

Seventh Session of OEWG on Ageing 12-15 December 2016, UN Headquarters, New York

Application Form for Accreditation to the Open- ended Working Group on Ageing (OEWGA)

Accreditation is a **one-time process** by which not previously accredited non-governmental organizations become eligible to participate as observers in the Open-ended Working Group on Ageing. Accreditation is granted to organizations and not to individuals.

NGOs that have consultative status with the Economic and Social Council (ECOSOC) or were accredited before are already accredited to the Open-ended Working Group on Ageing. All other NGOs wishing to participate in the Seventh Session of the OEWGA **MUST** apply for accreditation.

The Application form (**in word document**) should contain all the following information:

a. The purpose of the organization;

A world where no-one is unfairly disadvantaged or excluded because of age or infirmity, and where every person can enjoy life as they age.

b. Information as to the programmes and activities of the organization in areas relevant to the human rights of older persons;

Prama is a care charity supporting older people and vulnerable adults to be independent and lead fulfilling lives. Our vision is a world where no-one is unfairly disadvantaged or excluded because of age or infirmity, and where every person can enjoy life as they age. We support those living with vulnerability or isolation to enjoy their independence and contribute to society through a variety of programmes which build mid and later life resilience factors and delay or mitigate early onset of frailty

Our work is split into four operational areas;

PramaVOICE is our work which comments, campaigns and advocates in line with our mission and vision as well as collaborating in innovative research. Staff have had involvement with all parliamentary groups at the heart of government as well as AGEplatform and campaigning and teaching for equality of treatment for older people.

PramaCARE, which provides charitable regulated and non-regulated domiciliary care, nail cutting and support for older people as well as those with Acquired Brain Injury to enable continuing independence and quality of life.

PramaLIFE, our community outreach programmes including community shops, dementia, befriending and age friendly clubs, carers' support, hairdressing, gardening, chaplaincy and intergenerational programmes. We rely on a large network of volunteers to deliver these programmes with training and support from our staff.

PramaPLUS is our membership and inclusion activities which include arranging discounts with local suppliers including mobility aids, car servicing, preparation of wills, Powers of Attorney and insurance, (similar to AARP).

c. Confirmation of the activities of the organization at the national, regional or international level;

Prama is a member of the Global Alliance for the Rights of Older People and is a signatory to the covenant for demographic change. It attends meetings of AGEPlatform EU and facilitates the National UK charity Ageing without children. It has recently represented at the EU conference on adaptations in ageing held in Dublin, Ireland. It works internationally on research with organisations such as Search Institute Minneapolis to develop new models of cognition and ageing cross the life course and members of the European Map of Intergenerational Learning.

d. Copies of the annual or other reports of the organization with financial statements, and a list of financial sources and contributions, including governmental contributions;

Attached.

e. A list of members of the governing body of the organization and their countries of nationality;

Main Board

Mr John Simmons	UK
Mrs Norma Lee	UK
Mr Andy Binnington	UK
Mr Peter Southcombe	UK
Mr Graham Tucker	UK
Mr Tim Sharp	UK
Mr David Hemsley Wood	UK
Mr Ian Melville	UK
Mr Andrew Morris	UK
Mr Nick Johnson	UK
Mr Bob Allam	UK

- f. A description of the membership of the organization, indicating the total number of members, the names of organizations that are members and their geographical distribution;**

Other than the Board the organisation has no formal membership but has around 3,500 beneficiaries who would normally be considered members.

- g. A copy of the constitution and/or by-laws of the organization.**

Enclosed.

DEADLINE

Please note that the application form should be received by **31 October 2016**. NGOs are encouraged to send their applications by email at ageing-working-group@un.org

Applications for accreditation must be sent in word document by email to:

UNDESA DSPD Focal Point on Ageing

Email: ageing-working-group@un.org

Please note:

- The Secretariat shall circulate to all States members of the Open-ended Working Group a list of new applications for accreditation received from non-governmental organizations **no less than four weeks prior to each session of the Working Group, on a non-objection basis**, except for the first session of the Working Group, when circulation of the list will take place no later than two weeks prior to the session;
- NGOs are encouraged to apply for ECOSOC Consultative Status. Please visit this website to learn more on how to apply: <http://csonet.org/?menu=83>

