £53,458) due to the phasing of restricted lottery grant funds. Income for the year was £447,343, a decrease of £73,703 compared to the previous year (2024: £521,046).

The deficit is predominantly linked to less income generated from Leadership for Personalised Care and 'Other' contracts partially offset by National Lottery grant income. Reduced income has also reflected reduced costs mainly as the result of the use of reduced consultancy resources to deliver programmes. The charity continues to operate on a remote basis which allows employees to work from home, thereby increasing their work/life balance capabilities along with reducing fixed overhead costs associated with maintaining office space.

The income in 2024/25 from our products and programmes is £422,623 (2024: £505,856). In particular, programmes related to Integrated Personal Care with a total income in 2025 of £232,170 (2024: £332,992).

Income from membership has now ceased and been replaced by community support programmes with no income from donations and legacies in the year. Grant income from the National Lottery was £100,000 (2024: £50,000).

The largest part of In Control's expenditure, remains to be staff (contracted and associate) costs at £235,356 (2024: £239,483).

Reserves Policy

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

The charity reserves policy is to maintain a level of unrestricted funds that will enable the charity to ensure a continuity of activity and have the ability to adjust, in a measured way, to significant changes in the external economic environment and demands on the services

Treasurer's Report

For the year ended 31 March 2025

provided by the charity. The Board of Trustees recognises that a level of unrestricted reserves sufficient to maintain the day-to-day operations of In Control for a period between 6 to 9 months is appropriate. At 31 March 2025 unrestricted reserves amount to £241,521 (2024: £338,118) which meets the policy requirements to hold sufficient unrestricted reserves to cover expenditure for a period of up to 9 months.

Investment Policy

The Charity can make investments that are within the investment policy agreed by the Board which follow the guidelines and regulations issued by the Charity Commission.

In Control holds its restricted reserves in its current account whereas free reserves are held in fixed rate saving accounts. Cash balance remains positive with year-end cash of £440,994 (2024: £535,437) and current asset investment balance of £272,801 (2024: £255,000).

Our cash balance remains on deposit primarily with two financial institutions, whereas our current asset investment accounts sit with seven different banks to spread the risk and maximise the income.

Interest income has been higher this year due to bank base rates and the ability to re-invest while rates were higher. We have maintained a spread of investment institutions in order to achieve the optimal balance of income and prudence in our investments. We have noted that available interest rates have reduced towards the end of the year as the result of the boarder market.

As a smaller charity, we benefit from the protection offered by the Financial Services Compensation Scheme of £85,000 per institution.

Governance and Control

The Finance and Business Committee met six times during 2024/25. Its purpose is to review budget preparation and management accounts, including progress against budgets, in order both to monitor performance and make recommendations to management as required.

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

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

Joanna Ferguson

Honorary Treasurer

For the year ended 31 March 2025

The Trustees present their report and the audited financial statements of the charity for the year ended 31 March 2025. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, the requirements of a directors' report in company law, and Accounting and Reporting by Charities: the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

Principal aims and activities

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

The main objectives of In Control are set out in the Chief Executive Officer's report, which also details In Control's achievements and the plans for next year. In Control's legal and administrative details are set out on page 3.

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

Structure, governance and management legal structure

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

History

In Control was founded in 2003 by a small group of people who wanted to make life better for people needing support. It was responsible for pioneering the concept of self-directed support and developed individual/personal budgets as a way for people to take charge of their support. Inspired by the Independent Living and Inclusion Movement, In Control piloted the self-directed support model across six areas of England - bringing real, sustainable benefits with no increase in costs. Between 2005 and 2007, this work strongly influenced government policy and resulted in 'Putting People First', a national policy which introduced personal budgets. In Control is continuing to influence government policies affecting a wide range of support systems, including personal health budgets, criminal justice, and homelessness and continuing development in children's services and adult social care. In 2011, together with the Centre for Disability Research at Lancaster University, we developed the Personal Outcome Evaluation Tool (POET) and published the results of the First National Personal Budget Survey, identifying the outcomes and experiences of people using personal budgets, and those of their family carers, to better understand what improvements were needed. In 2014 the Care Act modernised and consolidated the law on adult social care in England into one statute, and the Children and Families Act introduced the most wide-ranging policy and practice reforms for children with SEND and their families for more than 30 years. Partners in policymaking et al, family leadership course continues to inform and inspire and

a publication of the “rights of passage” gave some legacy to the last 2 decades of partners. In Control continues its work to ensure the rhetoric noted from the legislation becomes a reality for people and families. In 2016 we supported the independent living group chaired by Baroness Campbell and completed a survey to assess what impact the Care Act is having on day-to-day life. This led to further reporting impact on payment cards and charging for social care. In 2019 two great initiatives were formed and hosted by In Control. Be Human is a movement aspiring to all and any organisations and companies to sign up to the 7 Be Human principles, noting that how people feel is not only important but powerful, recent publication “Building Personal Power” describes the work Be Human undertook during the pandemic. Social Care Futures created a mass gathering to create a vision of the social care future we want; this vision has such a broad consensus and continues to be very influential in the upcoming social care reforms. In early 2020 In Control instigated the Be Human movement which supported hundreds of people over the pandemic and continues to register experiences directly from people who draw on long term health and social care support.

Network and subscription structure

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

Governance and management The Board of Trustees

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

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

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

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

David Ashley
Susan Bott CBE (Resigned Oct 24)
Gillian Crosby
Paul Davies (Chair)
Loredana Guetg-Wyatt
Helen Leonard (Vice chair)
Joanna Webber (Chair Resigned Oct24)
Sophia Erskine
Joanne Ferguson – (Treasurer)

Appointment and terms of office of Trustees

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

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

Trustee induction

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

Operations and staffing

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

Employees of In Control during the year

Gaynor Cockayne, head of support services *
Lynne Elwell, head of imagination / partners network
Wendy Kellett, finance assistant & admin
Martin Routledge, policy advisor *
Anna Severwright
Julie Stansfield BCAC, chief executive officer *
Andy McCabe

*Members of key management

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

Andy Walker
Bryony Shannon
Jaimee Lewis
John Evans OBE
Kasia Kielinski-Rushforth
Kristie Adams
Maggie Wood
Martin Cattermole
Neil Crowther
Simon Stockton
Tricia Nicoll

Staff involvement

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

Staffing policies

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

Remuneration

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

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

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

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

Health and safety

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

Risk Management

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

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

- diversification of income minimised by actively shifting the balance of reliance on public service funding by seeking trust funds and exploring partnerships with other groups to share resource to meet the same outcomes.
- Surplus reserves have been utilised over the last year to invest in development activity. In Control have a reserves policy in place and mitigate risks by ensuring it is discussed as a standing agenda item at every Board of Trustee meeting.
- Internal control risks are minimised by the procedures in place for authorisation of expenditure and commitments. Insurance is in place.
- We have recently assessed and are creating a strategy for the risk of loss of key staff.

Financial control

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

Financial review

The financial review is set out in the Treasurer's report on page 12. A breakdown of charitable and fundraising activities can be found in note 3 to the financial statements. The Trustees confirm that the performance of these activities undertaken during the year sufficiently met those objectives of the charity set out in the Chief Executive Officer's Report on page 5.

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

Statement of responsibilities of the trustees

The trustees (who are also directors of In Control Partnerships for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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

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

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

The trustees' annual report has been approved by the trustees 22nd August 2025 and signed on their behalf by

On behalf of the board of Trustees

Joanne Ferguson
Trustee

Independent examiner's report to the trustees of In Control Partnerships

I report to the trustees on my examination of the accounts of In Control Partnerships for the year ended 31 March 2025.

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

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

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

Signed:

Name: Fleur Holden FCA

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

Date: 7 October 2025

In Control Partnerships

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2025

	Note	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Income from:							
Donations and legacies	2	–	–	–	925	–	925
Charitable activities							
Membership	3	–	–	–	2,650	–	2,650
Products and programmes	3	232,170	190,453	422,623	332,992	172,864	505,856
Investments		24,720	–	24,720	11,615	–	11,615
Total income		256,890	190,453	447,343	348,182	172,864	521,046
Expenditure on:							
Charitable activities							
Membership	4	–	–	–	15,353	–	15,353
Products and programmes	4	353,487	97,085	450,572	380,151	119,406	499,557
Total expenditure		353,487	97,085	450,572	395,503	119,406	514,909
Net (expenditure) / income for the year	5	(96,597)	93,368	(3,229)	(47,321)	53,458	6,137
Net movement in funds		(96,597)	93,368	(3,229)	(47,321)	53,458	6,137
Reconciliation of funds:							
Total funds brought forward		338,118	58,169	396,287	385,439	4,711	390,150
Total funds carried forward		241,521	151,537	393,058	338,118	58,169	396,287

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 15a to the financial statements.

In Control Partnerships

Balance sheet

Company no. 06393960

As at 31 March 2025

	Note	£	2025 £	£	2024 £
Current assets:					
Debtors	10	31,610		44,694	
Short term deposits		272,801		255,000	
Cash at bank and in hand		440,994		535,437	
		<u>745,405</u>		<u>835,131</u>	
Liabilities:					
Creditors: amounts falling due within one year	11	(352,347)		(438,844)	
Net current assets			393,058		396,287
Total net assets			393,058		396,287
The funds of the charity:	14a				
Restricted income funds			151,537		58,169
Unrestricted income funds:					
General funds		241,521		338,118	
		<u>241,521</u>		<u>338,118</u>	
Total unrestricted funds			241,521		338,118
Total charity funds			393,058		396,287

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

Approved by the trustees on 22 August 2025 and signed on their behalf by

Joanna Ferguson
Trustee

In Control Partnerships

Statement of cash flows

For the year ended 31 March 2025

	2025		2024	
	£	£	£	£
Cash flows from operating activities				
Net (expenditure) / income for the reporting period (as per the statement of financial activities)	(3,229)		6,137	
Dividends and interest from investments	(24,720)		(11,615)	
Decrease in debtors	13,084		97,884	
(Decrease) in creditors	(86,497)		(235,293)	
Net cash (used in) operating activities		(101,362)		(142,887)
Cash flows from investing activities:				
Dividends and interest from investments	24,720		11,615	
Proceeds from sale of investments	–		100,000	
Purchase of investments	(17,801)		(85,000)	
Net cash provided by investing activities		6,919		26,615
Change in cash and cash equivalents in the year		(94,443)		(116,272)
Cash and cash equivalents at the beginning of the year		535,437		651,709
Cash and cash equivalents at the end of the year		440,994		535,437

1 Accounting policies

a) Statutory information

In Control Partnerships is a charitable company limited by guarantee and is incorporated in England and Wales.

The registered office address 110 Golden Lane, London, England, EC1Y 0TG.

b) Basis of preparation

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

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

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

d) Going concern

The charity is heavily funded by central government contracts and income generated from products and programmes. Whilst some of this income is guaranteed for the year to 31 March 2026 the remainder is subject to uptake and uptake of participation in programmes and the associated products.

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

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

1 Accounting policies (continued)

e) Income

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

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

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

f) Interest receivable

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

g) Fund accounting

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

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

h) Expenditure and irrecoverable VAT

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

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

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

i) Allocation of support costs

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

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

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

	2025	2024
• Membership	0%	10%
• Products and programmes	100%	90%

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

1 Accounting policies (continued)

j) 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.

k) Short term deposits

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

l) Cash at bank and in hand

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

m) Creditors and provisions

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

n) Financial instruments

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

o) Pensions

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

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2025

2 Income from donations

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Gifts	-	-	-	925	-	925
	-	-	-	925	-	925

3 Income from charitable activities

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Membership income						
Community of Change	-	-	-	2,650	-	2,650
Sub-total for membership income	-	-	-	2,650	-	2,650
Income from products and programmes						
Social Care Future	-	75,453	75,453	-	122,864	122,864
Integrated Personal Care	232,170	-	232,170	332,992	-	332,992
RC England Wide	-	100,000	100,000	-	50,000	50,000
Tenacious Grant	-	15,000	15,000	-	-	-
Sub-total for products and programmes	232,170	190,453	422,623	332,992	172,864	505,856
Total income from charitable activities	232,170	190,453	422,623	335,642	172,864	508,506

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2025

4a Analysis of expenditure (current year)

	Charitable activities					
	Membership £	Products and Programmes £	Governance costs £	Support costs £	2025 Total £	2024 Total £
Staff costs (Note 6)	-	196,940	18,164	20,252	235,356	239,483
Advertising	-	-	-	234	234	326
Independent examination and accountancy	-	-	7,547	-	7,547	3,993
Events	-	186,958	4,322	656	191,936	246,312
Other expenses	-	-	7,512	3,307	10,819	20,014
Stationary and other office costs	-	-	-	4,680	4,680	4,782
	-	383,898	37,545	29,129	450,572	514,910
Support costs	-	29,129	-	(29,129)	-	-
Governance costs	-	37,545	(37,545)	-	-	-
Total expenditure 2025	-	450,572	-	-	450,572	
Total expenditure 2024	15,353	499,557	-	-		514,910

Independent examination and accountancy costs are higher for 2025 due to under accrual of prior year fee, which has been included in this year's figures. The fees for the 2025 independent examination and accountancy services are disclosed in Note 5.

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2025

4b Analysis of expenditure (prior year)

	Charitable activities				
	Membership £	Products and Programmes £	Governance costs £	Support costs £	2024 Total £
Staff costs (Note 6)	2,496	144,990	66,986	25,011	239,483
Advertising	–	–	–	326	326
Independent examination and accountancy	–	–	3,993	–	3,993
Events	259	241,192	4,228	633	246,312
Other expenses	–	–	13,229	6,785	20,014
Stationary and other office costs	–	–	–	4,782	4,782
	2,755	386,182	88,436	37,537	514,910
Support costs	3,754	33,783	–	(37,537)	–
Governance costs	8,844	79,592	(88,436)	–	–
Total expenditure 2024	15,353	499,557	–	–	514,910

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2025

5 Net (expenditure) / income for the year

This is stated after charging:

	2025 £	2024 £
Independent Examiner's Fee (excluding VAT):		
Accounts preparation	2,100	2,000
Independent Examination fee	2,500	2,400
	<u>2,100</u>	<u>2,400</u>

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

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	203,452	211,852
Social security costs	16,817	16,345
Employer's contribution to defined contribution pension schemes	15,087	11,286
	<u>235,356</u>	<u>239,483</u>

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

	2025 No.	2024 No.
£90,000 – £99,999	<u>1</u>	<u>1</u>

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £210,054 (2024: £203,473).

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2025

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 7 (2024: 7).

Staff are split across the activities of the charity as follows (full time equivalent basis):

	2025 No.	2024 No.
Operational Roles	2.6	2.6
Administrative	0.7	0.7
	3.3	3.3

8 Related party transactions

There are no related party transactions to disclose for this financial year (2024: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties (2024: none).

9 Taxation

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

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2025

10 Debtors

	2025 £	2024 £
Trade debtors	31,390	41,412
VAT debtors	–	2,930
Prepayments	220	352
	31,610	44,694

11 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	1,871	2,872
Taxation and social security	5,678	16,001
Accruals	15,540	2,566
Deferred income (note 13)	329,258	417,405
	352,347	438,844

12 Deferred income

Deferred income relates to cash which has been received for contracts taking place in the next reporting period.

	2025 £	2024 £
Balance at the beginning of the year	417,405	618,668
Amount released to income in the year	(417,405)	(618,668)
Amount deferred in the year	329,258	417,405
	329,258	417,405

13a Analysis of net assets between funds (current year)

	General unrestricted £	Restricted £	Total funds £
Net current assets	241,521	151,537	393,058
Net assets at 31 March 2025	241,521	151,537	393,058

13b Analysis of net assets between funds (prior year)

	General unrestricted £	Restricted £	Total funds £
Net current assets	338,118	58,169	396,287
Net assets at 31 March 2024	338,118	58,169	396,287

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2025

14a Movements in funds (current year)

	At 1 April 2024 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2025 £
Restricted funds:					
Social Care Future Programme	36,208	75,453	(37,553)	–	74,108
RC England Wide	21,961	100,000	(54,456)	–	67,505
Tenacious Grant	–	15,000	(5,076)	–	9,924
Total restricted funds	58,169	190,453	(97,085)	–	151,537
Total unrestricted funds	338,118	256,890	(353,487)	–	241,521
Total funds	396,287	447,343	(450,572)	–	393,058

The narrative to explain the purpose of each fund is given at the foot of the note below.

14b Movements in funds (prior year)

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2024 £
Restricted funds:					
Social Care Future Programme	4,711	122,864	(91,367)	–	36,208
RC England Wide	–	50,000	(28,039)	–	21,961
Total restricted funds	4,711	172,864	(119,406)	–	58,169
Total unrestricted funds	385,439	348,182	(395,503)	–	338,118
Total funds	390,150	521,046	(514,909)	–	396,287

Purposes of restricted funds

Social Care Future Programme – this is a National Initiative that In Control Partnerships is administrating. The funds are donated for the purpose of bringing partners together from across the Social Care Field to work towards a better future for Social Care for people and families in England. This initiative works to our charity objectives of partnership working to advance the education of the public in relation to the needs of people who need additional support.

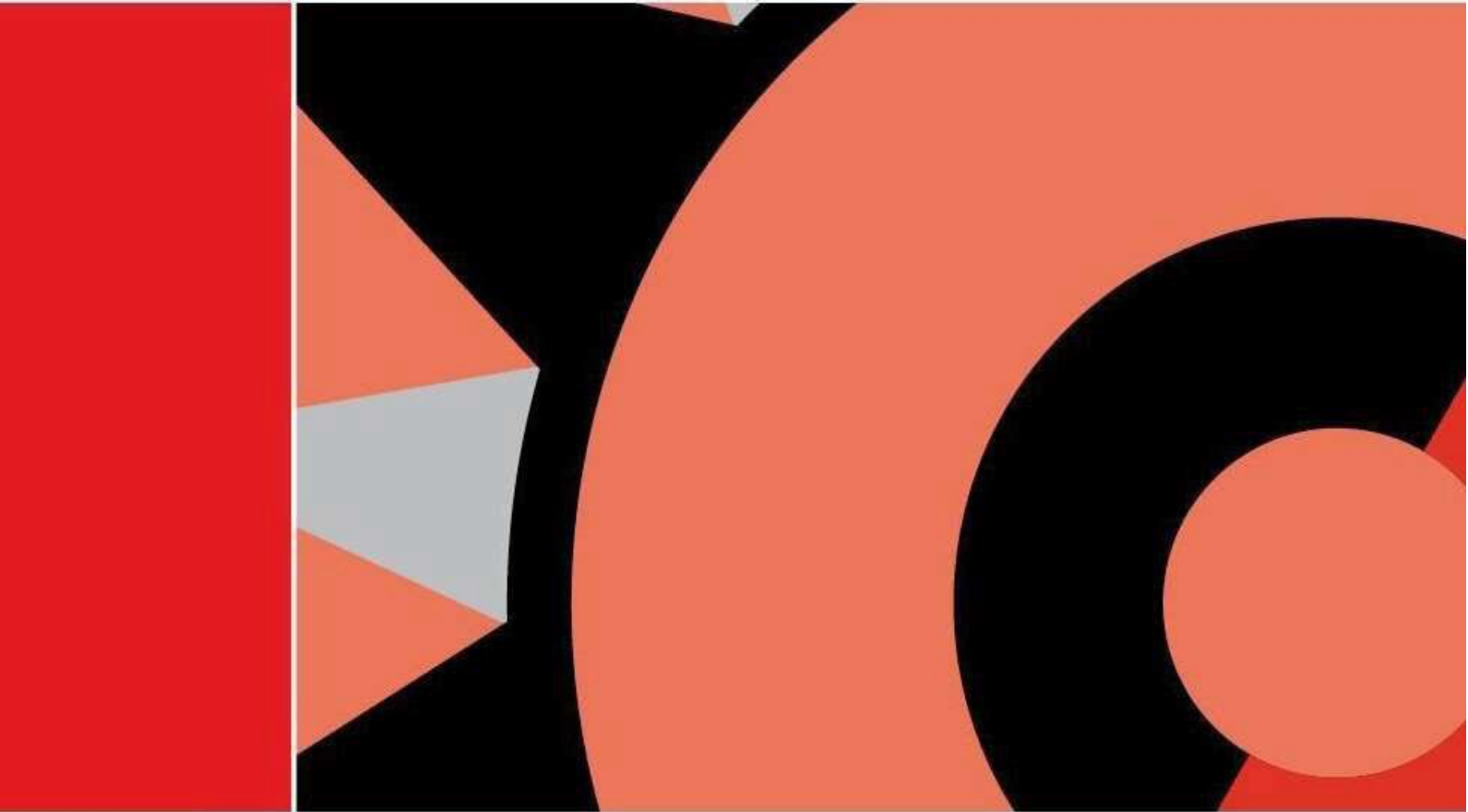
RC England Wide – This is a National Lottery funded project to recruit more people to engage in coproduction and involve more partners in influencing services that are provided to those who receive support from social care, at a local and national level.

