

# 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

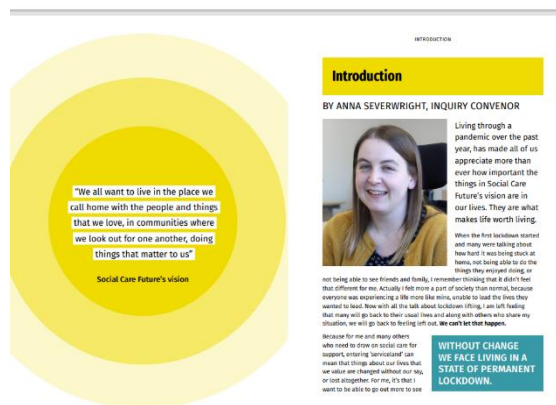
Highlights of some of our key achievements and activities over the year are below.

### 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

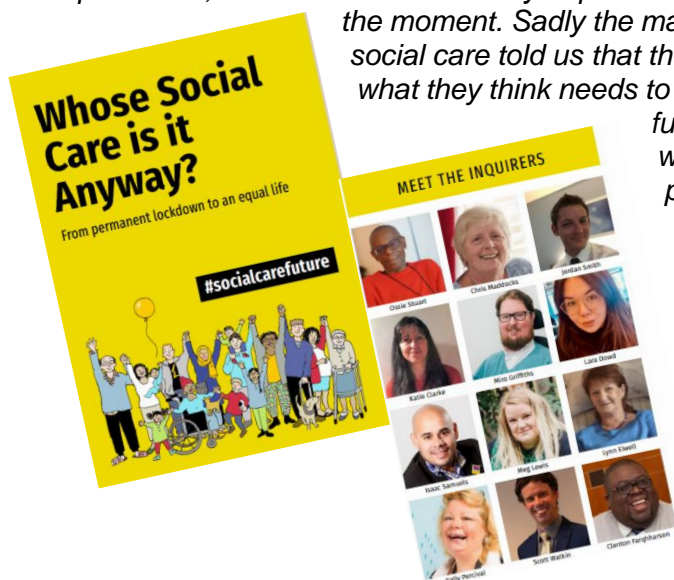


We are just in the process of publishing the inquiry report led by Anna Severwright. Anna states *“Too often the debates and decisions about social care are happening behind the scenes without us – the people who draw on social care - or we are invited as an afterthought or just as a ‘tick box’. Well 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 27<sup>th</sup> 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, on the left, is a paragraph of text 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**

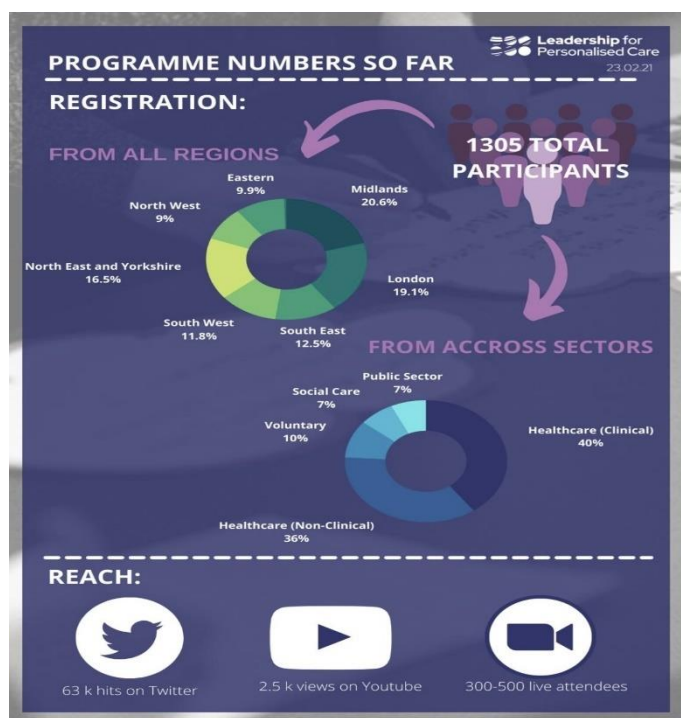
Home About us **What we do** Online programme In-person programme Events Contact