INTRODUCTION

- 1 The purpose of the Standing Orders and Regulations is to describe the governance systems of the charity and regulate the conduct of the charity's business, to ensure fair and accountable decision-making. They also provide for the delegation of decision-making and implementation of decisions.
- 2 The charity Deed, Standing Orders and Regulations can only be changed by a resolution of the Board of Trustees. The charity Deed may only be changed with the agreement of the charity Commissioners.
- 3 The Standing Orders and Regulations are in sections, as follows:
 - Part A Trust Deed
 - The Vision and Mission of the charity
 - The Christian Basis of the charity
 - The "Occupational Requirement" to recruit senior managers who are practicing Christians.
 - Part B The Board of Management and its Committees
 - Board : Terms of Reference
 - Board Annual Self-appraisal
 - Terms of reference for
 - Finance and Business Development committee :
 - PramaCARE committee
 - PramaLIFE committee
 - HR Committee
 - Conduct of Meetings (Board & Committee)
 - Action outside Board meetings (Chair's Action)
 - Part C Trustees and Honorary Officers
 - Number and Selection of Trustees and Co-optees
 - Role Description of Trustees
 - Election of Honorary Officers
 - Role Description of Chair
 - Role Description of Vice Chair
 - Role Description of Chair of Finance and Business Development committee
 - Role Description of Chair of other committees
 - Part D Delegation to the Chief Executive
 - Responsibilities delegated to the Chief Executive
 - Authority in the Absence of the Chief Executive
 - Part E Financial Regulations
 - Part F Trustee and Board member Code of Conduct
 - Part G Staff Code of Conduct

Appendices

1. Glossary of Terms
2. Summary of Key Policies of the charity
3. Equal Opportunities and Anti-Discrimination Policy

Since these sections at times need to be used as stand-alone documents, their contents are numbered separately and they include some material which is repeated elsewhere in the Standing Orders and Regulations.

Nothing in the charity's procedure guides will override the principles embodied in the charity's Standing Orders and Regulations.

PART A
MEMORANDUM AND ARTICLES

Company No. 2359751
Charity No. 801967

Companies Acts 1985 & 1989

Companies limited by guarantee and
not having a share capital

MEMORANDUM AND ARTICLES OF ASSOCIATION

of

PRAMACARE

As adopted at an EGM held on 14.7.2005

Incorporated in England & Wales on 10th March 1989

POTHECARY & BARRATT
Talbot House, Talbot Court
Gracechurch Street
London EC3V OBS

Tel: 020 7623 7520
Fax: 020 7623 9815



**CERTIFICATE OF INCORPORATION
ON CHANGE OF NAME**

Company No. 2359751

The Registrar of Companies for England and Wales hereby certifies
that PRAMA

having by special resolution changed its name, is now incorporated
under the name of

PRAMACARE

Given at Companies House, Cardiff, the 31st August 2005

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THE OFFICIAL SEAL OF THE
REGISTRAR OF COMPANIES

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*Companies
House*

— for the record —

HC006A

Companies Acts 1985 & 1989

Company limited by guarantee and
not having a share capital

MEMORANDUM OF ASSOCIATION OF PRAMACARE

1. NAME

The name of the Company is Pramacare ("the charity").

2. REGISTERED OFFICE

The registered office of the charity is to be in England.

3. OBJECTS

The object of the charity is the relief of persons who have needs arising from a physical or psychological infirmity, in ways that express Christian love and compassion in a practical way ("the Objects").

4. POWERS

The charity has the following powers, which may be exercised only in promoting the Objects:

4.1. to provide advice.

4.2. to publish or distribute information.

4.3. to provide, endow, furnish, fit out with all necessary furniture and equipment and maintain and manage such buildings and other premises necessary.

4.4. to provide and assist in providing home care attendance.

4.5. to hold exhibitions, meetings and courses either alone or with others.

4.6. to foster and undertake research into any aspect of the objects of the company and its works and disseminate the result of such research.

4.7. to raise funds (but not by means of taxable trading).

4.8. to borrow money and give security for loans (but only in accordance with the restrictions imposed by the Charities Act 1993).