Tenacious Grant – This is an award given for the use of a specific named employee to use to support their work towards campaign for a better social care future. The grant is hosted by The Social Change Nest.

15 Legal status of the charity

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

Accounts



In Control Partnerships

Trustees' report and accounts for the year ended 31 March 2024

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

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Reference and administrative information

For the year ended 31 March 2024

Trustees

Joanna Webber (Chair)
Susan Bott CBE (vice chair)
Loredana Guetg-Wyatt (Treasurer)
David Ashley
Gillian Crosby
Paul Davies
Helen Leonard

Chief executive officer

Julie Stansfield BCAC

Company secretary

Julie Stansfield BCAC

Charity number

1130761

Company number

06393960
The working name of In Control Partnerships is 'In Control'.

Principal address

PO BOX 16749
Solihull
West Midlands B90 9LA

Registered address

110 Golden Lane, London
EC1Y 0TG

Independent Examiner

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

Bankers

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

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

Chair's Report

For the year ended 31 March 2024

As the chair of In Control, I am pleased to present the sixteenth annual report for the charity.

The need for a neutral and independent, charitable entity to influence the wider national welfare agenda continues to be important. In Control has, as part of its mission, to champion the maintenance of strong ethical values and principles in the delivery of self-directed support. It has strength through its "people power", its thought leadership and practical innovation. It has offered very timely support and services which address the challenges being faced by many in the current circumstances.

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

As Julie reports, in its sixteenth year of operation as an independent entity, In Control has continued to shift and adapt to new circumstances. In Control also continues to reorganize, develop and lead the way to meet the challenges. The hosting of such an array of innovative movements covering people who draw on health and social care, the workforce, the public and development of leaders bring hope that positive change can be made for the benefit of our society as a whole.

In Control is continuing to build on the firm foundations which have been created during its lifetime through the hard work and dedication of its staff and through the people that it serves. I would like to send my heartfelt thanks to everyone who works with and for the charity. I would also like to express my personal thanks to all the Trustees, both past and present, who have been involved in the work of the charity. Your enthusiasm and commitment set us in good stead for the future and it is much appreciated.

A handwritten signature in black ink, consisting of a stylized 'J' followed by the name 'Webber'.

Jo Webber
Chair of In Control Partnerships Board of Trustees

Statement from the Chief Executive Officer For the year ended 31 March 2024

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

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

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

I report that in our sixteenth year of operation we have continued to change and develop as an organisation. In particular, this year has continued to focus on the challenge between the rhetoric and the reality and encourage people to look to the future on how we want things to be for those of us that draw on long term health and social care support.

In Control continues to host and serve a range of movements and organisations in order to meet our objectives.

We host a range of innovative activities which cover public perception and support, leadership for people who draw on support and leadership for the NHS and social care workforce, and #socialcarefuture for social care reform and change. We still continue to work and influence statutory organisations such as local authorities (children and adult social care services) and with NHS providers and commissioners. This year we have been contracted to support regional ICB's with a range of projects.



Statement from the Chief Executive Officer For the year ended 31 March 2024

Highlights of some of our key achievements and activities over the year are below.

Social Care Future

In Control continue to be proud of hosting and support the Social Care Future National network. The aim is to help change how we conceive of care and support and tell a different story about what it can do to the wider public – one that they can get behind. This continues to create an amazing gathering of people collecting the best ideas, innovations and connections for the future of social care. Social Care Future has 4 voluntary convenors who bring a whole range of experience, passion and commitment to getting a better social care future. All of these convenors have had recent direct experience of receiving care and support for themselves or family member and also bring a variety of other experience.

Social Care future have published the following.



Social Care Future is:

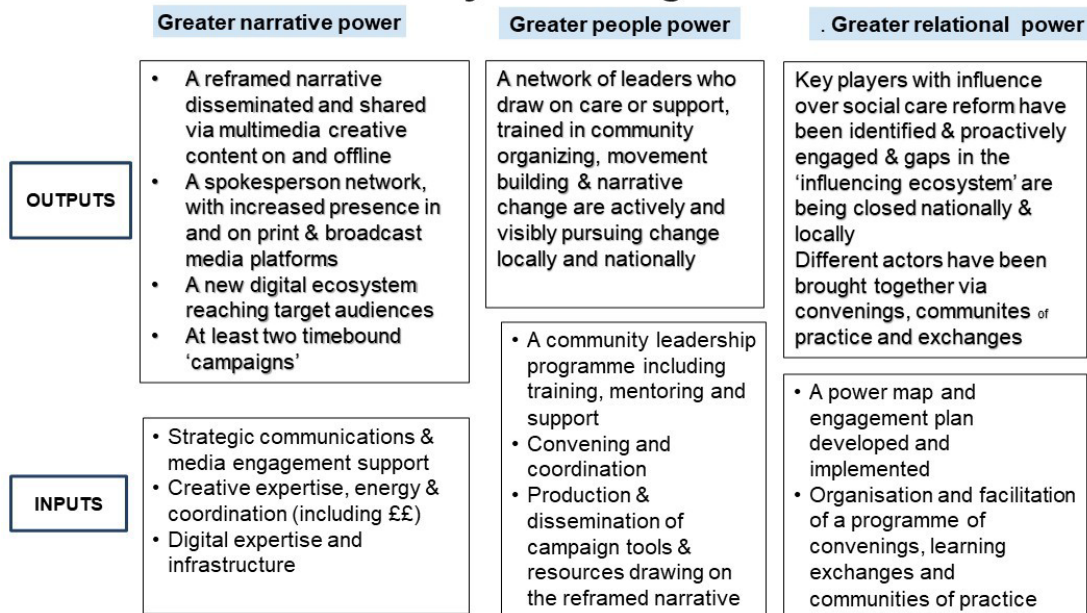
- ⚙️ A movement about good, equal lives with people at the heart.
- ⚙️ Not an organisation – a place to come together.
- ⚙️ Starting with a vision for the future and focused on how to get there.
- ⚙️ Ambitious – about big change even if it starts small.
- ⚙️ Coming together to do things ourselves as well as asking the govt and others to change.

Statement from the Chief Executive Officer For the year ended 31 March 2024

A Theory of change has been developed;

DESIRED LONG-TERM CHANGE OUTCOME: A reimagined, reorganized and well-resourced system supports everyone to live in the place they call home with the people and things that they love, in communities where people support one another, doing the things that matter to us.

Theory of Change



There are communities of council and providers striving to use the vision to build a roadmap.

Council and Provider Communities



Towards a Gloriously Ordinary Life

We all want to live in the place we call home with the people and things that we love, in communities where we look out for one another, doing things that matter to us.

That's the social care future we seek. #socialcarefuture

Social Care Future Community of Support 2023

The Social Care Future vision gives direction to council's strategies for change and ADASS is using the vision to build a roadmap to the future. It's great to have the space this Community offers for collective support to help move from vision to reality. The balance of peer support & connection to positive innovation, ideas and action is just what is needed

Stephen Chandler (Past President ADASS)

Whose Social Care is it Anyway?

From permanent lockdown to an equal life

#socialcarefuture

Statement from the Chief Executive Officer For the year ended 31 March 2024

Leadership programmes

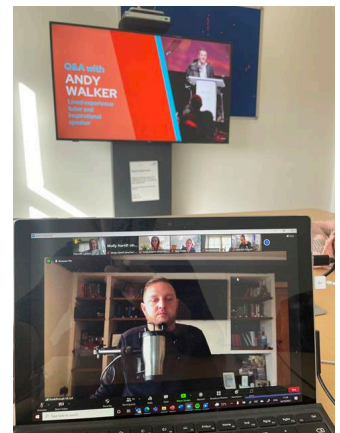
Partners et al

We continue to run leadership programmes based on “Partner in Policymaking” based on the belief that people who need support and their families have always been the true experts on what they want and need in order to lead positive, fulfilling, successful lives.



The course is designed to train, identify, support and sustain a local network of people who work within statutory, providers or community alongside those who receive support. It instigates an

inclusive culture change for people who believe that things can be better for people and their families and who want to make a difference in their local community. It is about: Providing people with the right mix of information and inspiration, so they know what support is available and what is possible, in order for them to plan the best future for themselves and other people in the community. Meeting & collaborating with others who want things to be better in the local area and making new contacts, which become incredibly powerful and make a real difference.



Leadership for Personalised Care

We have been partners for the Leadership for Personal Care along with the NHS England leadership for personal care team, the NHS leadership academy, Skills for care, Coalition for personal care and Think Local Act Personal (TLAP). This has developed further [Leadership for Personalised Care | Leadership Framework | Programmes for leaders in healthcare, social care and beyond](#)

Whilst these events are usually done face to face live during the year we have continued to run regional programmes online. We have developed a website base for this that can be found >>



Leadership for Personalised [website link](#)

We have now developed the “collaborative leadership Academy” and are on the Leadership Academy Faculty Framework. We have continued to deliver master classes and we also have leadership in personal care modules on Future Learn. The Future Learn course is a specially tailored three-week online programme designed to give participants an introduction to the meaning and importance of personalised care and to equip them with the skills and knowledge to become more effective leaders and advocates for health improvement across the population.

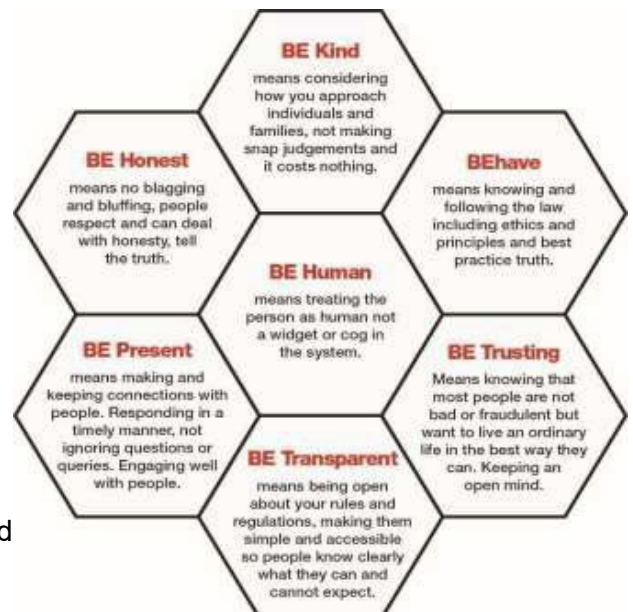
Statement from the Chief Executive Officer For the year ended 31 March 2024

Be Human

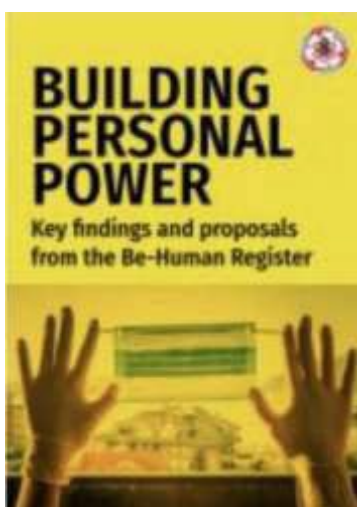
This work was initially financially supported via a grant from Esmee Fairburn. Its aim to make organization more human and follow the principles that we know make a massive difference to people. This moves away from it being about funding and puts the human element into the process. We can forget what people show us and tell us but we never forget how people make us feel.



We continue to work directly with people and families who are seeking advice and support. The initiative of RACA has developed further to RACAS (Represent, Advice on Care And Support) and we have applied for grant funding to help us continue this important work.



We want to complete an annual state of the nation based on people's experience of Care and support .



Based on last years work we have created a full focus on “people power



Statement from the Chief Executive Officer

For the year ended 31 March 2024

This programme has also enabled us to look at the systematic and policy issues, barriers and solutions taking place within our “plumbing and Wiring” work. People drawing on and working in social care often speak of their frustration at having to swim against a tide of rules, regulations, and ways of working when trying to put national and local visions into practice. This initiative has local and national elements. Locally we are working with seven councils, their staff and citizens to identify key issues they wish to progress and develop plans to do so. Crucially the methods we are using ensure the powerful voice of people who draw on support. The approach is called “Working Together for Change”, and it combines collecting data from people who draw on support with training some of them to facilitate the process and workshops which powerfully include people in solution searching

Despite the massive challenges over recent years, In Control are doing their utmost to continue with its mission and objectives. This is for the most due to an incredibly talented, dedicated & hard-working team and associates at its core. My very grateful thanks to Gaynor Cockayne, Neil Crowther, Lynne Elwell, Wendy Kellett, Tricia Nicoll, Martin Routledge & Anna Severwright, Andy McCabe and Andy Walker also to our supporting bodies & organisations and The National Lottery for supporting People Power. For the forthcoming year we aim to continue to build the movements following the Social Care Future Vision and build on the Be Human approach via both direct support to increase people power and promoting ethical leadership of those who are working in and around health and social care.



Julie Stansfield BCAC
Chief Executive Officer

Treasurer's Report

For the year ended 31 March 2024

Financial Review

Key Activities

As outlined by the Chair, In Control continues to shift and adapt to new circumstances in what continues to be a challenging environment in continues evolution. The Charity has now developed, due to its current structure, an adaptable management model able to reorganize, develop and lead the way to meet the challenges.

As In Control continues to adapt, the overarching aim remains always the same: to help build a better world for those who by reason of their circumstances are in need of additional support. Thus, key activities and sources of income remain from the provision of support services, programmes and projects to families and to organisations in the health, education and social care sectors.

The chief executive's report sets out in greater detail a description of key services delivered in 2023/2024, the majority of which will continue to be delivered in 2024/25.

Financial Results

Our aim for 2023/24 was to operate across our programmes with a surplus of £12,350, while seeking to maintain costs at the same level as last year. Results for 2023/24 shows a surplus of £6,137 (2023: surplus of £7,728). Income for the year was £521,046, a decrease of £32,336 compared to the previous year (2023: £553,382).

The deficit is predominantly linked to less income generated from Leadership for Personalised Care and 'Other' contracts. As most of the work related to these contracts would have been delivered by associates, In Control has been able to limit the potential losses associated with the decrease of income. Furthermore, the charity continues to operate on a 'cloud' based model with employees working from home, as such we do not incur costs associated with fixed assets or running an office space.

The majority of the income in 2023/24 remains from products and programmes £505,856 (2023: £504,287). In particular, programmes related to Integrated Personal Care with a total income in 2023 of £332,992 (2023: £409,199)

As per previous years, given the challenging public sector budgets, income from membership activities has decreased to £2,650 (2023: £11,417). Grant income is also significantly lower than last year given the crisis currently impacting England and especially the charitable sector. Grant income in 2024 was £925 (2023: £35,183).

The largest part of In Control's expenditure, remains to be staff (contracted and associate) costs at £239,483 (2023: £228,204). The increase from the previous year is due to an actualization of salaries taking into account an increase of 2% related to the cost of living. As per previous years, we continue to closely monitor associate rates in line with the market and client expectations.

Reserves Policy

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

The charity reserves policy is to maintain a level of unrestricted funds that will enable the charity to ensure a continuity of activity and have the ability to adjust, in a measured way, to significant changes in the external economic environment and demands on the services

Treasurer's Report

For the year ended 31 March 2024

provided by the charity. The Board of Trustees recognises that a level of unrestricted reserves sufficient to maintain the day-to-day operations of In Control for a period between 6 to 9 months is appropriate. At 31 March 2024 unrestricted reserves amount to £338,118 (2023: £385,439) which meets the policy requirements to hold sufficient unrestricted reserves to cover expenditure for a period of up to 9 months.

Investment Policy

The Charity can make investments that are within the investment policy agreed by the Board which follow the guidelines and regulations issued by the Charity Commission.

In Control holds its operational reserve in its current account whereas free reserves are held in fixed rate saving accounts. Cash balance remains positive with year-end cash of £535,437 (2023: £651,709) and current asset investment balance of £255,000 (2023: £270,000).

Our cash balance remains on deposit primarily with two financial institutions, whereas our current asset investment accounts sit with seven different banks to spread the risk and maximise the income.

Interest income remained low given current market interest rates though we believe we have achieved a prudent balance between income and guarding against the risk of failure of any one institution.

As a smaller charity, we benefit from the protection offered by the Financial Services Compensation Scheme of £85,000 per institution.

Governance and Control

The Finance and Business Committee met six times during 2023/24. Its purpose is to review budget preparation and management accounts, including progress against budgets, in order both to monitor performance and make recommendations to management as required.

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

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

Loredana Guetg-Wyatt
Honorary Treasurer

Trustees' Report

For the year ended 31 March 2024

The Trustees present their report and the audited financial statements of the charity for the year ended 31 March 2024. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, the requirements of a directors' report in company law, and Accounting and Reporting by Charities: the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

Principal aims and activities

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

The main objectives of In Control are set out in the Chief Executive Officer's report, which also details In Control's achievements and the plans for next year. In Control's legal and administrative details are set out on page 3.

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

Structure, governance and management legal structure

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

History

In Control was founded in 2003 by a small group of people who wanted to make life better for people needing support. It was responsible for pioneering the concept of self-directed support and developed individual/personal budgets as a way for people to take charge of their support. Inspired by the Independent Living and Inclusion Movement, In Control piloted the self-directed support model across six areas of England - bringing real, sustainable benefits with no increase in costs. Between 2005 and 2007, this work strongly influenced government policy and resulted in 'Putting People First', a national policy which introduced personal budgets. In Control is continuing to influence government policies affecting a wide range of support systems, including personal health budgets, criminal justice, and homelessness and continuing development in children's services and adult social care. In 2011, together with the Centre for Disability Research at Lancaster University, we developed the Personal Outcome Evaluation Tool (POET) and published the results of the First National Personal Budget Survey, identifying the outcomes and experiences of people using personal budgets, and those of their family carers, to better understand what improvements were needed. In 2014 the Care Act modernised and consolidated the law on adult social care in England into one statute, and the Children and Families Act introduced the most wide-ranging policy and practice reforms for children with SEND and their families for more than 30 years. Partners in policymaking et al, family leadership course continues to inform and inspire and

a publication of the “rights of passage” gave some legacy to the last 2 decades of partners. In Control continues its work to ensure the rhetoric noted from the legislation becomes a reality for people and families. In 2016 we supported the independent living group chaired by Baroness Campbell and completed a survey to assess what impact the Care Act is having on day-to-day life. This led to further reporting impact on payment cards and charging for social care. In 2019 two great initiatives were formed and hosted by In Control. Be Human is a movement aspiring to all and any organisations and companies to sign up to the 7 Be Human principles, noting that how people feel is not only important but powerful, recent publication “Building Personal Power” describes the work Be Human undertook during the pandemic. Social Care Futures created a mass gathering to create a vision of the social care future we want; this vision has such a broad consensus and continues to be very influential in the upcoming social care reforms. In early 2020 In Control instigated the Be Human movement which supported hundreds of people over the pandemic and continues to register experiences directly from people who draw on long term health and social care support.

Network and subscription structure

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

Governance and management The Board of Trustees

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

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

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

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

David Ashley
Susan Bott CBE (Vice Chair)
Gillian Crosby
Paul Davies
Loredana Guetg-Wyatt – (Treasurer)
Helen Leonard
Joanna Webber (Chair)

Appointment and terms of office of Trustees

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

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

Trustee induction

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

Operations and staffing

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

Employees of In Control during the year

Gaynor Cockayne, head of support services *
Lynne Elwell, head of imagination / partners network
Wendy Kellett, finance assistant & admin
Martin Routledge, policy advisor *
Anna Severwright
Julie Stansfield BCAC, chief executive officer *
Andy McCabe

*Members of key management

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

Andy Walker
Bryony Shannon
Cath Barton
Jaimee Lewis
Jennifer Holly
John Evans OBE
Julie Flower
Kasia Kielinski-Rushforth
Kristie Adams
Maggie Wood
Martin Cattermole
Neil Crowther
Paul Gittens
Sarah Browning
Simon Stockton
Tricia Nicoll
Tristian Kayes

Staff involvement

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

Staffing policies

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

Remuneration

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

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

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

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

Health and safety

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

Risk Management

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

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

- diversification of income minimised by actively shifting the balance of reliance on public service funding by seeking trust funds and exploring partnerships with other groups to share resource to meet the same outcomes.
- Surplus reserves have been utilised over the last year to invest in development activity. In Control have a reserves policy in place and mitigate risks by ensuring it is discussed as a standing agenda item at every Board of Trustee meeting.
- Internal control risks are minimised by the procedures in place for authorisation of expenditure and commitments. Insurance is in place.
- We have recently assessed and are creating a strategy for the risk of loss of key staff

Financial control

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

Financial review

The financial review is set out in the Treasurer's report on page 12. A breakdown of charitable and fundraising activities can be found in note 3 to the financial statements. The Trustees confirm that the performance of these activities undertaken during the year sufficiently met those objectives of the charity set out in the Chief Executive Officer's Report on page 5.