## 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.

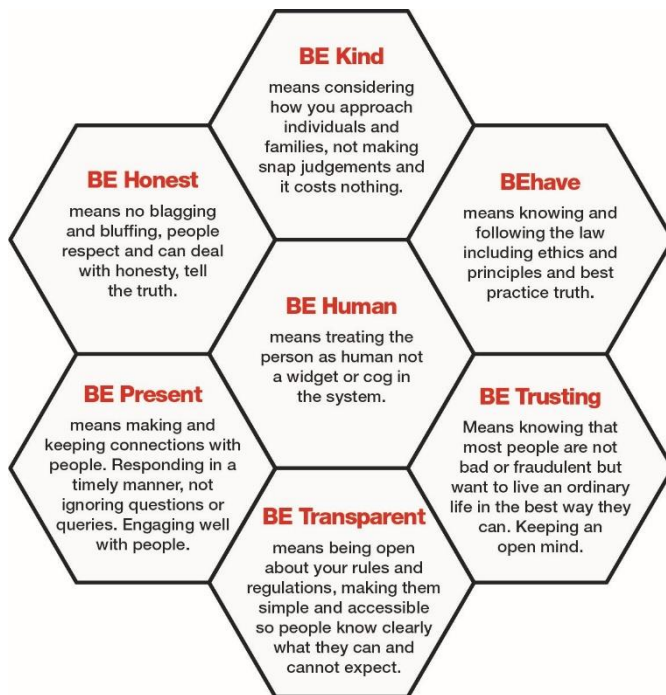
Whilst these events are usually done face to face live during the year 5 masterclasses were run online for free and open to anyone. We are capturing this via recording the events and posting them on You tube and hosting them on a website which is about to be launched.





## Statement from the Chief Executive Officer For the year ended 31 March 2021

### BE HUMAN



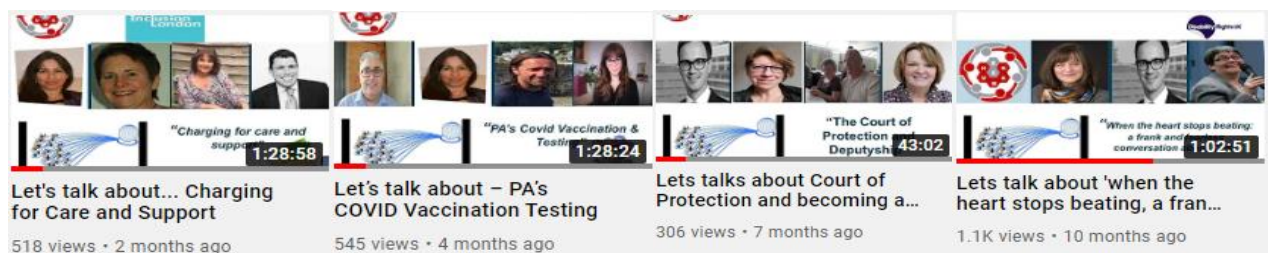
This work was financially supported via a grant from Esmee Fairburn. It's aim to make organization more human and follow the principles that we know make a massive difference to people. This moves away from it being about funding and puts the human element into the process. We can forget what people 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

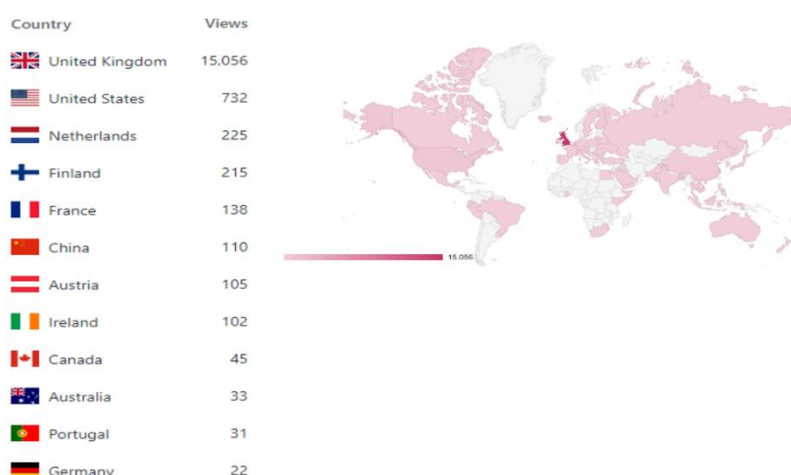
The webinars were able to be seen by people not able to access zoom but able to be shown on YouTube on their TV, so we were able to reach far more people who draw on long term health and social care than ever before.

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

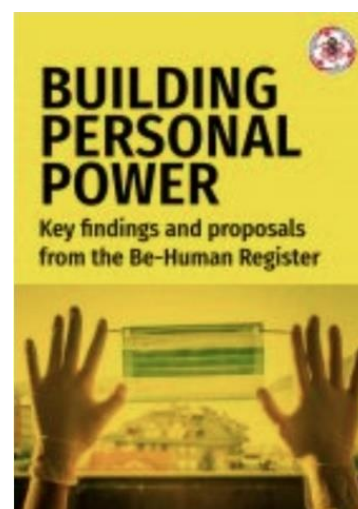
Views by country:



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



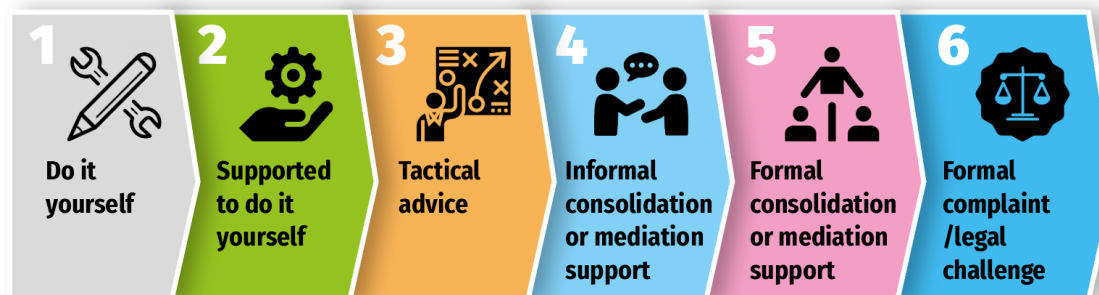
## In Control Partnerships

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 \(be-human.org.uk\)](#)

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 \(be-human.org.uk\)](#)

### 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 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

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 £
<b>Income from:</b>							
Donations	2	60,133	–	<b>60,133</b>	42,509	–	42,509
Charitable activities							
Membership	3	68,211	–	<b>68,211</b>	85,992	–	85,992
Products and programmes	3	278,968	25,383	<b>304,351</b>	231,903	98,100	330,004
Investments		533	–	<b>533</b>	1,727	–	1,727
<b>Total income</b>		<b>407,845</b>	<b>25,383</b>	<b>433,228</b>	<b>362,131</b>	<b>98,100</b>	<b>460,232</b>
<b>Expenditure on:</b>							
Charitable activities							
Membership	4	68,623	–	<b>68,623</b>	99,810	–	99,810
Products and programmes	4	290,513	98,243	<b>388,756</b>	253,754	18,985	272,739
<b>Total expenditure</b>		<b>359,136</b>	<b>98,243</b>	<b>457,379</b>	<b>353,564</b>	<b>18,985</b>	<b>372,550</b>
<b>Net movement in funds</b>		<b>48,709</b>	<b>(72,860)</b>	<b>(24,151)</b>	<b>8,567</b>	<b>79,115</b>	<b>87,682</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		308,566	79,115	<b>387,681</b>	299,999	–	299,999
<b>Total funds carried forward</b>		<b>357,275</b>	<b>6,255</b>	<b>363,530</b>	<b>308,566</b>	<b>79,115</b>	<b>387,681</b>

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 £
<b>Fixed assets:</b>					
Tangible assets	10		–		–
			–		–
<b>Current assets:</b>					
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	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	12	(295,141)		(225,821)	
<b>Net current assets</b>			363,530		387,681
<b>Total net assets</b>			363,530		387,681
<b>The funds of the charity:</b>	15a				
Restricted income funds			6,255		79,115
Unrestricted income funds:					
General funds		357,275		308,566	
Total unrestricted funds			357,275		308,566
<b>Total charity funds</b>			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 £
<b>Membership income:</b>						
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>
<b>Income from products and programmes:</b>						
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)	–	–	–
<b>Total expenditure 2021</b>	<b>68,623</b>	<b>388,756</b>	<b>–</b>	<b>–</b>	<b>457,379</b>	
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)	–	–
<b>Total expenditure 2020</b>	<b>99,810</b>	<b>272,739</b>	<b>–</b>	<b>–</b>	<b>372,549</b>



**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
	<b>3.1</b>	<b>3.0</b>

**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 £
<b>Cost</b>			
At the start of the year	1,389	26,777	28,166
Additions in year	–	–	–
At the end of the year	<b>1,389</b>	<b>26,777</b>	<b>28,166</b>
<b>Depreciation</b>			
At the start of the year	1,389	26,777	28,166
Charge for the year	–	–	–
At the end of the year	<b>1,389</b>	<b>26,777</b>	<b>28,166</b>
<b>Net book value</b>			
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
	<b>130,038</b>	<b>126,907</b>

**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
<b>Net assets at 31 March 2021</b>	<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
<b>Net assets at 31 March 2020</b>	<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 £
<b>Restricted funds:</b>					
Social Care Future Programme	79,115	25,383	(98,243)	–	6,255
<b>Total restricted funds</b>	<b>79,115</b>	<b>25,383</b>	<b>(98,243)</b>	<b>–</b>	<b>6,255</b>
<b>Total unrestricted funds</b>	<b>308,566</b>	<b>407,845</b>	<b>(359,136)</b>	<b>–</b>	<b>357,275</b>
<b>Total funds</b>	<b>387,681</b>	<b>433,228</b>	<b>(457,379)</b>	<b>–</b>	<b>363,530</b>

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 £
<b>Restricted funds:</b>					
Social Care Future Programme	–	98,100	(18,985)	–	79,115
<b>Total restricted funds</b>	<b>–</b>	<b>98,100</b>	<b>(18,985)</b>	<b>–</b>	<b>79,115</b>
<b>Total unrestricted funds</b>	<b>299,999</b>	<b>362,131</b>	<b>(353,564)</b>	<b>–</b>	<b>308,566</b>
<b>Total funds</b>	<b>299,999</b>	<b>460,231</b>	<b>(372,549)</b>	<b>–</b>	<b>387,681</b>

**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.