- 4.9. to acquire, construct or hire property of any kind (but only in accordance with the restrictions imposed by the Charities Act 1993).
- 4.10 to let or dispose of property of any kind (but only in accordance with the restrictions imposed by the Charities Act 1993).
- 4.11 to make grants or loans of money and to give guarantees.
- 4.12 to set aside funds for special purposes or as reserves against future expenditure.
- 4.13 to deposit or invest funds in any manner (but to invest only after obtaining advice from a financial expert and having regard to the suitability of investments and the need for diversification).
- 4.14 to delegate the management of borrowing and investments to a financial expert, but only on terms that:
- 4.14.1 the investment policy is set down in writing for the financial expert by the Trustees;
 - 4.14.2 every transaction is reported promptly to the Trustees;
 - 4.14.3 the performance of the investments is reviewed regularly with the Trustees;
 - 4.14.4 the Trustees are entitled to cancel the delegation arrangement at any time;
 - 4.14.5 the investment policy and the delegation arrangement are reviewed at least once a year;
 - 4.14.6 all payments due to the financial expert are on a scale or at a level which is agreed in advance and are notified promptly to the Trustees on receipt;
 - 4.14.7 the financial expert must not do anything outside the powers of the Trustees.
- 4.15 to arrange for investments or other property of the charity to be held in the name of a nominee (being a corporate body registered or having an established place of business in England and Wales) under the control of the Trustees or of a financial expert acting under their instruction and to pay any reasonable fee required.
- 4.16 to insure the property of the charity against any foreseeable risk and take out other insurance policies to protect the charity when required.

4.17 to provide indemnity insurance for the Trustees or any other officer of the charity in relation to any such liability as is mentioned in sub-clause 4.17.1 of this clause, but subject to the restrictions specified in sub-clause 4.17.2 of this clause:-

4.17.1 the liabilities referred to are any liability that by virtue of any rule of law would otherwise attach to a director of a company in respect of any negligence, default, breach of duty or breach of trust of which he or she may be guilty in relation to the charity, and (subject to 4.17.2 (b) below) the liability to make a contribution to the charity's assets as specified in Section 214 of the Insolvency Act 1986 (Wrongful Trading);

4.17.2(a) The following liabilities are excluded from 4.17.1 above:-

- (i) fines;
 - (ii) costs of unsuccessfully defending criminal prosecutions for offences arising out of defraud, dishonesty or wilful or reckless misconduct of the Trustee or other officer;
 - (iii) liabilities to the charity that result from conduct that the Trustee or other officer knew or must be assumed to have known was not in the best interests of the charity or about which the person concerned did not care whether it was in the best interests of the charity or not.
- (b) There is excluded from sub-clause 4.17.1 any liability to make a contribution to the charity's assets pursuant to Section 214 of the Insolvency Act 1986, where the basis of the director's liability is his or her knowledge prior to the insolvent liquidation of the charity (or reckless failure to acquire that knowledge) that there was no reasonable prospect that the charity would avoid going into insolvent liquidation.

4.18 subject to clause 5, to employ paid or unpaid agents, staff or advisers.

4.19 to co-operate, supplement, complement and enter into contracts to provide services to or on behalf of other bodies.

4.20 to establish subsidiary companies to assist or act as agents for the charity.

4.21 to pay out of the funds of the charity the costs, charges and expenses of any registration of the charity.

4.22 to do anything else within the law which promotes or helps to promote the Objects.

5. BENEFITS TO MEMBERS AND TRUSTEES

5.1. The property and funds of the charity must be used only for promoting the Objects and do not belong to the members of the charity but:

5.1.1 members (including Trustees) may be paid interest at a reasonable rate on money lent to the charity;

5.1.2 members (including Trustees) may be paid a reasonable rent or hiring fee for property let or hired to the charity.

5.2. A Trustee must not receive any payment of money or other material benefit (whether directly or indirectly) from the charity except:

5.2.1 as mentioned in clauses 4.17, 5.1.1, 5.1.2 or 5.3;

5.2.2 reimbursement of reasonable out-of-pocket expenses (including hotel and travel costs) actually incurred in running the charity;

5.2.3 an indemnity in respect of any liabilities properly incurred in running the charity (including the costs of a successful defence to criminal proceedings);

5.2.4 payment to any company in which a Trustee has no more than a 1 per cent shareholding;

5.2.5 in exceptional cases, other payments or benefits (but only with the written approval of the Commission in advance).

5.3 Any Trustee (or any firm or company of which a Trustee is a member or employee) may enter into a contract with the charity to supply goods or services in return for a payment or other material benefit but only if:

- 5.3.1 the goods or services are actually required by the charity;
 - 5.3.2 the nature and level of the remuneration is no more than is reasonable in relation to the value of the goods or services and is set in accordance with the procedure in clause 5.4;
 - 5.3.3 no more than one half of the Trustees are subject to a contract in any financial year.
- 5.4 Whenever a Trustee has a personal interest in a matter to be discussed at a meeting of the Trustees or a committee the Trustee concerned must:
- 5.4.1 declare an interest at or before discussion begins on the matter;
 - 5.4.2 withdraw from the meeting for that item unless expressly invited to remain in order to provide information;
 - 5.4.3 not be counted in the quorum for that part of the meeting;
 - 5.4.4 withdraw during the vote and have no vote on the matter.
- 5.5 This clause may not be amended without the prior written consent of the Commission.