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

Statement of responsibilities of the trustees

The trustees (who are also directors of In Control Partnerships for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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

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

In Control Partnerships

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

The trustees' annual report has been approved by the trustees on 9 July 2024 and signed on their behalf by

On behalf of the board of Trustees

Loredana Guetg-Wyatt
Trustee

Independent examiner's report to the trustees of In Control Partnerships

I report to the trustees on my examination of the accounts of In Control Partnerships for the year ended 31 March 2024.

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

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

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

Name: Fleur Holden FCA

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

30 August 2024

In Control Partnerships

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2024

	Note	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Income from:							
Donations and legacies	2	925	–	925	35,182	–	35,182
Charitable activities							
Membership	3	2,650	–	2,650	11,417	–	11,417
Products and programmes	3	332,992	172,864	505,856	409,199	95,628	504,827
Investments		11,615	–	11,615	1,956	–	1,956
Total income		348,182	172,864	521,046	457,754	95,628	553,382
Expenditure on:							
Charitable activities							
Membership	4	15,353	–	15,353	48,433	–	48,433
Products and programmes	4	380,151	119,406	499,557	406,304	90,917	497,221
Total expenditure		395,503	119,406	514,909	454,737	90,917	545,654
Net income / (expenditure) for the year	5	(47,321)	53,458	6,137	3,017	4,711	7,728
Net movement in funds		(47,321)	53,458	6,137	3,017	4,711	7,728
Reconciliation of funds:							
Total funds brought forward		385,439	4,711	390,150	382,422	–	382,422
Total funds carried forward		338,118	58,169	396,287	385,439	4,711	390,150

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 15a to the financial statements.

In Control Partnerships

Balance sheet

Company no. 06393960

As at 31 March 2024

	Note	£	2024 £	£	2023 £
Current assets:					
Debtors	10	44,694		142,578	
Short term deposits		255,000		270,000	
Cash at bank and in hand		535,437		651,709	
		<u>835,131</u>		<u>1,064,287</u>	
Liabilities:					
Creditors: amounts falling due within one year	11	(438,844)		(674,137)	
Net current assets			<u>396,287</u>		<u>390,150</u>
Total net assets			<u>396,287</u>		<u>390,150</u>
The funds of the charity:	14a				
Restricted income funds			58,169		4,711
Unrestricted income funds:					
General funds		338,118		385,439	
		<u>338,118</u>		<u>385,439</u>	
Total unrestricted funds			<u>338,118</u>		<u>385,439</u>
Total charity funds			<u>396,287</u>		<u>390,150</u>

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

The directors acknowledge the following responsibilities:

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

Approved by the trustees on 9 July 2024 and signed on their behalf by

Loredana Guetg-Wyatt
Trustee

In Control Partnerships

Statement of cash flows

For the year ended 31 March 2024

	2024		2023	
	£	£	£	£
Cash flows from operating activities				
Net (expenditure) / income for the reporting period (as per the statement of financial activities)	6,137		7,728	
Dividends and interest from investments	(11,615)		(1,956)	
Decrease in debtors	97,884		262,863	
(Decrease) / increase in creditors	(235,293)		212,804	
Net cash (used in) / provided by operating activities		(142,887)		481,439
Cash flows from investing activities:				
Dividends and interest from investments	11,615		1,956	
Proceeds from sale of investments	100,000		–	
Purchase of investments	(85,000)		(170,000)	
Net cash provided by / (used in) investing activities		26,615		(168,044)
Change in cash and cash equivalents in the year		(116,272)		313,395
Cash and cash equivalents at the beginning of the year		651,709		338,314
Cash and cash equivalents at the end of the year		535,437		651,709

1 Accounting policies

a) Statutory information

In Control Partnerships is a charitable company limited by guarantee and is incorporated in England and Wales.

The registered office address 110 Golden Lane, London, England, EC1Y 0TG.

b) Basis of preparation

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

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

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

d) Going concern

The charity is heavily funded by central government contracts, membership income and income generated from products and programmes. Whilst some of this income is guaranteed for the year to 31 March 2025 the remainder is subject to uptake/renewal of memberships and uptake of participation in programmes and the associated products.

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

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

1 Accounting policies (continued)

e) Income

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

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

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

f) Interest receivable

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

g) Fund accounting

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

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

1 Accounting policies (continued)

h) Expenditure and irrecoverable VAT

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

Expenditure is classified under the following activity headings:

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

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

i) Allocation of support costs

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

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

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

	2024	2023
● Membership	10%	10%
● Products and programmes	90%	90%

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

1 Accounting policies (continued)

j) Tangible fixed assets

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

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

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

- | | |
|-------------------------|-------------------|
| ● Office Equipment | 33% straight line |
| ● Fixtures and fittings | 25% straight line |

k) Debtors

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

l) Short term deposits

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

m) Cash at bank and in hand

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

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies (continued)

n) Creditors and provisions

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

o) Financial instruments

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

p) Pensions

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

2 Income from donations

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Gifts	925	–	925	21,849	–	21,849
Esmee Fairbairn	–	–	–	13,333	–	13,333
	<u>925</u>	<u>–</u>	<u>925</u>	<u>35,182</u>	<u>–</u>	<u>35,182</u>

3 Income from charitable activities

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Membership income						
Community of Change	2,650	–	2,650	11,417	–	11,417
Sub-total for membership income	<u>2,650</u>	<u>–</u>	<u>2,650</u>	<u>11,417</u>	<u>–</u>	<u>11,417</u>
Income from products and programmes						
Social Care Future	–	122,864	122,864	–	95,628	95,628
Integrated Personal Care	332,992	–	332,992	409,199	–	409,199
RC England Wide	–	50,000	50,000	–	–	–
Sub-total for products and programmes	<u>332,992</u>	<u>172,864</u>	<u>505,856</u>	<u>409,199</u>	<u>95,628</u>	<u>504,827</u>
Total income from charitable activities	<u>335,642</u>	<u>172,864</u>	<u>508,506</u>	<u>420,616</u>	<u>95,628</u>	<u>516,244</u>

4a Analysis of expenditure (current year)

	Charitable activities					
	Membership £	Products and Programmes £	Governance costs £	Support costs £	2024 Total £	2023 Total £
Staff costs (Note 6)	2,496	144,990	66,986	25,011	239,483	228,204
Advertising	–	–	–	326	326	480
Independent examination and acc	–	–	3,993	–	3,993	3,825
Events	259	241,192	4,228	633	246,312	312,867
Other expenses	–	–	13,229	6,785	20,014	(3,445)
Stationary and other office costs	–	–	–	4,782	4,782	3,723
	2,755	386,182	88,436	37,537	514,910	545,654
Support costs	3,754	33,783	–	(37,537)	–	–
Governance costs	8,844	79,592	(88,436)	–	–	–
Total expenditure 2024	15,353	499,557	–	–	514,910	
Total expenditure 2023	48,433	497,221	–	–		545,654

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2024

4b Analysis of expenditure (prior year)

	Charitable activities					
	Membership	Products and Programme	Governance costs	Support costs	2023 Total	2022 Total
	£	£	£	£	£	£
Staff costs (Note 6)	7,650	77,667	–	142,887	228,204	192,760
Advertising	–	–	–	480	480	233
Independent examination and accountancy	–	–	3,825	–	3,825	3,243
Events	3,437	307,520	655	1,255	312,867	382,317
Other expenses	–	–	(4,646)	1,201	(3,445)	21,239
Stationary and other office costs	–	–	–	3,723	3,723	4,436
	11,087	385,187	(166)	149,546	545,654	604,228
Support costs	37,387	112,159	–	(149,546)	–	–
Governance costs	(41)	(125)	166	–	–	–
Total expenditure 2023	48,433	497,221	–	–	545,654	
Total expenditure 2022	51,556	552,672	–	–		604,228

Other expenses for the year appear negative as they include the correction of an immaterial over-accrual in the prior year's accounts.

5 Net income / (expenditure) for the year

This is stated after charging:

	2024 £	2023 £
<i>Independent Examiner's Fee</i> (excluding VAT):		
<i>Accounts preparation</i>	2,000	1,870
<i>Independent Examination fee</i>	2,400	2,300
	<u>2,400</u>	<u>2,300</u>

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

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	211,852	196,914
Social security costs	16,345	20,737
Employer's contribution to defined contribution pension schemes	11,286	10,553
	<u>239,483</u>	<u>228,204</u>

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

	2024 No.	2023 No.
£80,000 – £89,999	–	1
£90,000 – £99,999	1	–
	<u>1</u>	<u>–</u>

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £203,473 (2023: £190,105).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2023: £nil). No charity trustee received payment for professional or other services supplied to the charity (2023: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £111 (2023: £nil) incurred by 1 (2023: nil) trustee relating to attendance at meetings of the trustees.

7 **Staff numbers**

The average number of employees (head count based on number of staff employed) during the year was 7 (2023: 7).

Staff are split across the activities of the charity as follows (full time equivalent basis):

	2024 No.	2023 No.
Operational Roles	2.6	2.6
Administrative	0.7	0.7
	3.3	3.3

8 **Related party transactions**

There are no related party transactions to disclose for this financial year (2023: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

9 **Taxation**

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

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2024

10 Debtors

	2024 £	2023 £
Trade debtors	41,412	136,052
VAT debtors	2,930	–
Prepayments	352	6,526
	44,694	142,578

11 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	2,872	18,790
Taxation and social security	16,001	36,609
Accruals	2,566	70
Deferred income (note 13)	417,405	618,668
	438,844	674,137

12 Deferred income

Deferred income relates to cash which has been received for contracts taking place in the next reporting

	2024 £	2023 £
Balance at the beginning of the year	618,668	373,567
Amount released to income in the year	(618,668)	(373,567)
Amount deferred in the year	417,405	618,668
	417,405	618,668

13a Analysis of net assets between funds (current year)

	General unrestricted £	Restricted £	Total funds £
Net current assets	338,118	58,169	396,287
Net assets at 31 March 2024	338,118	58,169	396,287

13b Analysis of net assets between funds (prior year)

	General unrestricted £	Restricted £	Total funds £
Net current assets	385,439	4,711	390,150
Net assets at 31 March 2023	385,439	4,711	390,150

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2024

14a Movements in funds (current year)

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2024 £
Restricted funds:					
Social Care Future Programme	4,711	122,864	(91,367)	–	36,208
RC England Wide	–	50,000	(28,039)	–	21,961
Total restricted funds	4,711	172,864	(119,406)	–	58,169
Total unrestricted funds	385,439	348,182	(395,503)	–	338,118
Total funds	390,150	521,046	(514,909)	–	396,287

The narrative to explain the purpose of each fund is given at the foot of the note below.

14b Movements in funds (prior year)

	At 1 April 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 1 April 2023 £
Restricted funds:					
Social Care Future Programme	–	95,628	(90,917)	–	4,711
Total restricted funds	–	95,628	(90,917)	–	4,711
Total unrestricted funds	382,422	457,754	(454,737)	–	385,439
Total funds	382,422	553,382	(545,654)	–	390,150

Purposes of restricted funds

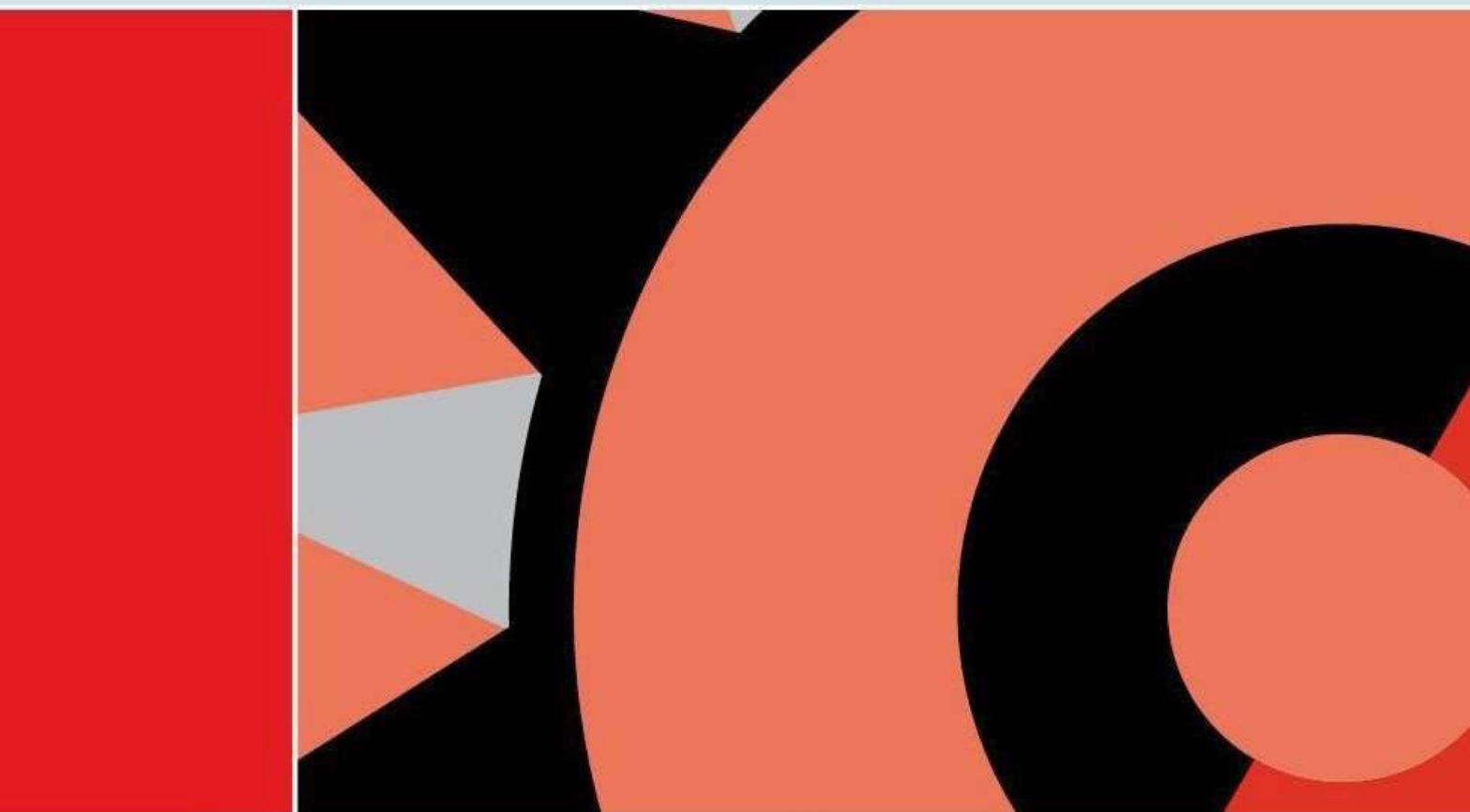
Social Care Future – this is a National Initiative that In Control Partnerships is administering. The funds are donated for the purpose of bringing partners together from across the Social Care Field to work towards a better future for Social Care for people and families in England. This initiative works to our charity objectives of partnership working to advance the education of the public in relation to the needs of people who need additional support.

RC England Wide – This is a National Lottery funded project to recruit more people to engage in coproduction and involve more partners in influencing services that are provided to those who receive support from social care, at a local and national level.

15 Legal status of the charity

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

Accounts



In Control Partnerships

Trustees' report and accounts for the year ended 31 March 2023

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

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Reference and administrative information

For the year ended 31 March 2023

Trustees

Joanna Webber (Chair)
Susan Bott CBE (vice chair)
Loredana Guetg-Wyatt (Treasurer)
David Ashley
Gillian Crosby
Paul Davies
Helen Leonard

Chief executive officer

Julie Stansfield BCAC

Company secretary

Julie Stansfield BCAC

Charity number

1130761

Company number

06393960
The working name of In Control Partnerships is 'In Control'.

Principal address

PO BOX 16749
Solihull
West Midlands B90 9LA

Registered address

Invicta House
108-114 Golden Lane, London
EC1Y 0TL

Independent Examiner

Fleur Holden
Sayer Vincent LLP
Invicta House
108-114 Golden Lane, London
EC1Y 0TL

Bankers

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

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

Chair's Report

For the year ended 31 March 2023

As the chair of In Control, I am pleased to present the fifteenth annual report for the charity.

The need for a neutral and independent, charitable entity to influence the wider national welfare agenda continues and has been amplified by the current coronavirus situation. In Control has, as part of its mission, to champion the maintenance of strong ethical values and principles in the delivery of self-directed support. It has strength through its "people power", its thought leadership and practical innovation. It has offered very timely support and services which address the challenges being faced by many in the current circumstances.

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

As Julie reports, in its fifteenth year of operation as an independent entity, In Control has continued to shift and adapt to new circumstances. In Control also continues to reorganize, develop and lead the way to meet the challenges. The hosting of such an array of innovative movements covering people who draw on health and social care, the workforce, the public and development of leaders bring hope that positive change can be made for the benefit of our society as a whole.

In Control is continuing to build on the firm foundations which have been created during its lifetime through the hard work and dedication of its staff and through the people that it serves. I would like to send my heartfelt thanks to everyone who works with and for the charity. I would also like to express my personal thanks to all the Trustees, both past and present who have been involved in the work of the charity. Your enthusiasm and commitment sets us in good stead for the future and it is much appreciated.

Jo Webber

Chair of In Control Partnerships Board of Trustees

Statement from the Chief Executive Officer For the year ended 31 March 2023

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

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

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

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

In Control is hosting and serving a range of movements and organisations in order to meet our objectives.

We host a range of innovative activity which cover public perception and support, leadership for people who are recipients of support and leadership for the NHS and social care workforce, and #socialcarefuture for social care reform and change. We still continue to serve statutory organisations such as local authorities (children and adult social care services) and with NHS providers and commissioners. This year we have been contracted to support NHS England with a range of projects.



Statement from the Chief Executive Officer For the year ended 31 March 2023

Highlights of some of our key achievements and activities over the year are below.

Social Care Future

In Control continue to be proud of hosting and support the Social Care Future National network. The aim is to help change how we conceive of care and support and tell a different story about what it can do to the wider public – one that they can get behind. This continues to create an amazing gathering of people collecting the best ideas, innovations and connections for the future of social care. Social Care Future has 4 voluntary convenors who bring a whole range of experience, passion and commitment to getting a better social care future. All of these convenors have had recent direct experience of receiving care and support for themselves or family member and also bring a variety of other experience.

Social Care future have published the following.



Social Care Future is:

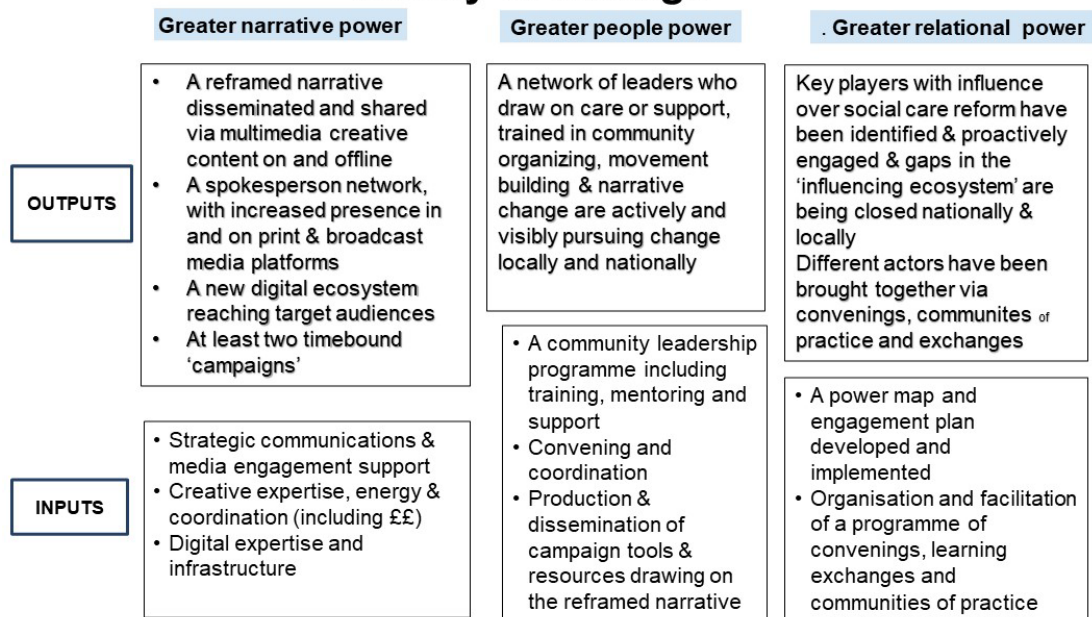
- ⚙️ A movement about good, equal lives with people at the heart.
- ⚙️ Not an organisation – a place to come together.
- ⚙️ Starting with a vision for the future and focused on how to get there.
- ⚙️ Ambitious – about big change even if it starts small.
- ⚙️ Coming together to do things ourselves as well as asking the govt and others to change.