6. LIMITED LIABILITY

The liability of members is limited.

5. GUARANTEE

Every member promises, if the charity is dissolved while he, she or it remains a member or within 12 months afterwards, to pay up to £1.00 towards the costs of dissolution and the liabilities incurred by the charity while the contributor was a member.

6. DISSOLUTION

- 8.1** If the charity is dissolved the assets (if any) remaining after provision has been made for all its liabilities must be applied in one or more of the following ways:
- 8.1.1 by transfer to one or more other bodies established for exclusively charitable purposes within, the same as or similar to the Objects;
 - 8.1.2 directly for the Objects or charitable purposes within or similar to the Objects;

8.1.3 in such other manner consistent with charitable status as the Commission approve
in writing in advance.

8.2 A final report and statement of account must be sent to the Commission.

9. INTERPRETATION

9.1 Words and expressions defined in the Articles have the same meanings in this
Memorandum.

9.2 References to an Act of Parliament are references to the Act as amended or re-enacted
from time to time and to any subordinate legislation made under it.

Companies Acts 1985 & 1989

Company limited by guarantee and
not having a share capital

ARTICLES OF ASSOCIATION OF PRAMACARE

1. MEMBERSHIP

1.1 The number of members with which the company proposes to be registered is unlimited.

1.2 The charity must maintain a register of members.

1.3 Membership of the charity is open to any individual interested in promoting the

Objects who:

1.3.1 applies to the charity in the form required by the Trustees; and

1.3.2 is approved by the Trustees; and

1.3.3 has expressed in writing his/her personal agreement with the Statement of Faith and consents in writing to become a member.

1.4 The Trustees may establish different classes of membership and prescribe their respective privileges and duties and set the amounts of any subscriptions.

1.5 Membership is terminated if the member concerned:

1.5.1 gives written notice of resignation to the charity;

1.5.2 dies;

1.5.3 is six months in arrears in paying the relevant subscription (if any) (but in such a case the member may be reinstated on payment of the amount due);

1.5.4 is removed from membership by resolution of the Trustees on such grounds as the Trustees shall in their absolute discretion think fit (but only after notifying the member in writing that there is a proposal to terminate his/her membership and considering the matter in the light of any written representations which the member concerned puts forward within 14 clear days after receiving notice);

- 1.5.5 ceases to be a Trustee of the charity.
- 1.6 Membership of the charity is not transferable.
2. GENERAL MEETINGS
- 2.1 Members are entitled to attend general meetings. General meetings are called on at least 10 days clear written notice specifying the business to be discussed.
- 2.2 There is a quorum at a general meeting if the number of members present is at least three members.
- 2.3 The Chairman or (if the Chairman is unable or unwilling to do so) some other member elected by those present presides at a general meeting.
- 2.4 Except where otherwise provided by the Act, every issue is decided by a majority of the votes cast.
- 2.5 Except for the Chairman of the meeting, who has a second or casting vote, every member present in person has one vote on each issue.
- 2.6 A written resolution signed by all those entitled to vote at a general meeting is as valid as a resolution actually passed at a general meeting (and for this purpose the written resolution may be set out in more than one document and will be treated as passed on the date of the last signature).
- 2.7 The charity must hold an AGM in every year, called on at least 21 clear days written notice, which all members are entitled to attend.
- 2.8 At an AGM the members:
- 2.8.1 receive the accounts of the charity for the previous financial year;
 - 2.8.2 receive the Trustees' report on the charity's activities since the previous AGM;
 - 2.8.3 accept the retirement of those Trustees who wish to retire or who are retiring by rotation;
 - 2.8.4 elect persons to be Trustees to fill the vacancies arising;
 - 2.8.5 appoint auditors for the charity;

- 2.8.6 may confer on any individual (with his/her consent) the honorary title of Patron, President or Vice-President of the charity; and
- 2.8.7 discuss and determine any issues of policy or deal with any other business put before them.
- 2.9 Any general meeting which is not an AGM is an EGM.
- 2.10 An EGM may be called at any time by the Trustees and must be called within 28 days on a written request from at least three members.
3. THE TRUSTEES
- 3.1 The Trustees as charity trustees have control of the charity and its property and funds.
- 3.2 The Trustees when complete consist of at least three and not more than 10 individuals, all of whom must be members and under the age of 70 years at the date of their appointment.
- 3.3 Every Trustee must sign a declaration of willingness to act as a charity trustee of the Charity and confirm his/her acceptance of the Statement of Faith before he/she is eligible to vote at any meeting of the Trustees.
- 3.4 One third (or the number nearest one third) of the Trustees must retire at each AGM; those longest in office retiring first and the choice between any of equal service being made by drawing lots. The maximum period that a trustee may serve shall be from the date of his appointment to the day before the Annual General Meeting falling in the ninth year of continuous service, but subject thereto a retiring Trustee shall be eligible for re-election.. For the avoidance of doubt, a Trustee may be reappointed after he has stood down for a period of one year.
- 3.5 A Trustee's term of office shall automatically terminate if he/she:
- 3.5.1 is disqualified under the Charities Act 1993 from acting as a charity trustee;
- 3.5.2 is incapable, whether mentally or physically, of managing his/her own affairs;
- 3.5.3 is absent from three consecutive meetings of the Trustees;

- 3.5.4 ceases to be a member (but such a person may be reinstated by resolution passed by all the other Trustees on resuming membership of the charity before the next AGM);
 - 3.5.5 resigns by written notice to the Trustees (but only if at least three Trustees will remain in office);
 - 3.5.6 is removed by resolution of the Trustees passed by at least three of the Trustees at a meeting of the Trustees after the meeting has invited the views of the Trustee concerned and considered the matter in the light of any such views; or
 - 3.5.7 ceases to accept the Statement of Faith.
- 3.6 The Trustees may at any time co-opt any person duly qualified to be appointed as a Trustee to fill a vacancy in their number or as an additional Trustee, but a co-opted Trustee holds office only until the next AGM.
- 3.7 A technical defect in the appointment of a Trustee of which the Trustees are unaware at the time does not invalidate decisions taken at a meeting.
4. PROCEEDINGS OF TRUSTEES
- 4.1 The Trustees must hold at least three meetings a year.
 - 4.2 A quorum at a meeting of the Trustees is three Trustees.
 - 4.3 A meeting of the Trustees may be held either in person or by suitable electronic means agreed by the Trustees in which all participants may communicate with all the other participants.
 - 4.4 The Chairman or (if the Chairman is unable or unwilling to do so) some other Trustee chosen by the Trustees present presides at each meeting.
 - 4.5 Every issue may be determined by a simple majority of the votes cast at a meeting but a written resolution signed by all the Trustees is as valid as a resolution passed at a meeting (and for this purpose the resolution may be contained in more than one document and will be treated as passed on the date of the last signature).

4.6 Except for the Chairman of the meeting, who has a second or casting vote, every Trustee has one vote on each issue.

4.7 A procedural defect of which the Trustees are unaware at the time does not invalidate decisions taken at a meeting.

5. POWERS OF TRUSTEES

The Trustees have the following powers in the administration of the charity:

5.1 to appoint (and remove) any person' (who may be a Trustee) to act as Secretary to the Charity in accordance with the Act;

5.2 to appoint a Chairman, Treasurer and other honorary officers from among their number;

5.3 to delegate any of their functions to committees consisting of two or more individuals appointed by them (but at least two members of every committee must be a Trustee and all proceedings of committees must be reported promptly to the Trustees);

5.4 to make Standing Orders consistent with the Memorandum, these Articles and the Act, to govern proceedings at general meetings;

5.5 to make Rules consistent with the Memorandum, these Articles and the Act, to govern proceedings at their meetings and at meetings of committees;

5.6 to make Resolutions consistent with the Memorandum, these Articles and the Act, to govern the administration of the charity and the use of its seal (if any);

5.7 to establish procedures to assist the resolution of disputes within the charity;

5.8 to exercise any powers of the charity which are not reserved to a general meeting.

6. RECORDS & ACCOUNTS

6.1 The Trustees must comply with the requirements of the Act and of the Charities Act 1993 as to keeping financial records, the audit of accounts and the preparation and transmission to the Registrar of Companies and the charity Commission of:

6.1.1 annual reports;

6.1.2 annual returns;

6.1.3 annual statement of accounts.

6.2 The Trustees must keep proper records of:

6.2.1 all proceedings at general meetings;

6.2.2 all proceedings at meetings of the Trustees;

6.2.3 all reports of committees;

6.2.4 all professional advice obtained.

6.3 Accounting records relating to the charity must be made available for inspection by any Trustee at any reasonable time during office hours.

6.4 A copy of the charity's latest available statement of account must be supplied on request to any Trustee or member, or to any other person who makes a written request and pays the charity's reasonable costs, within two months.