Statement from the Chief Executive Officer For the year ended 31 March 2023

A Theory of change has been developed;

DESIRED LONG-TERM CHANGE OUTCOME: A reimagined, reorganized and well-resourced system supports everyone to live in the place they call home with the people and things that they love, in communities where people support one another, doing the things that matter to us.

Theory of Change



There are communities of council and providers striving to use the vision to build a roadmap.

Council and Provider Communities

Towards a Gloriously Ordinary Life

We all want to live in the place we call home with the people and things that we love, in communities where we look out for one another, doing things that matter to us.

That's the social care future we seek. #socialcarefuture

Social Care Future Community of Support 2023

The Social Care Future vision gives direction to council's strategies for change and ADASS is using the vision to build a roadmap to the future. It's great to have the space this Community offers for collective support to help move from vision to reality. The balance of peer support & connection to positive innovation, ideas and action is just what is needed
Stephen Chandler (Past President ADASS)

Whose Social Care is it Anyway?

From permanent lockdown to an equal life

#socialcarefuture

Statement from the Chief Executive Officer For the year ended 31 March 2023

Leadership programmes

Partners et al

We continue to run leadership programmes based on “Partner in Policymaking” based on the belief that people who need support and their families have always been the true experts on what they want and need in order to lead positive, fulfilling, successful lives.



The course is designed to train, identify, support and sustain a local network of people who work within statutory, providers or community alongside those who receive support. It instigates an

inclusive culture change for people who believe that things can be better for people and their families and who want to make a difference in their local community. It is about: Providing people with the right mix of information and inspiration, so they know what support is available and what is possible, in order for them to plan the best futures for themselves and other people in the community. Meeting & collaborating with others who want things to be better in the local area and making new contacts, which become incredibly powerful and make a real difference.

This year we have completed a new online course, learning lessons that many people through the pandemic have been accessing information and support on line and remain in a position where they are not able to attend a face to face course. The programme started in Summer 2022 and utilized the sessions based on Partners in policymaking and then added bespoke session from international speakers.

The Speakers included:

John O'Brien
Jack Pearpoint
Lynda Khan
Patti Scott
John Evans
Will Case
Andy Walker OBE
Us in a bus
Steve McGuinness
Sam Clark
Karen Saville and Gavin Croft
Simple Stuff Works
Joe Whittaker
Barry Jones
Alicia Wood
Mitchell Woolf



Statement from the Chief Executive Officer

For the year ended 31 March 2023

Leadership for Personalised Care

We have been partners for the Leadership for Personal Care along with the NHS England leadership for personal care team, the NHS leadership academy, Skills for care, Coalition for personal care and Think Local Act Personal (TLAP). This has developed further [Leadership for Personalised Care | Leadership Framework | Programmes for leaders in healthcare, social care and beyond](#)

Whilst these events are usually done face to face live during the year we have continued to run regional programmes online. We have developed a website base for this that can be found >>



Leadership for Personalised [website link](#)



And now developing the collaborative leadership and applied to be on the Leadership Academy Faculty Framework. Participants who have been on the programme are joining together in the Northwest to keep some momentum of personalized leadership approaches.

BE HUMAN



This work was financially supported via a grant from Esmee Fairburn. Its aim to make organization more human and follow the principles that we know make a massive difference to people. This moves away from it being about funding and puts the human element into the process. We can forget what people show us and tell us but we never forget how people make us feel.

Statement from the Chief Executive Officer For the year ended 31 March 2023

Specific support to people who need support due to ill health, age or disabled

In Control gave an immediate platform for people who are on Direct Payments through a personal budget or personal health budget. This group was not mentioned in any early guidance. So, since March 2020, we have continued to gather people to share information, ideas, concerns & plans. Previous webinars, the recordings can be found at: <https://be-human.org.uk/webinars/>



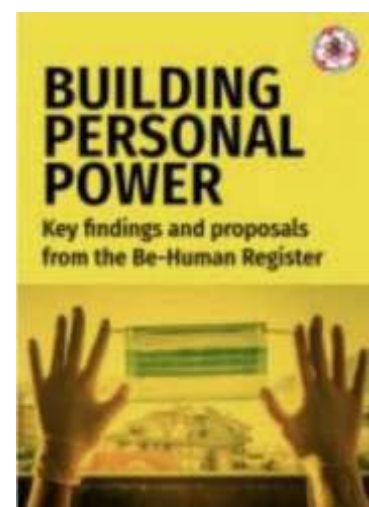
The webinars were able to be seen by people not able to access zoom but able to be shown on you tube on their TV, so we were able to reach far more people who draw on long term health and social care than ever before. These webinars are still being used and accessed by people

We have amended the Register. To continue record experiences and offer advice and support to people. The key elements of recording were described as: register, advice, conciliation, arbitration (RACA). RACA was formed by people and organisations connected to In Control Partnerships. It's a group of people who see the challenges faced in today's society where people, due to a lack of personal power, are often not seen for the individual human beings they are in their interactions with public services.

The formal objectives of the initiative were:

- To record experiences of health and social care support
- To identify what went well and what not so well
- Where appropriate and practical to intervene and help to improve experiences
- To learn from experiences and develop best practice

To inform future strategy



Statement from the Chief Executive Officer For the year ended 31 March 2023

It was very important to go beyond analysis and reporting with policy recommendations. We were clear at the outset of our intention to act as well as listen, where people wanted this. We reported on our findings:

[iC-Building-Personal-Power-report-2021-SINGLE-FINAL.pdf](#) (be-human.org.uk)
and are in the process of our next report which will be published late spring time.

This describes the process of gaining support and information described here >



Over 15K have accessed Be Human for information linking to 1 and 2 of this process. Over 3K have attended webinars linking to 2 and 3.

There are over 300 individual situations who have benefited from direct support this over the last year linking from 2 to 5.

We have started to collate direct stories of how this has impacted on both people who work in and/or receive long term health and social care.

[Final-Story-AB.pdf](#) (be-human.org.uk)



Despite the massive challenges over the year, In Control are doing their utmost to continue with its mission and objectives. This is for the most due to an incredibly talented, dedicated & hard-working team at its core. My very grateful thanks to Gaynor Cockayne, Neil Crowther, Lynne Elwell, Wendy Kellett, Chris Hatton, Richard Holland, Tricia Nicoll, Martin Routledge & Anna Severwright, Andy McCabe also to our supporting bodies NHS England, Disability Rights UK, Learning Disability England & The Esmée Fairburn Foundation.

Julie Stansfield BCAC
Chief Executive Officer

Treasurer's Report

For the year ended 31 March 2023

Financial Review

Key Activities

As outlined by the Chair, In Control has continued to shift and adapt to new circumstances. The Charity continues to reorganize, develop and lead the way to meet the challenges. As In Control continues to adapt, the overarching aim remains always the same: to help build a better world for those who by reason of their circumstances are in need of additional support. Thus, key activities and sources of income remain from the provision of support services, programmes and projects to families and to organisations in the health, education and social care sectors.

The chief executive's report sets out in greater detail a description of key services delivered in 2022/2023, the majority of which will continue to be delivered in 2023/24.

Financial Results

Our aim for 2022/23 was to operate across our programmes with a small surplus, while seeking to maintain costs at the same level as last year. As the charity operates a 'cloud' based model with employees working from home, there are no costs associated with fixed assets. Costs related to salaries have increased partly due to a general review of salaries and roles and responsibilities as well as an increased use of associates.

Results for this year 2022/23 shows a surplus of £7,728, (2022: £18,892). Income for the year was £553,382, a decrease of £69,738 compared to the previous year (2022: £623,120).

The majority of the income in 2022/23 remains from products and programmes. In particular, programmes related to Integrated Personal Care with a total income of £504,287 (2022: £554,099).

As per previous years, given the challenging public sector budgets, income from membership activities has decreased to £48,433 (2022: £51,556).

Grant income for the year was £35,183 (2022: £28,019).

The largest part of In Control's expenditure remains to be staff (contracted and associate) costs at £228,204 (2022 £192,760). As in previous years, we continue to closely monitor associate rates in line with the market and client expectations.

Reserves Policy

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

The charity reserves policy is to maintain a level of unrestricted funds that will enable the charity to ensure a continuity of activity and have the ability to adjust, in a measured way, to significant changes in the external economic environment and demands on the services provided by the charity. The Board of Trustees recognises that a level of unrestricted reserves sufficient to maintain the day-to-day operations of In Control for a period between 6 to 9 months is appropriate. At 31 March 2023 unrestricted reserves amounts to £385,439 (2022: £382,422) which meets the policy requirements to hold sufficient unrestricted reserves to cover expenditure for a period of up to 8 months.

Treasurer's Report

For the year ended 31 March 2023

Investment Policy

The Charity can make investments that are within the investment policy agreed by the Board which follow the guidelines and regulations issued by the Charity Commission.

In Control holds its operational reserve in its current account whereas free reserves are held in fixed rate saving accounts. The cash balance remains positive with year-end cash of £477,271 and current asset investment balance of £444,438. Our cash balance remains on deposit primarily with two financial institutions, whereas our current asset investment accounts sit with 5 different banks to spread the risk.

Interest income remained low given current market interest rates though we believe we have achieved a prudent balance between income and guarding against the risk of failure of any one institution.

As a smaller charity, we benefit from the protection offered by the Financial Services Compensation Scheme of £85,000 per institution.

Governance and Control

The Finance and Business Committee met six times during 2022/23. Its purpose is to review budget preparation and management accounts, including progress against budgets, in order both to monitor performance and make recommendations to management as required.

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

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

Loredana Guetg-Wyatt

Honorary Treasurer

Trustees' Report

For the year ended 31 March 2023

The Trustees present their report and the audited financial statements of the charity for the year ended 31 March 2023. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, the requirements of a directors' report in company law, and Accounting and Reporting by Charities: the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

Principal aims and activities

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

The main objectives of In Control are set out in the Chief Executive Officer's report, which also details In Control's achievements and the plans for next year. In Control's legal and administrative details are set out on page 3.

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

Structure, governance and management legal structure

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

History

In Control was founded in 2003 by a small group of people who wanted to make life better for people needing support. It was responsible for pioneering the concept of self-directed support and developed individual/personal budgets as a way for people to take charge of their support. Inspired by the Independent Living and Inclusion Movement, In Control piloted the self-directed support model across six areas of England - bringing real, sustainable benefits with no increase in costs. Between 2005 and 2007, this work strongly influenced government policy and resulted in 'Putting People First', a national policy which introduced personal budgets. In Control is continuing to influence government policies affecting a wide range of support systems, including personal health budgets, criminal justice, and homelessness and continuing development in children's services and adult social care. In 2011, together with the Centre for Disability Research at Lancaster University, we developed the Personal Outcome Evaluation Tool (POET) and published the results of the First National Personal Budget Survey, identifying the outcomes and experiences of people using personal budgets, and those of their family carers, to better understand what improvements were needed. In 2014 the Care Act modernised and consolidated the law on adult social care in England into one statute, and the Children and Families Act introduced the most wide-ranging policy and practice reforms for children with SEND and their families for more than 30 years. Partners in policymaking et al, family leadership course continues to inform and inspire and

a publication of the “rights of passage” gave some legacy to the last 2 decades of partners. In Control continues its work to ensure the rhetoric noted from the legislation becomes a reality for people and families. In 2016 we supported the independent living group chaired by Baroness Campbell and completed a survey to assess what impact the Care Act is having on day to day life, this led to further reporting impact on payment cards and charging for social care. In 2019 two great initiatives were formed and hosted by In Control. Be Human is a movement aspiring to all and any organisations and companies to sign up to the 7 Be Human principles, noting that how people feel is not only important but powerful, recent publication “Building Personal Power” describes the work Be Human undertook during the pandemic. Social Care Futures created a mass gathering to create a vision of the social care future we want, this vision has such a broad consensus and continues to be very influential in the upcoming social care reforms.

Network and subscription structure

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

Governance and management The Board of Trustees

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

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

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

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

David Ashley
Susan Bott CBE (Vice Chair)
Gillian Crosby
Paul Davies
Loredana Guetg-Wyatt – (Treasurer)
Helen Leonard
Joanna Webber (Chair)

Appointment and terms of office of Trustees

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

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

Trustee induction

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

Operations and staffing

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

Employees of In Control during the year

Gaynor Cockayne, head of support services *
Lynne Elwell, head of imagination / partners network
Wendy Kellett, finance assistant & admin
Martin Routledge, policy advisor *
Anna Severwright
Julie Stansfield BCAC, chief executive officer *
Andy McCabe

*Members of key management

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

Neil Crowther
Tricia Nicoll
Karen Saville
Andy Walker
Rosie Redstone
Molly Hartill
Rebecca
Williamson
Katie Casey
Heather Simpson
Kristie Adams
Jaimee Lewis
Tristian Kayes
CarolineEastland
Debra Carter
Jo Delree
Kirit Mystery
Di Domenico
Sarah Pickthall
Ali Smith
Emma Brown
Julie Flower

Staff involvement

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

Staffing policies

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

Remuneration

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

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

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

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

Health and safety

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

Risk Management

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

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

- diversification of income minimised by actively shifting the balance of reliance on public service funding by seeking trust funds and exploring partnerships with other groups to share resource to meet the same outcomes.
- Surplus reserves have been utilised over the last year to invest in development activity. In Control have a reserves policy in place and mitigate risks by ensuring it is discussed as a standing agenda item at every Board of Trustee meeting.
- Internal control risks are minimised by the procedures in place for authorisation of expenditure and commitments. Insurance is in place.
- We are currently assessing and creating a strategy for the risk of loss of key staff

Financial control

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

Financial review

The financial review is set out in the Treasurer's report on page 12. A breakdown of charitable and fundraising activities can be found in [note 3](#) to the financial statements. The Trustees confirm that the performance of these activities undertaken during the year sufficiently met those objectives of the charity set out in the Chief Executive Officer's Report on page 5.

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

Statement of responsibilities of the trustees

The trustees (who are also directors of In Control Partnerships for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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

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

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

In Control Partnerships

The trustees' annual report has been approved by the trustees on 4 July 2023 and signed on their behalf by

On behalf of the board of Trustees

Loredana Guetg-Wyatt
Trustee

Independent examiner's report to the trustees of In Control Partnerships

I report to the trustees on my examination of the accounts of In Control Partnerships for the year ended 31 March 2023.

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

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

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

Signed:

Name: Fleur Holden FCA

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

Date: 18 September 2023

In Control Partnerships

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2023

	Note	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Income from:							
Donations	2	35,182	–	35,182	28,019	–	28,019
Charitable activities							
Membership	3	11,417	–	11,417	40,542	–	40,542
Products and programmes	3	409,199	95,628	504,827	544,284	9,815	554,099
Investments		1,956	–	1,956	460	–	460
Total income		457,754	95,628	553,382	613,305	9,815	623,120
Expenditure on:							
Charitable activities							
Membership	4	48,433	–	48,433	51,556	–	51,556
Products and programmes	4	406,304	90,917	497,221	532,794	19,878	552,672
Total expenditure		454,737	90,917	545,654	584,350	19,878	604,228
Net income / (expenditure) for the year before transfers	5	3,017	4,711	7,728	28,955	(10,063)	18,892
Transfers between funds		–	–	–	(3,808)	3,808	–
Net movement in funds		3,017	4,711	7,728	25,147	(6,255)	18,892
Reconciliation of funds:							
Total funds brought forward		382,422	–	382,422	357,275	6,255	363,530
Total funds carried forward		385,439	4,711	390,150	382,422	–	382,422

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 15 to the financial statements.

In Control Partnerships

Balance sheet

Company no. 06393960

As at 31 March 2023

	Note	£	2023 £	£	2022 £
Fixed assets:					
Tangible assets	10		–		–
			–		–
Current assets:					
Debtors	11	142,578		405,441	
Short term deposits		270,000		100,000	
Cash at bank and in hand		651,709		338,314	
			1,064,287		843,755
Liabilities:					
Creditors: amounts falling due within one year	12	(674,137)		(461,333)	
Net current assets			390,150		382,422
Total net assets			390,150		382,422
The funds of the charity:	15a				
Restricted income funds			4,711		–
Unrestricted income funds:					
General funds		385,439		382,422	
Total unrestricted funds			385,439		382,422
Total charity funds			390,150		382,422

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

The directors acknowledge the following responsibilities:

- (i) The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,
- (ii) The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

Approved by the trustees on 4 July 2023 and signed on their behalf by

Loredana Guetg-Wyatt
Trustee

In Control Partnerships

Statement of cash flows

For the year ending 31 March 2023

	2022 £	£	2021 £	£
Cash flows from operating activities				
Net income for the reporting period (as per the statement of financial activities)	7,708		18,892	
Dividends, interest and rent from investments	(1,956)		(460)	
(Increase)/decrease in debtors	262,883		(275,403)	
Increase/(decrease) in creditors	212,804		166,182	
Net cash provided by / (used in) operating activities		481,439		(90,789)
Cash flows from investing activities:				
Dividends, interest and rents from investments	1,956		460	
Purchase of short term investments	(170,000)		-	
Net cash provided by / (used in) investing activities		(168,044)		460
Change in cash and cash equivalents in the year		313,395		(90,329)
Cash and cash equivalents at the beginning of the year		338,314		428,643
Cash and cash equivalents at the end of the year		651,709		338,314

1 Accounting policies

a) Statutory information

In Control Partnerships is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is Invicta House, 108–114 Golden Lane, London, E1CY 0TL.

b) Basis of preparation

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

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

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

d) Going concern

The charity is heavily funded by central government contracts, membership income and income generated from products and programmes. Whilst some of this income is guaranteed for the year to 31 March 2024 the remainder is subject to uptake/renewal of memberships and uptake of participation in programmes and the associated products.

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

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

e) Income

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

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

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

f) Interest receivable

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

g) Fund accounting

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

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

1 Accounting policies (continued)

h) Expenditure and irrecoverable VAT

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

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

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

i) Allocation of support costs

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

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

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

	2023	2022
• Membership	10%	25%
• Products and programmes	90%	75%

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

j) Tangible fixed assets

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

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

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

• Office equipment	33% straight line
• Fixtures and fittings	25% straight line

k) Debtors

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

l) Short term deposits

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

m) Cash at bank and in hand

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

n) Creditors and provisions

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

1 Accounting policies (continued)**o) Financial instruments**

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

p) Pensions

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

2 Income from donations

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Donations	21,849	–	21,849	1,352	–	1,352
Esmee Fairbairn	13,333	–	13,333	26,667	–	26,667
	<u>35,182</u>	<u>–</u>	<u>35,182</u>	<u>28,019</u>	<u>–</u>	<u>28,019</u>

3 Income from charitable activities

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Membership income:						
Community of Change	11,417	–	11,417	40,542	–	40,542
Sub-total for membership income	<u>11,417</u>	<u>–</u>	<u>11,417</u>	<u>40,542</u>	<u>–</u>	<u>40,542</u>
Income from products and programmes:						
Social Care Future	–	95,628	95,628	–	9,815	9,815
Integrated Personal Care	409,199	–	409,199	544,284	–	544,284
Sub-total for products and programmes	<u>409,199</u>	<u>95,628</u>	<u>504,827</u>	<u>544,284</u>	<u>9,815</u>	<u>554,099</u>
Total income from charitable activities	<u>420,616</u>	<u>95,628</u>	<u>516,244</u>	<u>584,826</u>	<u>9,815</u>	<u>594,641</u>

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2023

4a Analysis of expenditure (current year)

	Charitable activities					
	Membership £	Products and Programmes £	Governance costs £	Support costs £	2023 Total £	2022 Total £
Staff costs (Note 6)	7,650	77,667	–	142,887	228,204	192,760
Advertising	–	–	–	480	480	233
Independent examination and accountancy	–	–	3,825	–	3,825	3,243
Events	3,437	307,520	655	1,255	312,867	382,317
Other expenses *	–	–	(4,646)	1,201	(3,445)	21,239
Stationery and other office costs	–	–	–	3,723	3,723	4,436
	11,087	385,187	(166)	149,546	545,654	604,228
Support costs	37,387	112,159	–	(149,546)	–	–
Governance costs	(41)	(125)	166	–	–	–
Total expenditure 2023	48,433	497,221	–	–	545,654	
Total expenditure 2022	51,556	552,672	–	–		604,228

* Other expenses for the year appear negative as they include the correction of an immaterial over-accrual in the prior year's accounts.