7. NOTICES

7.1 Notices under these Articles may be sent by hand, or by post or by suitable electronic means.

7.2 The only address at which a member is entitled to receive notices is the address shown in the register of members.

7.3 Any notice given in accordance with these Articles is to be treated for all purposes as having been received:

7.3.1 24 hours after being sent by electronic means or delivered by hand to the relevant address;

7.3.2 two clear days after being sent by first class post to that address;

7.3.3 four clear days after being sent by second class or overseas post to that address;

7.3.4 on being handed to the member personally or, if earlier,

7.3.5 as soon as the member acknowledges actual receipt.

7.4 A technical defect is the giving of notice of which the Trustees are unaware at the time does not invalidate decisions taken at a meeting.

8. DISSOLUTION

The provisions of the Memorandum relating to dissolution of the charity take effect as though repeated here.

1. INTERPRETATION

In the Memorandum and in these Articles:

- 9.1 "The Act" means the Companies Act 1985
- "AGM" means an Annual General Meeting of the charity
- "these Articles" means these Articles of Association
- "Chairman" means the Chairman of the Trustees
- "the charity" means the Company governed by these Articles
- "charity trustee" has the meaning prescribed by section 97(1) of the Charities Act 1993
- "clear day" means 24 hours from midnight following the relevant event
- "the Commission" means the charity Commissioners for England and Wales
- "EGM" means an Extraordinary General Meeting of the charity
- "financial expert" means an individual, company or firm who is an authorised person or an exempted person within the meaning of the
- Financial Services Act 1986
- "material benefit" means a benefit which may not be financial but has a monetary value
- "member" and "membership" refer to membership of the charity
-
- "Memorandum" means the charity's Memorandum of Association
- "month" means calendar month
- "the Objects" means the Objects of the charity as defined in clause 3 of the Memorandum
- "Secretary" means the Secretary of the charity
- "Statement of Faith" means the Statement of Faith adopted by the charity from time to time

"taxable trading" means carrying on a trade or business on a continuing basis for the principal purpose of raising funds but this shall not include trading for the purpose of carrying out the Objects nor other trading the profits of which are not taxable

"Trustee" means a director of the charity and "Trustees" means all of the directors

"written" or "in writing" refers to a legible document on paper not including a fax message

"year" means calendar year.

9.2 Expressions defined in the Act have the same meaning.

9.3 References to an Act of Parliament are to the Act as amended or re-enacted from time to time and to any subordinate legislation made under it.

PRAMACARE

THE VISION OF PRAMACARE

A world where no-one is unfairly disadvantaged or excluded because of age or infirmity, and where every person can enjoy life as they age.

THE MISSION OF PRAMACARE

As a Christian Charity, we support those living with vulnerability or isolation to enjoy their independence, lead fulfilling lives and contribute to society.

PRAMACARE

THE CHRISTIAN BASIS OF PRAMACARE

At Prama we believe all people are

- made in God's image;
- loved by Him regardless;
- called into community;
- offered redemption by His grace
- promised His glory.

1. We believe all people are made in God's image.

- God creates us for relationships, in which He wants us to flourish. [Hebrews 10.24]
- God has made us able to reflect His love in the way we relate to others. [Luke 10.27]
- We are made for freedom, free to choose how we live, and responsible for our choices. [Galatians 5.1]
- We are moral beings, given ability to know right from wrong. [Romans 1.19-20]
- We are all made for eternity; this life is not the full picture. [Ecclesiastes 3.11]

Therefore we shall see each person as intrinsically valuable to God and society, created to live a full and free life, with love, abilities and responsibilities for themselves, towards others and to the whole of creation.

2. We believe all people are loved by God regardless.

- We are all equal in the eyes of God. [Matthew 20.1-16]
- God's perfect creation is spoiled; we have all sinned, and our lives reflect this. [Romans 3.23]
- God love is unconditional. There is nothing a person can do that places them outside God's love. [Ephesians 2.4-5]
- God is merciful. He never gives up, repeatedly offering fresh beginnings. [Lamentations 3.22-23]
- God is generous and longs to give everyone good things. [Isaiah 40.28-31]

Therefore we shall endeavour to love unconditionally and be generous towards all those who come our way, to always respect and believe in them, offering to each fresh starts.

3. We believe all people are called into community.

- God made us to live in community and fellowship and to care for all of creation [Gen 1:26-30]
- God wants each of us to thrive in families and communities. [Ephesians 3.14-19]

PRAMACARE

- Such families and communities provide learning situations that fit us for society. [Deuteronomy 6.4-9]
- Healthy relationships give purpose, meaning and dignity to each party. [Matthew 22.39]
- By putting us into relationships God means for us to discover relationship with him. [1John 1.3-4]
- God rejoices in communities where truth, forgiveness and respect are given and received. [Psalm 133]

Therefore we shall build community in each stream of activity, seeking to offer learning environments that give personal meaning and dignity, preparing us all for fuller citizenship on earth and pointing us to fullness of life in God's kingdom.

4. We believe people are offered redemption by God's grace.

- God desires each one of us to be in relationship with him. [Isaiah 57.18-19]
- Because sin separates all people from God, He sent His Son Jesus, whose death and resurrection frees us from the burden of guilt and the vicious circle of sin, restoring us to a right relationship with God and others. [Romans 4.25, Romans 5.6-8]
- This fullness of life is found when we recognise our need of Christ and accept Him as our Lord and Saviour. [John 10.10]
- God is present with those who trust in Him through the person of the Holy Spirit, Counsellor, Comforter and Friend. [John 16.13]

Therefore we shall nurture communities that invite all to find and receive forgiveness for the past, peace in the present and hope for the future.

5. We believe people are promised God's glory.

- Because God's gift and grace are freely available, we can all be inheritors of heaven's riches. [1Peter 1.3-4]
- Such a future promise gives us each a very real and present assurance. [Psalm 27.5]
- With God we all have a greater potential for this life. This will be fully realised in eternity. [Proverbs 22.4]
- God longs to restore each of us that we might reflect his glory now and in the future. [1Peter 5.10]

Therefore we shall offer opportunities to those we meet that help them to find their true potential, live without fear, contribute to society and find personal restoration.

PRAMACARE

GENUINE OCCUPATION REQUIREMENT

As a Christian charity based upon, and seeking to work from, a Biblical Christian ethos the charity believes that there is a genuine occupational requirement for senior managers to be able to interpret the Mission and values of the charity with integrity. This means that Christian leadership must form a part of every senior manager's role.

Because of this need the charity will seek to recruit into senior management those professing an active Christian faith and this requirement will be considered as a key part of the process when roles are reviewed and individuals recruited.

PART B

THE BOARD OF MANAGEMENT AND ITS COMMITTEES

B1 BOARD TERMS OF REFERENCE

- B1.1 The Board of management (the Board) acts for, and in the name of the charity. It comprises all Trustees, who must retain ultimate accountability and control over all aspects of the charity's work and others who may be co-opted for a specific purpose, to assist in ensuring that its financial and legal responsibilities are properly fulfilled.
- B1.2 The Terms of Reference of the Board are to:
- (a) define the values and objectives of the charity,
 - (b) establish policies and plans to achieve those objectives in accordance with the charity's values,
 - (c) manage risk within the charity at a strategic level and to formally review risk at least once a year,
 - (d) establish and maintain a framework of delegation and system of internal control, and review their effectiveness
 - (e) approve each year's Business Plan and budget,
 - (f) prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that period. In preparing these accounts The Trustees are required to:
 - 1. Select suitable accounting policies and apply them consistently;
 - 2. Make judgements and estimates that are reasonable and prudent;
 - 3. State whether applicable accounting standards have been followed; and
 - 4. Prepare the accounts on the going concern basis unless it is inappropriate
 - (g) prepare an annual report to sit alongside the financial statements, which comply with the requirements of the charity Acts and other legal and regulatory requirements,
 - (h) appoint (and if necessary, dismiss) the Chief Executive,
 - (i) agree policies and make decisions on all matters that might create significant financial or other risk to the organisation, or which might raise material issues of principle,

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- (j) monitor the charity's performance in relation to the agreed objectives, plans, budgets, controls and decisions,
- (k) satisfy itself that the organisation's affairs are conducted lawfully and in accordance with generally accepted standards of performance and probity,
- (l) report to regulatory bodies as required by statute and regulations.

B1.3. The Board will decide what Committees and other ad hoc Working Parties the charity needs in order to carry out its business efficiently. The Board's authority can only be delegated for specific areas on the basis of written Terms of Reference or recorded decisions. In the absence of written Terms of Reference or decisions agreed by the Board, any Committees or Working Parties have no power to take decisions on behalf of the charity and must report back to the Board with any recommendations.

B1.4. The Board will appoint the Chair and members of all Committees and Working Parties with delegated authority. Chairs of Committees will have written responsibilities approved by the Board.

B2 BOARD MEETINGS

B2.1 The Board will meet not less than three times a year either face to face or electronically to conduct the business of the charity. It is also anticipated that Trustees will meet for one or two full days per year for conference and training purposes. With the agreement of the Board, Trustees may hold meetings by telephone or video-conferencing and may vote by email.