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2023

4b Analysis of expenditure (prior year)

	Charitable activities					
	Membership £	Products and Programmes £	Governance costs £	Support costs £	2022 Total £	2021 Total £
Staff costs (Note 6)	12,800	94,020	–	85,940	192,760	203,493
Advertising	–	–	–	233	233	1,017
Independent examination and accountancy	–	–	3,243	–	3,243	3,579
Events	9,927	372,165	126	99	382,317	233,613
Other expenses	–	–	18,624	2,615	21,239	8,546
Stationery and other office costs	–	–	–	4,436	4,436	7,131
	22,727	466,185	21,993	93,323	604,228	457,379
Support costs	23,331	69,992	–	(93,323)	–	–
Governance costs	5,498	16,495	(21,993)	–	–	–
Total expenditure 2022	51,556	552,672	–	–	604,228	
Total expenditure 2021	68,623	388,756	–	–		457,379

5 Net income / (expenditure) for the year before transfers

This is stated after charging:

	2023 £	2022 £
Independent examiner's remuneration (excluding VAT):		
Accounts preparation	1,870	1,700
Independent examination fee	2,300	2,100
	<u>4,170</u>	<u>3,800</u>

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

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	196,914	170,105
Social security costs	20,737	13,087
Employer's contribution to defined contribution pension schemes	10,553	9,568
	<u>228,204</u>	<u>192,760</u>

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

	2023 No.	2022 No.
£70,000 – £79,999	–	1
£80,000 – £89,999	1	–
	<u>1</u>	<u>1</u>

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £190,105 (2022: £166,352).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

No trustees' expenses were incurred in the year (2022: £nil).

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 7 (2022: 6).

Staff are split across the activities of the charity as follows (full time equivalent basis):

	2023 No.	2022 No.
Operational Roles	2.6	2.4
Administrative	0.7	0.6
	<u>3.3</u>	<u>3.0</u>

8 Related party transactions

There are no related party transactions to disclose for 2023 (2022: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

9 Taxation

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

10 Tangible fixed assets

	Fixtures and fittings £	Computer equipment £	Total £
Cost			
At the start of the year	1,389	26,777	28,166
Additions in year	–	–	–
At the end of the year	<u>1,389</u>	<u>26,777</u>	<u>28,166</u>
Depreciation			
At the start of the year	1,389	26,777	28,166
Charge for the year	–	–	–
At the end of the year	<u>1,389</u>	<u>26,777</u>	<u>28,166</u>
Net book value			
At the end of the year	<u>–</u>	<u>–</u>	<u>–</u>
At the start of the year	<u>–</u>	<u>–</u>	<u>–</u>

All of the above assets are used for charitable purposes.

11 Debtors

	2023 £	2022 £
Trade debtors	136,052	404,825
Prepayments and accrued income	6,526	616
	<u>142,578</u>	<u>405,441</u>

12 Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	18,790	36,818
Taxation and social security	36,609	47,050
Accruals	70	3,898
Deferred income (note 13)	618,668	373,567
	<u>674,137</u>	<u>461,333</u>

13 Deferred income

Deferred income relates to cash which has been received for contracts taking place in the next reporting period.

	2023 £	2022 £
Balance at the beginning of the year	373,567	222,033
Amount released to income in the year	(373,567)	(222,033)
Amount deferred in the year	618,668	373,567
	<u>618,668</u>	<u>373,567</u>
Balance at the end of the year	<u>618,668</u>	<u>373,567</u>

14a Analysis of net assets between funds (current year)

	Unrestricted £	Restricted £	Total funds £
Net current assets	385,439	4,711	390,150
Net assets at 31 March 2022	<u>385,439</u>	<u>4,711</u>	<u>390,150</u>

14b Analysis of net assets between funds (prior year)

	Unrestricted £	Restricted £	Total funds £
Net current assets	382,422	–	382,422
Net assets at 31 March 2021	<u>382,422</u>	<u>–</u>	<u>382,422</u>

15a Movements in funds (current year)

	At 1 April 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2023 £
Restricted funds:					
Social Care Future Programme	–	95,628	(90,917)	–	4,711
Total restricted funds	–	95,628	(90,917)	–	4,711
Total unrestricted funds	382,422	457,754	(454,737)	–	385,439
Total funds	382,422	553,382	(545,654)	–	390,150

The narrative to explain the purpose of each fund is given at the foot of the note below.

15b Movements in funds (prior year)

	At 1 April 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2022 £
Restricted funds:					
Social Care Future Programme	6,255	9,815	(19,878)	3,808	–
Total restricted funds	6,255	9,815	(19,878)	3,808	–
Total unrestricted funds	357,275	613,305	(584,350)	(3,808)	382,422
Total funds	363,530	623,120	(604,228)	–	382,422

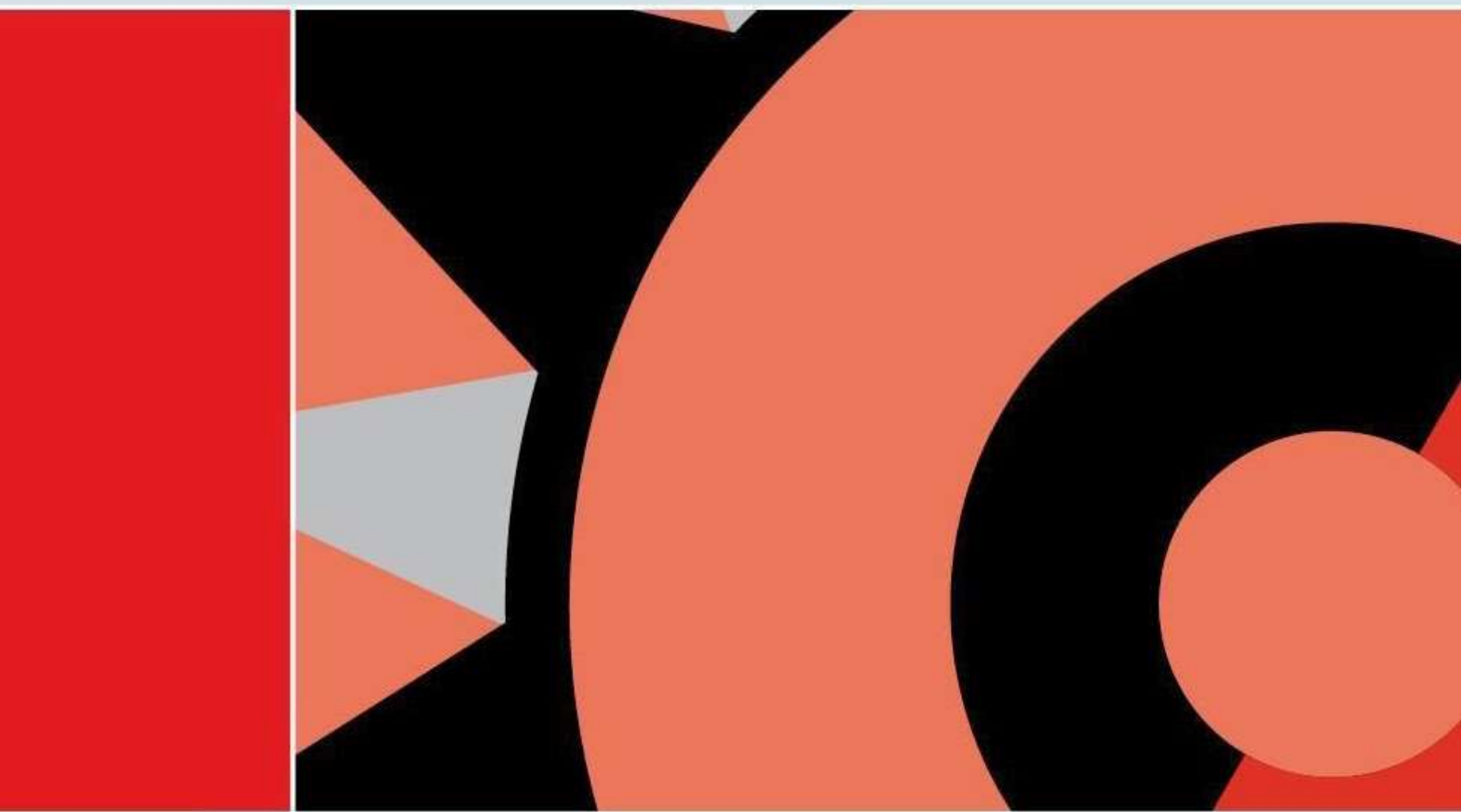
Purposes of restricted funds

Social Care Future – this is a National Initiative that In Control Partnerships is administering. The funds are donated for the purpose of bringing partners together from across the Social Care Field to work towards a better future for Social Care for people and families in England. This initiative works to our charity objectives of partnership working to advance the education of the public in relation to the needs of people who need additional support.

16 Legal status of the charity

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

Accounts



In Control Partnerships

Trustees' report and accounts for
the year ended 31 March 2022

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

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Reference and administrative information

For the year ended 31 March 2022

Trustees	Joanna Webber (Chair) Susan Bott CBE (vice chair) Loredana Guetg-Wyatt (Treasurer) David Ashley (appointed 27 April 2021) Gillian Crosby Paul Davies Clenton Farquharson MBE (resigned 26 October 2021) Helen Leonard (appointed 6 July 2021) Kevin Williams (resigned 26 October 2021)
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Chief executive officer	Julie Stansfield
Company secretary	Julie Stansfield
Charity number	1130761
Company number	06393960
Principal address	PO BOX 16749 Solihull West Midlands B90 9LA
Registered address	Invicta House 108-114 Golden Lane, London EC1Y 0TL
Independent Examiner	Fleur Holden Sayer Vincent LLP Invicta House 108-114 Golden Lane, London EC1Y 0TL
Bankers	Barclays Bank Plc Mell Square 19-21 Mill Lane Solihull B91 3AR The Co-operative Bank Plc 80 Cornhill London EC3V 3NJ

Chair's Report

For the year ended 31 March 2022

As the chair of In Control, I am pleased to present the fourteenth annual report for the charity.

The need for a neutral and independent, charitable entity to influence the wider national welfare agenda continues and has been amplified by the current coronavirus situation. In Control has, as part of its mission, to champion the maintenance of strong ethical values and principles in the delivery of self-directed support. It has strength through its "people power", its thought leadership and practical innovation. It has offered very timely support and services which address the challenges being faced by many in the current circumstances.

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

As Julie reports, in its fourteenth year of operation as an independent entity, In Control has continued to shift and adapt to new circumstances. In Control also continues to reorganize, develop and lead the way to meet the challenges. The hosting of such an array of innovative movements covering people who draw on health and social care, the workforce, the public and development of leaders bring hope that positive change can be made for the benefit of our society as a whole.

In Control is continuing to build on the firm foundations which have been created during its lifetime through the hard work and dedication of its staff and through the people that it serves. I would like to send my heartfelt thanks to everyone who works with and for the charity. I would also like to express my personal thanks to all the Trustees, both past and present who have been involved in the work of the charity. Your enthusiasm and commitment sets us in good stead for the future and it is much appreciated.

Jo Webber

Chair of In Control Partnerships Board of Trustees

Statement from the Chief Executive Officer For the year ended 31 March 2022

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

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

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

I report that in our fourteenth year of operation we have continued to change and develop as an organisation. In particular, this year has continued to focus on the challenge between the rhetoric and the reality and significantly to give support and report during the recovery phase Covid-19.



In Control is hosting and serving a range of movements and organisations in order to meet our objectives.

We host a range of innovative activity which cover public perception and support, leadership for people who are recipients of support and leadership for the NHS and social care workforce, and #socialcarefuture for social care reform and change. We still continue to serve statutory organisations such as local authorities (children and adult social care services) and with NHS providers and commissioners. This year we have been contracted to support NHS England with a range of projects.



Statement from the Chief Executive Officer For the year ended 31 March 2022

Highlights of some of our key achievements and activities over the year are below.

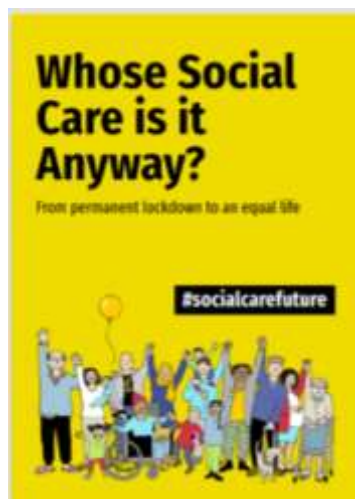
Social Care Future

In Control continue to be proud of hosting and support the Social Care Future National network. The aim is to help change how we conceive of care and support and tell a different story about what it can do to the wider public – one that they can get behind. This continues to create an amazing gathering of people collecting the best ideas, innovations and connections for the future of social care. Social Care Future has 4 voluntary convenors who bring a whole range of experience, passion and commitment to getting a better social care future. All of these convenors have had recent direct experience of receiving care and support for themselves or family member and also bring a variety of other experience. Social Care future have published the following.



This year we published the inquiry report led by Anna Severwright.

Anna states *“Too often the debates and decisions about social care are happening behind the scenes without us – the people who draw on social care - or we are invited as an afterthought or just as a ‘tick box’. Well we have had enough of that. So we decided to lead our own inquiry called ‘Whose Social Care is it Anyway?’*



Statement from the Chief Executive Officer For the year ended 31 March 2022

In this first stage of this inquiry, we heard from over 500 people, a huge thank you to everyone that spoke to us! Through a survey and online sessions we asked people to tell us about their experiences, the extent to which they experience Social Care Future's vision in their life at the moment. Sadly the majority of people we heard from who draw on social care told us that

their lives are restricted. Then we asked them what they think needs to change and their ideas for social care in the future that would mean living life the way they want to. From what people told us, we have pulled out 5 key changes; 5 things that we think if they happened would move us towards experiencing Social Care Future's vision in our lives.



You can find a link to this report [here](#)

Leadership programmes

Partners et al

We continue to run leadership programmes based on “Partner in Policymaking” based on the belief that people who need support and their families have always been the true experts on what they want and need in order to lead positive, fulfilling, successful lives.



The course is designed to train, identify, support and sustain a local network of people who work within statutory, providers or community alongside those who receive support. It instigates an

inclusive culture change for people who believe that things can be better for people and their families and who want to make a difference in their local community. It is about: Providing people with the right mix of information and inspiration, so they know what support is available and what is possible, in order for them to plan the best futures for themselves and other people in the community. Meeting & collaborating with others who want things to be better in the local area and making new contacts, which become incredibly powerful and make a real difference.

We have been developing a new online course, learning lessons that many people through the pandemic have been accessing information and support on line and remain in a position where they are not able to attend a face to face course. Therefore we are working to bringing it on line to start in Summer 2022

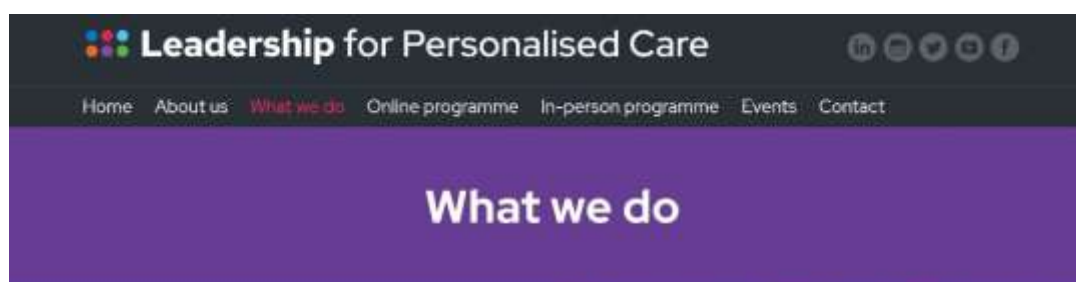
Link to flyer information is [here](#)

Statement from the Chief Executive Officer For the year ended 31 March 2022

Leadership for Personalised Care



We partner the Leadership for Personal Care along with the NHS England leadership for personal care team, the NHS leadership academy, Skills for care, Coalition for personal care and Think Local Act Personal (TLAP).



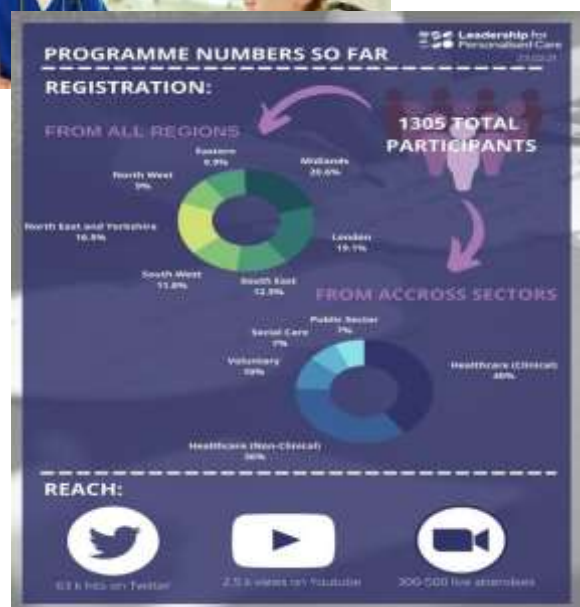
Our aim is to bring together and develop leaders at all levels from across the health and social care service through our programmes and work to unify over a common goal of Personalised Care.

We run various programmes for leaders in health, care and beyond. They are open to anyone who wants to gain the skills to lead change and are highly adaptable and accessible – there is a space in our community for everyone.



Whilst these events are usually done face to face live during the year we have continued to run regional programmes online. We have developed a website base for this that can be found >>

Leadership for Personalised [website link](#)

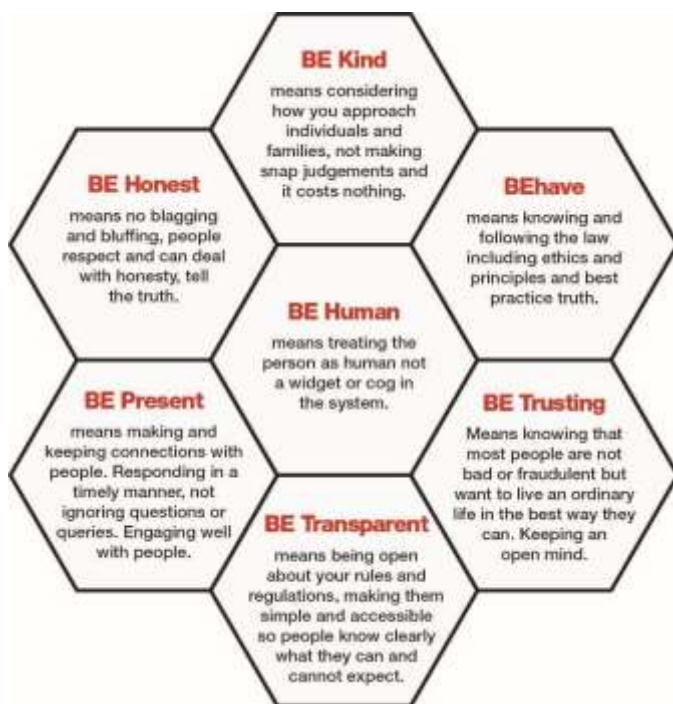


This programme was also a finalist for the HSJ Award - Best Educational programme for the NHS



Statement from the Chief Executive Officer For the year ended 31 March 2022

BE HUMAN



This work was financially supported via a grant from Esmee Fairburn. It's aim to make organization more human and follow the principles that we know make a massive difference to people. This moves away from it being about funding and puts the human element into the process. We can forget what people show us and tell us but we never forget how people make us feel.

Specific support to people who need support due to ill health, age or disabled

In Control gave an immediate platform for people who are on Direct Payments through a personal budget or personal health budget. This group was not mentioned in any early guidance. So since March 2020, we have continued to gather people to share information, ideas, concerns & plans. Previous webinars, the recordings can be found at: <https://be-human.org.uk/webinars/>



Statement from the Chief Executive Officer

For the year ended 31 March 2022

The webinars were able to be seen by people not able to access zoom but able to be shown on YouTube on their TV, so we were able to reach far more people who draw on long term health and social care than ever before.

In addition to the YouTube views above, below shows the number of people that have registered for the webinars to date:

16 Webinar sessions; 4,015 Registrants; 2,504 Attendees; 62% Attendance rate;

Be-Human website statistics from mid March 2020 to end April 2021

Views by country:

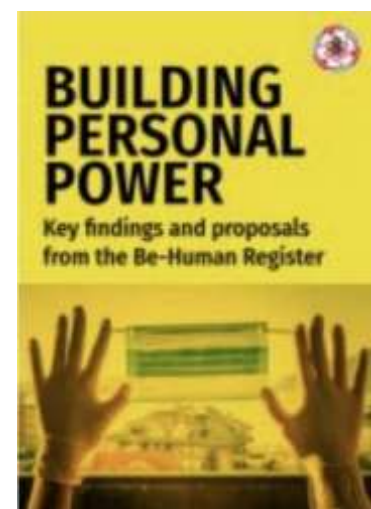
Country	Views
 United Kingdom	15,056
 United States	732
 Netherlands	225
 Finland	215
 France	138
 China	110
 Austria	105
 Ireland	102
 Canada	45
 Australia	33
 Portugal	31
 Germany	22



We also started the Register. The Be-Human partnership of organisations has been supported by the Esmée Fairbairn Foundation, to record experiences and offer advice and support to people affected by COVID-19 from very early on in the pandemic outbreak. The key elements of recording were described as: register, advice, conciliation, arbitration (RACA). RACA was formed by people and organisations connected to In Control Partnerships. It's a group of people who see the challenges faced in today's society where people, due to a lack of personal power, are often not seen for the individual human beings they are in their interactions with public services.

The formal objectives of the initiative were:

- To record experiences of health and social care support during the COVID – 19 pandemic and beyond
- To identify what went well and what not so well
- Where appropriate and practical to intervene and help to improve experiences
- To learn from experiences and develop best practice
- To inform future strategy particularly plans for future similar episodes



Statement from the Chief Executive Officer For the year ended 31 March 2022

It was very important to go beyond analysis and reporting with policy recommendations. We were clear at the outset of our intention to act as well as listen, where people wanted this.

We reported on our findings:

[iC-Building-Personal-Power-report-2021-SINGLE-FINAL.pdf](#) (be-human.org.uk)

and are in the process of our next report which will be published late spring time.

This describes the process of gaining support and information described here >



Over 15K have accessed Be Human for information linking to 1 and 2 of this process. Over 3K have attended webinars linking to 2 and 3.

There are over 300 individual situations who have benefited from direct support this over the last year linking from 2 to 5.

We have started to collate direct stories of how this has impacted on both people who work in and/or receive long term health and social care.

[Final-Story-AB.pdf](#) (be-human.org.uk)



Despite the massive challenges over the year, In Control are doing their utmost to continue with its mission and objectives. This is for the most due to an incredibly talented, dedicated & hard-working team at its core. My very grateful thanks to Gaynor Cockayne, Neil Crowther, Lynne Elwell, Wendy Kellett, Chris Hatton, Richard Holland, Tricia Nicoll, Martin Routledge & Anna Severwright also to our supporting bodies NHS England, Disability Rights UK, Learning Disability England & The Esmée Fairburn Foundation.

Over the next year we looking forward to enhancing the movements of social care future and Be Human. We will also be running the first UK partners in policymaking on line.

Julie Stansfield
Chief Executive Officer

Treasurer's Report

For the year ended 31 March 2022

Financial Review

Key Activities

In the past few years, In Control has adapted to new circumstances; from working from home to supporting its beneficiaries during a pandemic. As outlined by the Chair, In Control has continued to shift and adapt to new circumstances. In Control also continues to reorganize, develop and lead the way to meet the challenges. As the charity continues to adapt, the overarching aim remains always the same: to help build a better world for those who by reason of their circumstances are in need of additional support. Thus, key activities and sources of income remain from the provision of support services, programmes and projects to families and to organisations in the health, education and social care sectors.

The chief executive's report sets out in greater detail a description of key services delivered in 2021/22, the majority of which will continue to be delivered in 2022/23.

Financial Results

Our aim for 2021/22 was to operate across our programmes with a small surplus, while seeking to maintain costs at the same level as last year. During the year, various fixed costs have been effectively reduced as the charity now operates a 'cloud' based model with employees working from home. Costs related to salaries have also decreased as employees that have left the charity voluntarily have not been replaced.

Results for this year for 2021/22 shows a surplus of £18,892, (2021: deficit of £24,151). Income for the year was £623,120, an increase of £189,892 compared to the previous year (2021: £433,228).

The majority of the income in 2021/22 remains from product and programmes. In particular, programmes related to Integrated Personal Care which have almost doubled in 2022 bringing the total income to £544,284 (2021: £270,696).

As per previous years, given the challenging public sector budgets, income from membership activities has decreased significantly to £40,542 (2021: £68,211).

Grant income for the year was £28,000 (2021: £64,000) a notable decrease from 2021.

The largest part of In Control's expenditure, remains to be staff (contracted and associate) costs at £192,760 (2021 £203,493). As per previous years, we continue to closely monitor associate rates in line with the market and client expectations.

Reserves Policy

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

The charity reserves policy is to maintain a level of unrestricted funds that will enable the charity to ensure a continuity of activity and have the ability to adjust, in a measured way, to significant changes in the external economic environment and demands on the services provided by the charity. The Board of Trustees recognises that a level of unrestricted reserves sufficient to maintain the day-to-day operations of In Control for a period between 6 to 9 months is appropriate. At 31 March 2022 unrestricted reserves amounts to £ 382,422 (2021: £357,275) which meets the policy requirements to hold sufficient unrestricted reserves to cover expenditure for a period of up to 8 months.

Treasurer's Report

For the year ended 31 March 2022

Investment Policy

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

Cash balances remains positive with year-end cash £438,314, (2021: £528,633).

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

As a smaller charity, we benefit from the protection offered by the Financial Services Compensation Scheme of £85,000 per institution.

Governance and Control

The Finance and Business Committee met six times during 2021/22. Its purpose is to review budget preparation and management accounts, including progress against budgets, in order both to monitor performance and make recommendations to management as required.

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

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

Loredana Guetg-Wyatt

Honorary Treasurer

Trustees' Report

For the year ended 31 March 2022

The Trustees present their report and the audited financial statements of the charity for the year ended 31 March 2022. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, the requirements of a directors' report in company law, and Accounting and Reporting by Charities: the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

Principal aims and activities

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

The main objectives of In Control are set out in the Chief Executive Officer's report, which also details In Control's achievements and the plans for next year. In Control's legal and administrative details are set out on page 3.

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

Structure, governance and management legal structure

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

History

In Control was founded in 2003 by a small group of people who wanted to make life better for people needing support. It was responsible for pioneering the concept of self-directed support and developed individual/personal budgets as a way for people to take charge of their support. Inspired by the Independent Living and Inclusion Movement, In Control piloted the self-directed support model across six areas of England - bringing real, sustainable benefits with no increase in costs. Between 2005 and 2007, this work strongly influenced government policy and resulted in 'Putting People First', a national policy which introduced personal budgets. In Control is continuing to influence government policies affecting a wide range of support systems, including personal health budgets, criminal justice, and homelessness and continuing development in children's services and adult social care. In 2011, together with the Centre for Disability Research at Lancaster University, we developed the Personal Outcome Evaluation Tool (POET) and published the results of the First National Personal Budget Survey, identifying the outcomes and experiences of people using personal budgets, and those of their family carers, to better understand what improvements were needed. In 2014 the Care Act modernised and consolidated the law on adult social care in England into one statute, and the Children and Families Act introduced the most wide-ranging policy and practice reforms for children with SEND and their families for more than 30 years. Partners in policymaking et al, family leadership course continues to inform and inspire and

a publication of the “rights of passage” gave some legacy to the last 2 decades of partners. In Control continues its work to ensure the rhetoric noted from the legislation becomes a reality for people and families. In 2016 we supported the independent living group chaired by Baroness Campbell and completed a survey to assess what impact the Care Act is having on day to day life, this led to further reporting impact on payment cards and charging for social care. In 2019 two great initiatives were formed and hosted by In Control. Be Human is a movement aspiring to all and any organisations and companies to sign up to the 7 Be Human principles, noting that how people feel is not only important but powerful, recent publication “Building Personal Power” describes the work Be Human undertook during the pandemic. Social Care Futures created a mass gathering to create a vision of the social care future we want, this vision has such a broad consensus and continues to be very influential in the upcoming social care reforms.

Network and subscription structure

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

Governance and management The Board of Trustees

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

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

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

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

David Ashley
Susan Bott CBE (Vice Chair)
Gillian Crosby
Paul Davies
Clenton Farquharson MBE
Loredana Guetg-Wyatt – (Treasurer)
Helen Leonard
Joanna Webber (Chair)
Kevin Williams

Appointment and terms of office of Trustees

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

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

Trustee induction

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

Operations and staffing

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

Employees of In Control during the year

Gaynor Cockayne, business manager *
Lynne Elwell, head of imagination /
partners network
Wendy Kellett, finance assistant & admin
Martin Routledge, policy advisor *
Anna Severwright
Julie Stansfield, chief executive officer *

*Members of key management

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

Neil Crowther
Professor Chris Hatton
Richard Holland
Tricia Nicoll
Karen Saville
Andy Walker

Staff involvement

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

Staffing policies

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

Remuneration

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

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

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

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

Health and safety

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

Risk Management

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

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

- diversification of income minimised by actively shifting the balance of reliance on public service funding by seeking trust funds and exploring partnerships with other groups to share resource to meet the same outcomes.
- Surplus reserves have been utilised over the last year to invest in development activity. In Control have a reserves policy in place and mitigate risks by ensuring it is discussed as a standing agenda item at every Board of Trustee meeting.
- Internal control risks are minimised by the procedures in place for authorisation of expenditure and commitments. Insurance is in place.
- We are currently assessing and creating a strategy for the risk of loss of key staff

Financial control

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

Financial review

The financial review is set out in the Treasurer's report on page 12. A breakdown of charitable and fundraising activities can be found in note 3 to the financial statements. The Trustees confirm that the performance of these activities undertaken during the year sufficiently met those objectives of the charity set out in the Chief Executive Officer's Report on page 5.

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

Statement of responsibilities of the trustees

The trustees (who are also directors of In Control Partnerships for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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

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

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

The trustees' annual report has been approved by the trustees on 5 July 2022 and signed on their behalf by

On behalf of the board of Trustees

Loredana Guetg-Wyatt
Trustee

Independent examiner's report to the trustees of In Control Partnerships

I report to the trustees on my examination of the accounts of In Control Partnerships for the year ended 31 March 2022.

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

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

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

Signed:

Name: Fleur Holden FCA

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

Date: 12 July 2022

In Control Partnerships

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2022

	Note	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Income from:							
Donations	2	28,019	–	28,019	60,133	–	60,133
Charitable activities							
Membership	3	40,542	–	40,542	68,211	–	68,211
Products and programmes	3	544,284	9,815	554,099	278,968	25,383	304,351
Investments		460	–	460	533	–	533
Total income		613,305	9,815	623,120	407,845	25,383	433,228
Expenditure on:							
Charitable activities							
Membership	4	51,556	–	51,556	68,623	–	68,623
Products and programmes	4	532,794	19,878	552,672	290,513	98,243	388,756
Total expenditure		584,350	19,878	604,228	359,136	98,243	457,379
Net income / (expenditure) for the year before transfers	5	28,955	(10,063)	18,892	48,709	(72,860)	(24,151)
Transfers between funds		(3,808)	3,808	–	–	–	–
Net movement in funds		25,147	(6,255)	18,892	48,709	(72,860)	(24,151)
Reconciliation of funds:							
Total funds brought forward		357,275	6,255	363,530	308,566	79,115	387,681
Total funds carried forward		382,422	–	382,422	357,275	6,255	363,530

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 15 to the financial statements.

In Control Partnerships

Balance sheet

Company no. 06393960

As at 31 March 2022

	Note	£	2022 £	£	2021 £
Fixed assets:					
Tangible assets	10		–		–
			–		–
Current assets:					
Debtors	11	405,441		130,038	
Short term deposits		274,078		274,068	
Cash at bank and in hand		164,236		254,565	
		<u>843,755</u>		<u>658,671</u>	
Liabilities:					
Creditors: amounts falling due within one year	12	(461,333)		(295,141)	
Net current assets			<u>382,422</u>		<u>363,530</u>
Total net assets			<u>382,422</u>		<u>363,530</u>
The funds of the charity:	15a				
Restricted income funds			–		6,255
Unrestricted income funds:					
General funds		<u>382,422</u>		<u>357,275</u>	
Total unrestricted funds			<u>382,422</u>		<u>357,275</u>
Total charity funds			<u>382,422</u>		<u>363,530</u>

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

The directors acknowledge the following responsibilities:

- (i) The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,
- (ii) The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

Approved by the trustees on 5 July 2022 and signed on their behalf by

Loredana Guetg-Wyatt
Trustee

1 Accounting policies

a) Statutory information

In Control Partnerships is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is Invicta House, 108–114 Golden Lane, London, E1CY 0TL.

b) Basis of preparation

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

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

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

d) Going concern

The charity is heavily funded by central government contracts, membership income and income generated from products and programmes. Whilst some of this income is guaranteed for the year to 31 March 2023 the remainder is subject to uptake/renewal of memberships and commissioning and uptake of participation in programmes and the associated products.

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

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

e) Income

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

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

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

f) Interest receivable

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

g) Fund accounting

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

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

1 Accounting policies (continued)

h) Expenditure and irrecoverable VAT

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

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

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

i) Allocation of support costs

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

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

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

- | | |
|---------------------------|-----|
| • Membership | 25% |
| • Products and programmes | 75% |

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

j) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

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

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

- | | |
|-------------------------|-------------------|
| • Office equipment | 33% straight line |
| • Fixtures and fittings | 25% straight line |

k) Debtors

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

l) Short term deposits

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

m) Cash at bank and in hand

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

n) Creditors and provisions

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

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies (continued)

o) Financial instruments

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

p) Pensions

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

2 Income from donations

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Donations	1,352	–	1,352	133	–	133
Esmée Fairbairn	26,667	–	26,667	60,000	–	60,000
	<u>28,019</u>	<u>–</u>	<u>28,019</u>	<u>60,133</u>	<u>–</u>	<u>60,133</u>

3 Income from charitable activities

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Membership income:						
Community of Change	40,542	–	40,542	68,211	–	68,211
Sub-total for membership income	<u>40,542</u>	<u>–</u>	<u>40,542</u>	<u>68,211</u>	<u>–</u>	<u>68,211</u>
Income from products and programmes:						
Citizen Leadership	–	–	–	8,272	–	8,272
Social Care Future	–	9,815	9,815	–	25,383	25,383
Integrated Personal Care	544,284	–	544,284	270,696	–	270,696
Sub-total for products and programmes	<u>544,284</u>	<u>9,815</u>	<u>554,099</u>	<u>278,968</u>	<u>25,383</u>	<u>304,351</u>
Total income from charitable activities	<u>584,826</u>	<u>9,815</u>	<u>594,641</u>	<u>347,179</u>	<u>25,383</u>	<u>372,562</u>

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2022

4a Analysis of expenditure (current year)

	Charitable activities					
	Membership £	Products and Programmes £	Governance costs £	Support costs £	2022 Total £	2021 Total £
Staff costs (Note 6)	12,800	94,020	–	85,940	192,760	203,493
Advertising	–	–	–	233	233	1,017
Independent examination and accountancy	–	–	3,243	–	3,243	3,579
Consultancy	–	–	–	–	–	–
Events	9,927	372,165	126	99	382,317	233,613
Other expenses	–	–	18,624	2,615	21,239	8,546
Premises expenses	–	–	–	–	–	–
Stationery and other office costs	–	–	–	4,436	4,436	7,131
Support costs	23,331	69,992	–	(93,323)	–	–
Governance costs	5,498	16,495	(21,993)	–	–	–
Total expenditure 2022	51,556	552,672	–	–	604,228	
Total expenditure 2021	68,623	388,756	–	–		457,379

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2022

4b Analysis of expenditure (prior year)

	Charitable activities					
	Membership £	Products and Programmes £	Governance costs £	Support costs £	2021 Total £	2020 Total £
Staff costs (Note 6)	34,695	131,403	–	37,395	203,493	221,225
Advertising	–	–	–	1,017	1,017	758
Independent examination and accountancy	–	–	3,579	–	3,579	2,800
Consultancy	–	–	–	–	–	(1,000)
Events	19,280	213,805	267	261	233,613	121,783
Other expenses	42	–	5,653	2,851	8,546	22,222
Premises expenses	–	–	–	–	–	4,891
Stationery and other office costs	146	168	–	6,817	7,131	6,061
Taxation	–	–	–	–	–	(6,191)
Support costs	12,085	36,256	–	(48,341)	–	–
Governance costs	2,375	7,124	(9,499)	–	–	–
Total expenditure 2021	68,623	388,756	–	–	457,379	
Total expenditure 2020	99,810	272,739	–	–		372,549

5 Net income / (expenditure) for the year before transfers

This is stated after charging:

	2022 £	2021 £
Independent examiner's remuneration (excluding VAT):		
Accounts preparation	1,700	1,600
Independent examination fee	2,100	2,000
	<u>3,800</u>	<u>3,600</u>

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

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	170,105	175,808
Social security costs	13,087	17,501
Employer's contribution to defined contribution pension schemes	9,568	10,184
	<u>192,760</u>	<u>203,493</u>

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

	2022 No.	2021 No.
£70,000 – £79,999	1	1

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £166,352 (2021: £163,391).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2021: £nil) incurred by 0 (2021: 0) members relating to attendance at meetings of the trustees.

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2022

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 6 (2021: 6).

Staff are split across the activities of the charity as follows (full time equivalent basis):

	2022 No.	2021 No.
Operational Roles	2.4	2.3
Administrative	0.6	0.8
	3.0	3.1

8 Related party transactions

There are no related party transactions to disclose for 2022 (2021: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

9 Taxation

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

10 Tangible fixed assets

	Fixtures and fittings £	Computer equipment £	Total £
Cost			
At the start of the year	1,389	26,777	28,166
Disposals in year	–	(26,777)	(26,777)
At the end of the year	1,389	–	1,389
Depreciation			
At the start of the year	1,389	26,777	28,166
Eliminated on disposal	–	(26,777)	(26,777)
At the end of the year	1,389	–	1,389
Net book value			
At the end of the year	–	–	–
At the start of the year	–	–	–

All of the above assets are used for charitable purposes.

11 Debtors

	2022 £	2021 £
Trade debtors	404,825	129,290
Prepayments and accrued income	616	748
	405,441	130,038

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2022

12 Creditors: amounts falling due within one year

	2022	2021
	£	£
Trade creditors	36,818	13,869
Taxation and social security	47,050	20,710
Accruals	3,898	38,529
Deferred income (note 13)	373,567	222,033
	461,333	295,141

13 Deferred income

Deferred income relates to contractual activity that will be taking place in the next reporting period.

	2022	2021
	£	£
Balance at the beginning of the year	222,033	167,416
Amount released to income in the year	(222,033)	(167,416)
Amount deferred in the year	373,567	222,033
Balance at the end of the year	373,567	222,033

14a Analysis of net assets between funds (current year)

	Unrestricted	Restricted	Total funds
	£	£	£
Net current assets	382,422	–	382,422
Net assets at 31 March 2022	382,422	–	382,422

14b Analysis of net assets between funds (prior year)

	Unrestricted	Restricted	Total funds
	£	£	£
Net current assets	357,275	6,255	363,530
Net assets at 31 March 2021	357,275	6,255	363,530

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2022

15a Movements in funds (current year)

	At 1 April 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2022 £
Restricted funds:					
Social Care Future Programme	6,255	9,815	(19,878)	3,808	–
Total restricted funds	6,255	9,815	(19,878)	3,808	–
Total unrestricted funds	357,275	613,305	(584,350)	(3,808)	382,422
Total funds	363,530	623,120	(604,228)	–	382,422

The narrative to explain the purpose of each fund is given at the foot of the note below.

15b Movements in funds (prior year)

	At 31 March 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2021 £
Restricted funds:					
Social Care Future	79,115	25,383	(98,243)	–	6,255
Total restricted funds	79,115	25,383	(98,243)	–	6,255
Total unrestricted funds	308,566	407,845	(359,136)	–	357,275
Total funds	387,681	433,228	(457,379)	–	363,530

Purposes of restricted funds

Social Care Future – this is a National Initiative that In Control are administering. The funds are donated for the purpose of bringing partners together from across the Social Care Field to work towards a better future for Social Care for people and families in England. This initiative works to our charity objectives of partnership working to advance the education of the public in relation to the needs of people who need additional support.

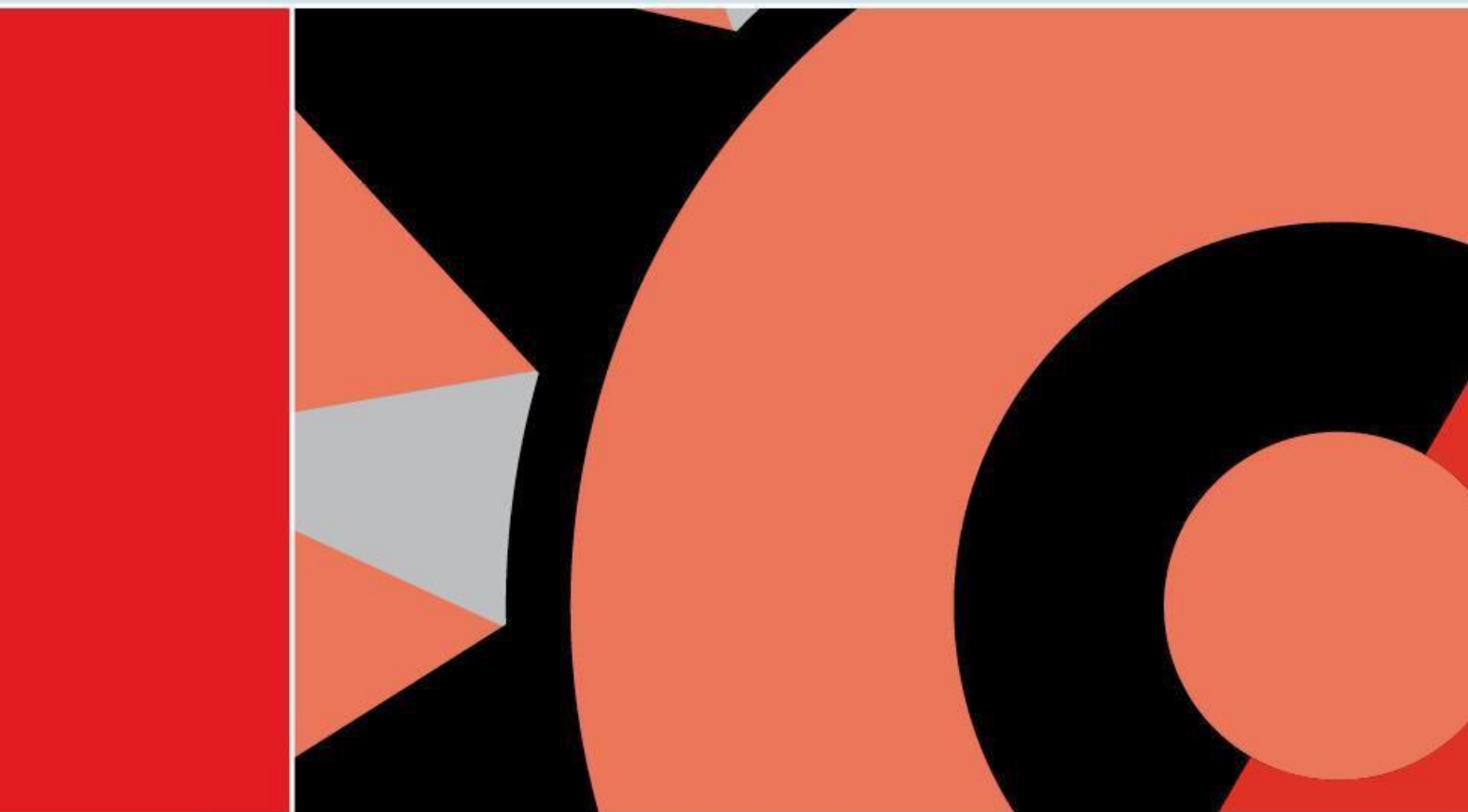
Transfers

Social Care Future – the transfer of £3,808 represents the funding of part of the initiative from the charity's unrestricted funds.

16 Legal status of the charity

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

Accounts



In Control Partnerships

Trustees' report and accounts for the year ended 31 March 2021

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

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Reference and administrative information

For the year ended 31 March 2021

Trustees	Clenton Farquharson MBE Loredana Guetg-Wyatt (Treasurer) Susan Bott CBE (vice chair) Gillian Crosby Paul Davies Joanna Webber (Chair) Kevin Williams David Peter Ashley (appointed 27 May 2021)
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Chief executive officer	Julie Stansfield
Company secretary	Julie Stansfield
Charity number	1130761
Company number	06393960
Principal address	PO BOX 16749 Solihull West Midlands B90 9LA
Registered address	Invicta House 108-114 Golden Lane, London EC1Y 0TL
Independent Examiner	Fleur Holden Sayer Vincent LLP Invicta House 108-114 Golden Lane, London EC1Y 0TL
Bankers	Barclays Bank Plc Mell Square 19-21 Mill Lane Solihull B91 3AR The Co-operative Bank Plc 80 Cornhill London EC3V 3NJ

Chair's Report

For the year ended 31 March 2021

As the chair of In Control, I am presenting its thirteenth annual report.

The need for a neutral and independent, charitable entity to influence the wider national welfare agenda continues and amplifies within the current coronavirus status. In Control has, as part of its mission, to champion the maintenance of strong ethical values and principles in the delivery of self-directed support. It has strength through its "people power", its thought leadership and practical innovation. It has offered very timely support and services to the challenges being faced by many in the current circumstances.

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

As Julie reports, in its thirteenth year of operation as an independent entity, In Control has needed to shift and adapt to the circumstances we now face. In Control continues to reorganize, develop and leads the way to meet the challenges. The hosting of such an array of innovative movements covering people who draw on health and social care, the workforce, the public and development of leaders bring hope that positive change can be made for the benefit of our society as a whole.

In Control is continuing to build on the firm foundations which have been created during its lifetime through the hard work and dedication of its staff and through the people that it serves and I would like to send my heartfelt thanks to everyone who works with and for the charity. I would also like to express my personal thanks to all the Trustees, both past and present who have been involved in the work of the charity. Your enthusiasm and commitment sets us in good stead for the future and it is much appreciated.

Jo Webber

Chair of In Control Partnerships Board of Trustees

Statement from the Chief Executive Officer For the year ended 31 March 2021

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

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

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

I report that in our thirteen year of operation we have continued to change and develop as an organisation. In particular, this year has continued our focus on the challenge between the rhetoric and the reality and significantly to give support and report during Covid-19.



In Control is hosting and serving a range of movements and organisations in order to meet our objectives.

We host a range of innovative activity which cover public perception and support, leadership for people who are recipients of support and leadership for the NHS and social care workforce, and #socialcarefuture for social care reform and change. We still continue to serve our members in local authority children and adult social care services and with NHS providers and commissioners. This year we have been contracted to support NHS England with a range of projects.



Statement from the Chief Executive Officer For the year ended 31 March 2021

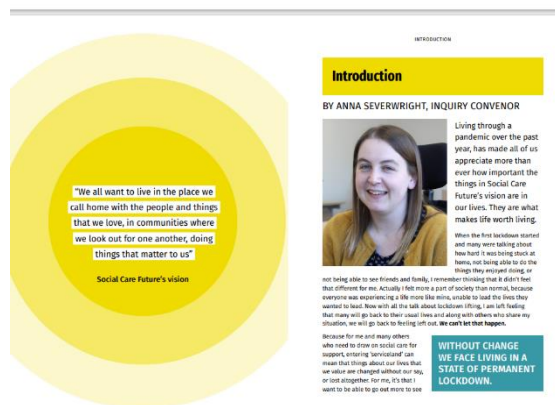
Highlights of some of our key achievements and activities over the year are below.

Social Care Future

In Control continue to be proud of hosting and support the Social Care Future National network. The aim is to help change how we conceive of care and support and tell a different story about what it can do to the wider public – one that they can get behind. This continues to create an amazing gathering of people collecting the best ideas, innovations and connections for the future of social care. Social Care Future has 4 voluntary convenors who bring a whole range of experience, passion and commitment to getting a better social care future. All of these convenors have had recent direct experience of receiving care and support for themselves or family member and also bring a variety of other experience. This year Social Care future have published the following

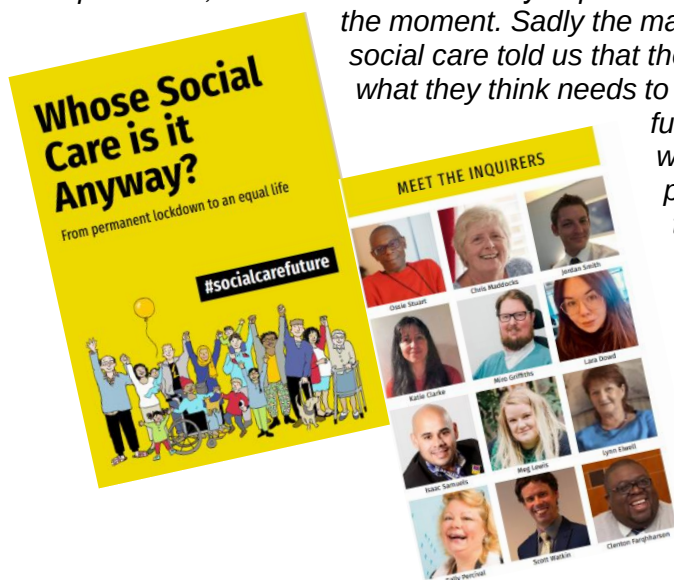


We are just in the process of publishing the inquiry report led by Anna Severwright. Anna states *“Too often the debates and decisions about social care are happening behind the scenes without us – the people who draw on social care - or we are invited as an afterthought or just as a ‘tick box’. Well we have had enough of that. So we decided to lead our own inquiry called ‘Whose Social Care is it Anyway?’*



Statement from the Chief Executive Officer For the year ended 31 March 2021

In this first stage of this inquiry, we heard from over 500 people, a huge thank you to everyone that spoke to us! Through a survey and online sessions we asked people to tell us about their experiences, the extent to which they experience Social Care Future's vision in their life at the moment. Sadly the majority of people we heard from who draw on social care told us that their lives are restricted. Then we asked them what they think needs to change and their ideas for social care in the future that would mean living life the way they want to. From what people told us, we have pulled out 5 key changes; 5 things that we think if they happened would move us towards experiencing Social Care Future's vision in our lives



[Watch out for this report launching on the 27th May 2021](#)

Leadership programmes

Partners et al

We continue to run leadership programmes based on “Partner in Policymaking”, We completed the second “All Together Better” course in Somerset. All Together Better is based on the belief that people who need support and their families have always been the true experts on what they want and need in order to lead positive, fulfilling, successful lives.

People leadership



The course is designed to train, identify, support and sustain a local network of people who work within statutory, providers or community alongside those who receive support. It instigates an inclusive culture change for people who believe that things can be better for people and their families and who want to make a difference in their local community. It is about: Providing people with the right mix of information and inspiration, so they know what support is available and what is possible, in order for them to plan the best futures for themselves and other people in the community.

Meeting & collaborating with others who want things to be better in the local area and making new contacts, which become incredibly powerful and make a real difference.

Statement from the Chief Executive Officer For the year ended 31 March 2021

Leadership for Personalised Care



We partner the Leadership for Personal Care along with the NHS England leadership for personal care team, the NHS leadership academy, Skills for care, Coalition for personal care and Think Local Act Personal (TLAP).

A screenshot of the 'Leadership for Personalised Care' website. The header features the organization's logo and name, followed by a navigation menu with links: Home, About us, What we do (highlighted in red), Online programme, In-person programme, Events, and Contact. Social media icons for LinkedIn, Instagram, Twitter, YouTube, and Facebook are also present. The main content area has a large purple banner with the text 'What we do'. Below this banner, on the left, is a text block about the organization's aim and programs. On the right is a photograph of a healthcare professional in blue scrubs talking to a patient in a hospital setting.

Leadership for Personalised Care

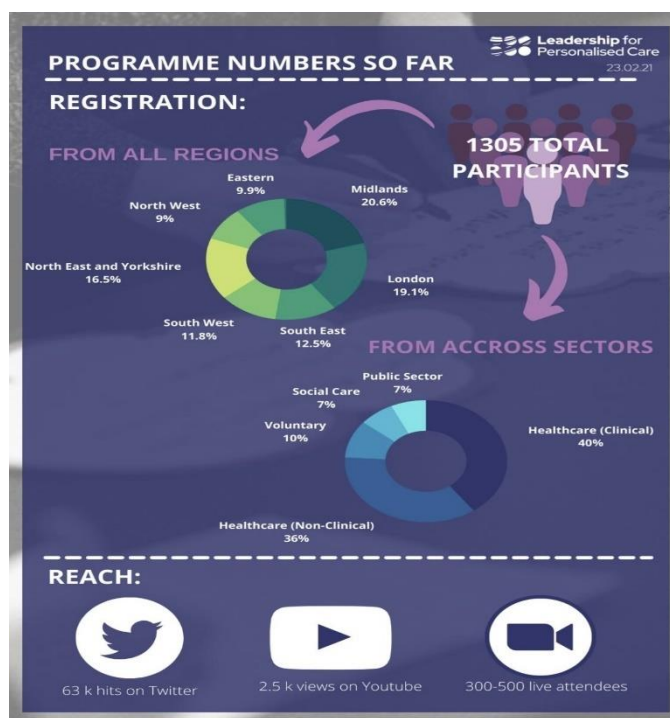
Home About us **What we do** Online programme In-person programme Events Contact

What we do

Our aim is to bring together and develop leaders at all levels from across the health and social care service through our programmes and work to unify over a common goal of Personalised Care.

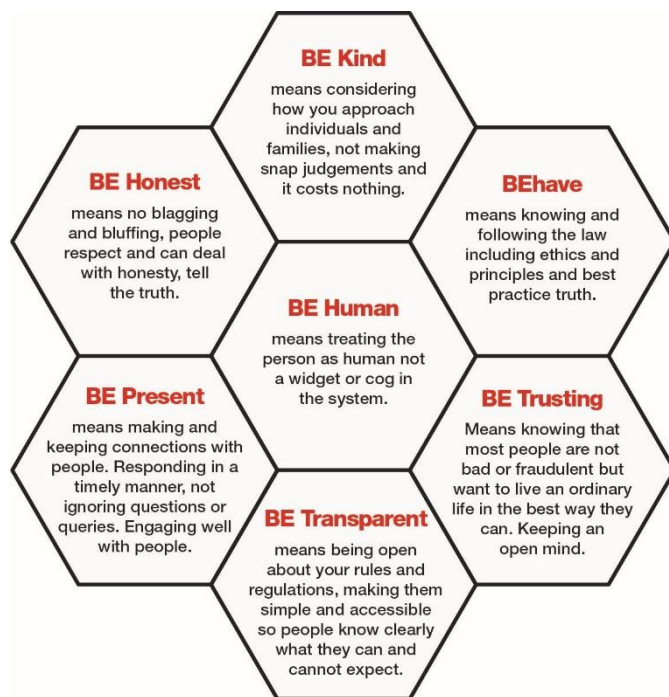
We run various programmes for leaders in health, care and beyond. They are open to anyone who wants to gain the skills to lead change and are highly adaptable and accessible – there is a space in our community for everyone.

Whilst these events are usually done face to face live during the year 5 masterclasses were run online for free and open to anyone. We are capturing this via recording the events and posting them on You tube and hosting them on a website which is about to be launched.



Statement from the Chief Executive Officer For the year ended 31 March 2021

BE HUMAN



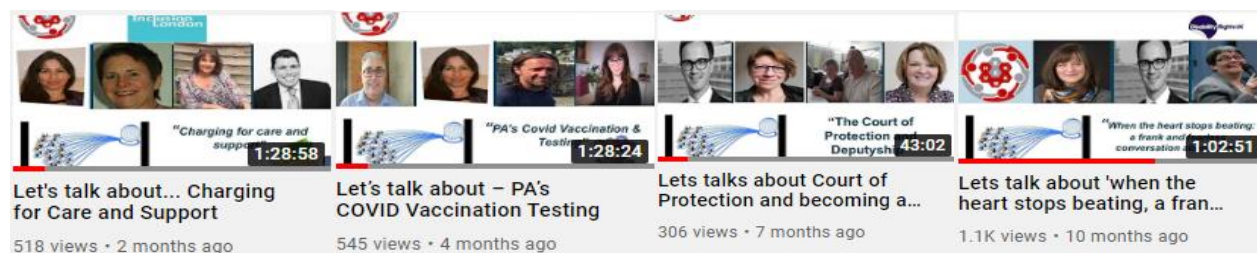
This work was financially supported via a grant from Esmee Fairburn. It's aim to make organization more human and follow the principles that we know make a massive difference to people. This moves away from it being about funding and puts the human element into the process. We can forget what people show us and tell us but we never forget how people make us feel.

Specific support to people who need support due to ill health, age or disabled

In Control gave an immediate platform for people who are on Direct Payments through a personal budget or personal health budget. This group was not mentioned in any early guidance. So from March 2020, we have continued to gather people to share information, ideas, concerns & plans.

In all we have hosted 16 webinars, the recordings can be found at:

<https://be-human.org.uk/webinars/>



Statement from the Chief Executive Officer

For the year ended 31 March 2021

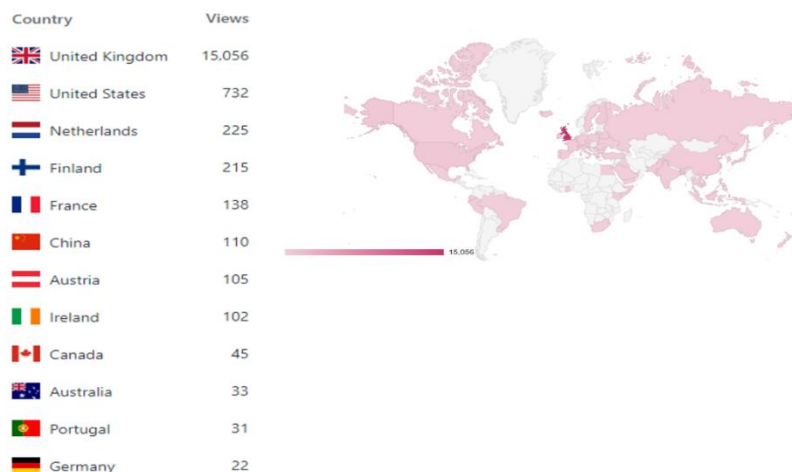
The webinars were able to be seen by people not able to access zoom but able to be shown on YouTube on their TV, so we were able to reach far more people who draw on long term health and social care than ever before.

In addition to the YouTube views above, below shows the number of people that have registered for the webinars to date:

16 Webinar sessions; 4,015 Registrants; 2,504 Attendees; 62% Attendance rate;

Be-Human website statistics from mid March 2020 to end April 2021

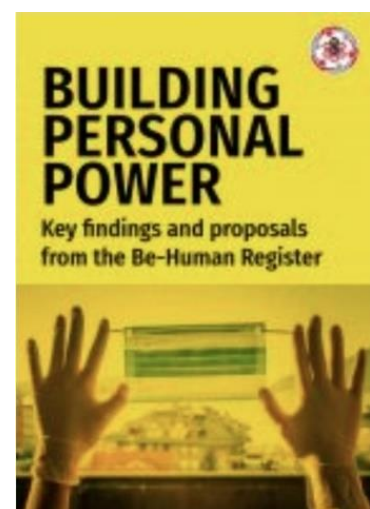
Views by country:



We also started the Register. The Be-Human partnership of organisations has been supported by the Esmée Fairbairn Foundation, to record experiences and offer advice and support to people affected by COVID-19 from very early on in the pandemic outbreak. The key elements of recording were described as: register, advice, conciliation, arbitration (RACA). RACA was formed by people and organisations connected to In Control Partnerships. It's a group of people who see the challenges faced in today's society where people, due to a lack of personal power, are often not seen for the individual human beings they are in their interactions with public services.

The formal objectives of the initiative were:

- To record experiences of health and social care support during the COVID – 19 pandemic and beyond
- To identify what went well and what not so well
- Where appropriate and practical to intervene and help to improve experiences
- To learn from experiences and develop best practice
- To inform future strategy particularly plans for future similar episodes

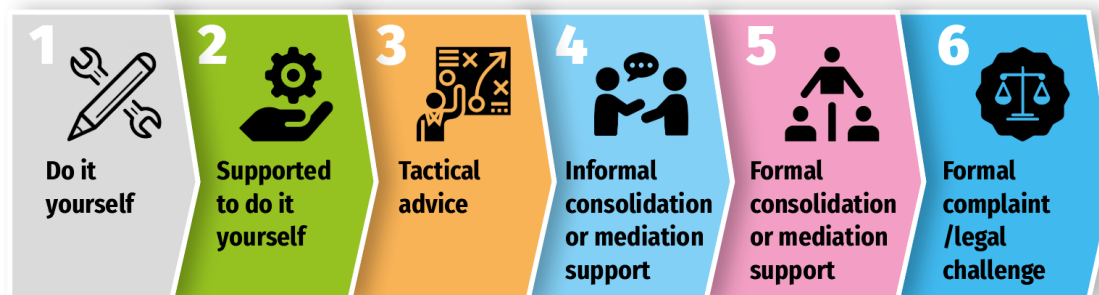


It was very important to go beyond analysis and reporting with policy recommendations. We were clear at the outset of our intention to act as well as listen, where people wanted this.

We reported on our findings:

[iC-Building-Personal-Power-report-2021-SINGLE-FINAL.pdf \(be-human.org.uk\)](https://be-human.org.uk/iC-Building-Personal-Power-report-2021-SINGLE-FINAL.pdf)

This describes the process of gaining support and information described here >



Over 15K have accessed Be Human for information linking to 1 and 2 of this process. Over 3K have attended webinars linking to 2 and 3.

There are over 300 individual situations who have benefited from direct support this over the last year linking from 2 to 5.

We have started to collate direct stories of how this has impacted on both people who work in and/or receive long term health and social care.

[Final-Story-AB.pdf \(be-human.org.uk\)](https://be-human.org.uk/Final-Story-AB.pdf)

1. Do it Yourself.

Where people effectively know what they need and can access it themselves from the on-line resources of the Be-Human partnership or other sources such as government or government agencies like NHS England. People then feel confident to represent themselves in engagement with public agency practitioners or managers.

2. Supported Do it Yourself.

Where people might know they need something but are not sure what, need to be listened to and then signposted to relevant information and advice which they can then use to represent themselves.

3. Tactical Advice.

This was where people were wanting help to make a persuasive case effectively to public agencies in order to get the best outcomes. It could include, for example, wording and structuring communications and making effective use of guidance relevant to specific situations.

4. Informal consolidation or mediation support.

People wanting tactical advice and assistance as above but also support to take this forward or mediate the situation with public services to avoid dispute.

5. Formal consolidation or mediation support.

This usually happened when people were already in dispute with public service bodies or where a request came through from such a body for formal support from a trusted independent body.

6. Formal complaint/legal challenge.

This might be through local complaints procedures to a statutory body such as Ofsted or CQC etc. If through a legal route this might be via a solicitor or the Local Government Ombudsman.

Despite the massive challenges over the year, In Control are doing their utmost to continue with its mission and objectives. This is for the most due to an incredibly talented, dedicated & hard-working team at its core. My very grateful thanks to Gaynor Cockayne, Lynne Elwell, Wendy Kellett, Chris Hatton, Richard Holland, Tricia Nicoll & Martin Routledge, also to our supporting bodies NHS England, Disability Rights UK, Learning Disability England & The Esmee Fairburn Foundation.

Over the next year we looking forward to enhancing the movements of social care future and Be Human. We will also be piloting the first UK partners in policymaking on line.

Julie Stansfield
Chief Executive Officer

Treasurer's Report

For the year ended 31 March 2021

Financial Review

Key Activities

In the past year, In Control has adapted to new circumstances; from working from home to supporting its beneficiaries during a pandemic. As outlined by the Chairman, In Control continues to reorganize, develop and leads the way to meet the challenges. Nevertheless, key activities and sources of income remain from the provision of support services, programmes and projects to families and to organisations in the health, education and social care sectors.

The chief executive's report sets out in greater detail a description of key services delivered in 2020/21, some of which will continue to be delivered in 2021/22.

Financial Results

Our aim for 2020/21 was to operate across our programmes with a small surplus, while seeking to reduce costs further. During the year, various fixed costs have been effectively reduced as the charity now operates a 'cloud' based model with employees working from home. Costs related to salaries have also decreased as employees that have left the charity voluntarily have not been replaced.

During 20120/21 we have received several donations related to the Social Care Future Programme £25,383. The funds are donated for the purpose of bringing partners together from across the Social Care Field to work towards a better future for Social Care for people and families in England. These donations are restricted in nature and In Control is responsible for the administration of the fund. These donations are mainly utilised to cover expenses for social gatherings and research. As the plan for research crossed over 2 financial years, we did not utilise the full donations during 2019/2020 resulting in a surplus of £79,115 which was accounted as restricted reserve in last year's accounts.

Results for this year for 2020/21 shows an overall deficit of £24,151 (2020: surplus of £87,682). Income for the year was £433,228 a decrease of £27,004 compared to the previous year (2020: £460,232).

As expected, given the challenging public sector budgets, income from membership activities has decreased significantly to £68,211 (2020: £85,992).

Grant income for the year was £60,000 (2020: £40,000) a notable increase from 2020 largely due to securing foundation grants for supporting personnel costs from the Esmée Fairbairn Foundation.

The largest part of In Control's expenditure, remains to be staff (contracted and associate) costs at £203,493 (2020: £221,225). As per previous years, we continue to closely monitor associate rates in line with the market and client expectations.

Reserves Policy

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

Treasurer's Report

For the year ended 31 March 2021

The charity reserve policy is to maintain a level of unrestricted funds that will enable the charity to ensure a continuity of activity and have the ability to adjust, in a measured way, to significant changes in the external economic environment and demands on the services provided by the charity. The Board of Trustees recognises that a level of unrestricted reserves sufficient to maintain the day to day operations of In Control for a period between 6 to 9 months is appropriate. At 31 March 2021 unrestricted reserves amounts to £357,275 which meets the policy requirements to hold sufficient unrestricted reserves to cover expenditure for a period of up to 8 months.

Investment Policy

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

Cash balances remains positive with year-end cash £528,633 (2020: £486,595).

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

As a smaller charity, we benefit from the protection offered by the Financial Services Compensation Scheme of £85,000 per institution.

Governance and Control

The Finance and Business Committee met four times during 2020/21. Its purpose is to review budget preparation and management accounts, including progress against budgets, in order both to monitor performance and make recommendations to management as required.

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

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

Loredana Guetg-Wyatt

Honorary Treasurer

Trustees' Report

For the year ended 31 March 2021

The Trustees present their report and the audited financial statements of the charity for the year ended 31 March 2021. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, the requirements of a directors' report in company law, and Accounting and Reporting by Charities: the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

Principal aims and activities

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

The main objectives of In Control are set out in the Chief Executive Officer's report, which also details In Control's achievements and the plans for next year. In Control's legal and administrative details are set out on page 3.

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

Structure, governance and management legal structure

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

History

In Control was founded in 2003 by a small group of people who wanted to make life better for people needing support. It was responsible for pioneering the concept of self-directed support and developed individual/personal budgets as a way for people to take charge of their support. Inspired by the Independent Living and Inclusion Movement, In Control piloted the self-directed support model across six areas of England - bringing real, sustainable benefits with no increase in costs. Between 2005 and 2007, this work strongly influenced government policy and resulted in 'Putting People First', a national policy which introduced personal budgets. In Control is continuing to influence government policies affecting a wide range of support systems, including personal health budgets, criminal justice, and homelessness and continuing development in children's services and adult social care. In 2011, together with the Centre for Disability Research at Lancaster University, we developed the Personal Outcome Evaluation Tool (POET) and published the results of the First National Personal Budget Survey, identifying the outcomes and experiences of people using personal budgets, and those of their family carers, to better understand what improvements were needed. In 2014 the Care Act modernised and consolidated the law on adult social care in England into one statute, and the Children and Families Act introduced the most wide-ranging policy and practice reforms for children with SEND and their families for more than 30 years. Partners in policymaking et al, family leadership course continues to inform and inspire and

a publication of the “rights of passage” gave some legacy to the last 2 decades of partners. In Control continues its work to ensure the rhetoric noted from the legislation becomes a reality for people and families. In 2016 we supported the independent living group chaired by Baroness Campbell and completed a survey to assess what impact the Care Act is having on day to day life, this led to further reporting impact on payment cards and charging for social care. In 2019 two great initiatives were formed and hosted by In Control. Be Human is a movement aspiring to all and any organisations and companies to sign up to the 7 Be Human principles, noting that how people feel is not only important but powerful, recent publication “Building Personal Power” describes the work Be Human undertook during the pandemic. Social Care Futures created a mass gathering to create a vision of the social care future we want, this vision has such a broad consensus and continues to be very influential in the up coming social care reforms.

Network and subscription structure

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

Governance and management The Board of Trustees

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

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

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

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

Susan Bott CBE (Vice Chair)
Gillian Crosby
Paul Davies
Clenton Farquharson MBE
Loredana Guetg-Wyatt – (Treasurer)
Joanna Webber (Chair)
Kevin Williams

Appointment and terms of office of Trustees

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

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

Trustee induction

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

Operations and staffing

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

Employees of In Control during the year

Gaynor Cockayne, office manager *

Lynne Elwell, head of imagination

Wendy Kellett, finance assistant & admin

Martin Routledge, policy advisor *

Julie Stansfield, chief executive officer *

John Waters, research and evaluation manager *

Professor Chris Hatton

*Members of key management

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

Tricia Nicoll

Richard Holland

Neil Crowther

Karen Saville

Andy Walker

Staff involvement

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

Staffing policies

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

Remuneration

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

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

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

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

Health and safety

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

Risk Management

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

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

- diversification of income minimised by actively shifting the balance of reliance on public service funding by seeking trust funds and exploring partnerships with other groups to share resource to meet the same outcomes.
- Surplus reserves have been utilised over the last year to invest in development activity. In Control have a reserves policy in place and mitigate risks by ensuring it is discussed as a standing agenda item at every Board of Trustee meeting.
- Internal control risks are minimised by the procedures in place for authorisation of expenditure and commitments. Insurance is in place.

Financial control

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

Financial review

The financial review is set out in the Treasurer's report on page 12 . A breakdown of charitable and fundraising activities can be found in note 3 to the financial statements. The Trustees

confirm that the performance of these activities undertaken during the year sufficiently met those objectives of the charity set out in the Chief Executive Officer's Report on page 5.

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

Statement of responsibilities of the trustees

The trustees (who are also directors of In Control Partnerships for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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

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

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

The trustees' annual report has been approved by the trustees on 6 July 2021 and signed on their behalf by

On behalf of the board of Trustees

Loredana Guetg-Wyatt
Trustee

Independent examiner's report to the trustees of In Control Partnerships

I report to the trustees on my examination of the accounts of In Control Partnerships for the year ended 31 March 2021.

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

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

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

Signed

28 September 2021

Fleur Holden FCA

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

In Control Partnerships

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2021

	Note	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Income from:							
Donations	2	60,133	–	60,133	42,509	–	42,509
Charitable activities							
Membership	3	68,211	–	68,211	85,992	–	85,992
Products and programmes	3	278,968	25,383	304,351	231,903	98,100	330,004
Investments		533	–	533	1,727	–	1,727
Total income		407,845	25,383	433,228	362,131	98,100	460,232
Expenditure on:							
Charitable activities							
Membership	4	68,623	–	68,623	99,810	–	99,810
Products and programmes	4	290,513	98,243	388,756	253,754	18,985	272,739
Total expenditure		359,136	98,243	457,379	353,564	18,985	372,550
Net movement in funds		48,709	(72,860)	(24,151)	8,567	79,115	87,682
Reconciliation of funds:							
Total funds brought forward		308,566	79,115	387,681	299,999	–	299,999
Total funds carried forward		357,275	6,255	363,530	308,566	79,115	387,681

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 15 to the financial statements.

In Control Partnerships

Balance sheet

Company no. 06393960

As at 31 March 2021

	Note	£	2021 £	£	2020 £
Fixed assets:					
Tangible assets	10		–		–
			–		–
Current assets:					
Debtors	11	130,038		126,907	
Short term deposits		274,068		298,070	
Cash at bank and in hand		254,565		188,525	
		658,671		613,502	
Liabilities:					
Creditors: amounts falling due within one year	12	(295,141)		(225,821)	
Net current assets			363,530		387,681
Total net assets			363,530		387,681
The funds of the charity:	15a				
Restricted income funds			6,255		79,115
Unrestricted income funds:					
General funds		357,275		308,566	
Total unrestricted funds			357,275		308,566
Total charity funds			363,530		387,681

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

The directors acknowledge the following responsibilities:

- (i) The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,
- (ii) The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

Approved by the trustees on 6 July 2021 and signed on their behalf by

Loredana Guetg-Wyatt
Trustee

1 Accounting policies

a) Statutory information

In Control Partnerships is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is Invicta House, 108–114 Golden Lane, London, E1CY 0TL.

b) Basis of preparation

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

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

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

d) Going concern

The charity is heavily funded by central government contracts, membership income and income generated from products and programmes. Whilst some of this income is guaranteed for the year to 31 March 2022 the remainder is subject to uptake/renewal of memberships and uptake of participation in programmes and the associated products.

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

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

e) Income

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

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

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

f) Interest receivable

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

g) Fund accounting

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

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

1 Accounting policies (continued)

h) Expenditure and irrecoverable VAT

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

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

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

i) Allocation of support costs

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

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

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

- | | |
|---------------------------|-----|
| • Membership | 25% |
| • Products and programmes | 75% |

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

j) Tangible fixed assets

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

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

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

- | | |
|-------------------------|-------------------|
| • Office equipment | 33% straight line |
| • Fixtures and fittings | 25% straight line |

k) Debtors

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

l) Short term deposits

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

m) Cash at bank and in hand

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

n) Creditors and provisions

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

1 Accounting policies (continued)**o) Financial instruments**

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

p) Pensions

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

2 Income from donations

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Donations	133	–	133	2,509	–	2,509
Esmee Fairbairn	60,000	–	60,000	40,000	–	40,000
	<u>60,133</u>	<u>–</u>	<u>60,133</u>	<u>42,509</u>	<u>–</u>	<u>42,509</u>

3 Income from charitable activities

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Membership income:						
Community of Change	68,211	–	68,211	85,992	–	85,992
Sub-total for membership income	<u>68,211</u>	<u>–</u>	<u>68,211</u>	<u>85,992</u>	<u>–</u>	<u>85,992</u>
Income from products and programmes:						
Citizen Leadership	8,272	–	8,272	53,648	–	53,648
Social Care Future	–	25,383	25,383	–	98,100	98,100
Integrated Personal Care	270,696	–	270,696	178,256	–	178,256
Sub-total for products and programmes	<u>278,968</u>	<u>25,383</u>	<u>304,351</u>	<u>231,903</u>	<u>98,100</u>	<u>330,004</u>
Total income from charitable activities	<u>347,179</u>	<u>25,383</u>	<u>372,562</u>	<u>317,895</u>	<u>98,100</u>	<u>415,995</u>

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2021

4a Analysis of expenditure (current year)

	Charitable activities					
	Membership £	Products and Programmes £	Governance costs £	Support costs £	2021 Total £	2020 Total £
Staff costs (Note 6)	34,695	131,403	–	37,395	203,493	221,225
Advertising	–	–	–	1,017	1,017	758
Independent examination and accountancy	–	–	3,579	–	3,579	2,800
Consultancy	–	–	–	–	–	(1,000)
Events	19,280	213,805	267	261	233,613	121,783
Other expenses	42	–	5,653	2,851	8,546	22,222
Premises expenses	–	–	–	–	–	4,891
Stationery and other office costs	146	168	–	6,817	7,131	6,061
Taxation	–	–	–	–	–	(6,191)
	54,163	345,376	9,499	48,341	457,379	372,549
Support costs	12,085	36,256	–	(48,341)	–	–
Governance costs	2,375	7,124	(9,499)	–	–	–
Total expenditure 2021	68,623	388,756	–	–	457,379	
Total expenditure 2020	99,810	272,739	–	–		372,549

In Control Partnerships

Notes to the financial statements

For the year ended 31 March 2021

4b Analysis of expenditure (prior year)

	Charitable activities				
	Membership £	Products and Programmes £	Governance costs £	Support costs £	2020 Total £
Staff costs (Note 6)	33,710	74,438	–	113,077	221,225
Advertising	–	–	–	758	758
Independent examination and accountancy	–	–	1,550	1,250	2,800
Consultancy	–	–	(1,000)	–	(1,000)
Events	28,483	85,448	7,852	–	121,783
Other expenses	3,798	11,393	7,032	–	22,222
Premises expenses	–	–	–	4,891	4,891
Stationery and other office costs	1,515	4,546	–	–	6,061
Taxation	–	–	–	(6,191)	(6,191)
	67,505	175,824	15,434	113,785	372,549
Support costs	28,446	85,339	–	(113,785)	–
Governance costs	3,859	11,576	(15,434)	–	–
Total expenditure 2020	99,810	272,739	–	–	372,549

5 Net income / (expenditure) for the year before transfers

This is stated after charging:

	2021 £	2020 £
Independent examiner's remuneration (excluding VAT):		
Accounts preparation	1,600	1,950
Independent examination fee	2,000	1,600
	<u>3,600</u>	<u>3,550</u>

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

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	175,808	187,520
Social security costs	17,501	16,715
Employer's contribution to defined contribution pension schemes	10,184	16,990
	<u>203,493</u>	<u>221,225</u>

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

	2021 No.	2020 No.
£70,000 – £79,999	1	1

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £163,391 (2020: £184,614).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £0 (2020: £222.75) incurred by no (2020: 1) members relating to attendance at meetings of the trustees.

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 6 (2020: 5).

Staff are split across the activities of the charity as follows (full time equivalent basis):

	2021 No.	2020 No.
Operational Roles	2.3	1.7
Administrative	0.8	1.3
	3.1	3.0

8 Related party transactions

There are no related party transactions to disclose for 2021 (2020: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

9 Taxation

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

10 Tangible fixed assets

	Fixtures and fittings £	Computer equipment £	Total £
Cost			
At the start of the year	1,389	26,777	28,166
Additions in year	–	–	–
At the end of the year	1,389	26,777	28,166
Depreciation			
At the start of the year	1,389	26,777	28,166
Charge for the year	–	–	–
At the end of the year	1,389	26,777	28,166
Net book value			
At the end of the year	–	–	–
At the start of the year	–	–	–

All of the above assets are used for charitable purposes.

11 Debtors

	2021 £	2020 £
Trade debtors	129,290	126,027
Prepayments and accrued income	748	880
	130,038	126,907

12 Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	13,869	24,369
Taxation and social security	20,710	18,597
Accruals	38,529	15,439
Deferred income (note 13)	222,033	167,416
	<u>295,141</u>	<u>225,821</u>

13 Deferred income

Deferred income relates to cash which has been received for contracts taking place in the next reporting period.

	2021 £	2020 £
Balance at the beginning of the year	167,416	110,490
Amount released to income in the year	(167,416)	(110,490)
Amount deferred in the year	222,033	167,416
	<u>222,033</u>	<u>167,416</u>
Balance at the end of the year	<u>222,033</u>	<u>167,416</u>

14a Analysis of net assets between funds (current year)

	Unrestricted £	Restricted £	Total funds £
Net current assets	357,275	6,255	363,530
Net assets at 31 March 2021	<u>357,275</u>	<u>6,255</u>	<u>363,530</u>

14b Analysis of net assets between funds (prior year)

	Unrestricted £	Restricted £	Total funds £
Net current assets	308,566	79,115	387,681
Net assets at 31 March 2020	<u>308,566</u>	<u>79,115</u>	<u>387,681</u>

15a Movements in funds (current year)

	At 1 April 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2021 £
Restricted funds:					
Social Care Future Programme	79,115	25,383	(98,243)	–	6,255
Total restricted funds	79,115	25,383	(98,243)	–	6,255
Total unrestricted funds	308,566	407,845	(359,136)	–	357,275
Total funds	387,681	433,228	(457,379)	–	363,530

The narrative to explain the purpose of each fund is given at the foot of the note below.

15b Movements in funds (prior year)

	At 1 April 2019 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2020 £
Restricted funds:					
Social Care Future Programme	–	98,100	(18,985)	–	79,115
Total restricted funds	–	98,100	(18,985)	–	79,115
Total unrestricted funds	299,999	362,131	(353,564)	–	308,566
Total funds	299,999	460,231	(372,549)	–	387,681

Purposes of restricted funds

Social Care Future – this is a National Initiative that In Control are administering. The funds are donated for the purpose of bringing partners together from across the Social Care Field to work towards a better future for Social Care for people and families in England. This initiative works to our charity objectives of partnership working to advance the education of the public in relation to the needs of people who need additional support.

16 Legal status of the charity

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