B2.2 The quorum for the Board will be three Trustees.

B2.3 In the event that the attendance of a Board member falls below 60% over a two-year period without adequate grounds or if his/her conduct falls short of that expected of a Board member, a Trustee or other Board member may be removed from the Board by a majority vote of The Trustees. A trustee will be deemed to have resigned should they miss three consecutive meetings.

B3 FINANCIAL YEAR

B3.1 For financial and statistical purposes, Financial years will commence on 1 April and end on 31 March.

B3.2 Annually the Board will:

- (a) receive and approve the formal Annual Report and Financial Statements, laying out its accounts, and other data concerning its activities during the previous financial year,
- (b) appoint or re-appoint external auditors.

B3.3 The Board will undertake an annual self-appraisal which will include:

- (a) assessing its own effectiveness and functioning,
- (b) assessing the effectiveness and functioning of Committees,

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- (c) reviewing the attendance of individual Board and Committee members,
- (d) reviewing the skills and experience of Board and Committee members,
- (e) making the necessary decisions concerning Board membership,
- (f) taking any other decisions required to ensure the effective governance of the charity.

B3.4 The Board will normally elect honorary officers and other committee members at its Annual General Meeting (AGM).

B4 CONDUCT OF BOARD AND COMMITTEE MEETINGS

- B4.1 The Chair will formally open the meeting at the time specified on the agenda. No formal business may be transacted by a meeting unless a quorum is present in person, or by telephone or video conference. If no quorum is present at the time appointed for the meeting, the meeting will be adjourned until a further time determined by the Chair of the meeting.
- B4.2 Each meeting will commence with an act of devotion to focus the minds of participants on the purpose of the meeting within the wider aims and objects of the charity. Any potential conflicts of interest will be recorded.
- B4.3 Where there is not a clear consensus, voting will be by show of hands, unless a member requests that the vote shall be secret. All decisions shall be by a simple majority. Every voting member present in person shall have one vote. Where the votes cast are equal, the Chair shall have a second or casting vote. Voting members who are present may request that their votes are recorded in the minutes.
- B4.4 The Board, its Committee and Working Parties shall meet without paid staff being present as and when the members consider it necessary. The Chair may ask any of the non-voting attendees to withdraw from a meeting at any time, in particular when there may otherwise be a conflict of interest.
- B4.5 The Chair will formally close the meeting when the business on the agenda has been transacted, or earlier if agreed by a majority then present at the meeting. The time that the meeting closes will be noted in the minutes. Business purported to be transacted after that time will not be valid and will not form part of the formal record of the meeting.
- B4.6 The minutes shall be circulated to each member and, if approved at the following meeting, shall be signed as a true record by the Chair of the meeting.
- B4.7 The Chief Executive and/or his/her representative(s) will be in attendance at all Board, Committee and Working Party meetings unless otherwise directed.
- B4.8 A special meeting of the Board or a Committee may be called on the instructions of the Chair or at the request of two or more Trustees to consider any urgent business.
- B4.9 Urgent decisions between meetings of the Board and its Committees are expected to be rare. Where these are necessary, it will be the responsibility of the Chair to take the

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decisions, having consulted other Trustees. Where such decisions are taken by the Chair of the charity on behalf of the Board, wherever possible, the full Board will be consulted about the decision. In all such cases, the matter will be placed on the agenda of the next meeting for endorsement of any action taken or otherwise.

B5 FINANCE AND BUSINESS DEVELOPMENT COMMITTEE

B5.1 Membership:

At least three Trustees (one of whom to be the Chair) plus CEO and Director of Finance and Director with responsibility for business development. The committee has the authority to co-opt additional members with suitable skills or experience. Co-opted members will not have voting powers.

B5.2 Quoracy; Two trustees and one Exec Director.

B5.3 Purpose:

To be accountable to the Board in taking detailed overview of all financial and business developments of Pramacare, making recommendations to the Board and to consider strategic and business developments along with the resource requirements to enable the charitable objectives of Pramacare to be fulfilled

- i) Setting / recommending the annual budget/ Operating and Capital Development
- ii) Strategic development of the business of Pramacare
- iii) Pricing.
- iv) Establish key financial performance indicators and management information criteria and monitoring performance accordingly
- v) Review management accounts and cash flow, reporting on material variances from budget with recommendations as to appropriate action to be taken.
- vi) Oversee the investment portfolio.
- vii) Review and report on the draft annual accounts, statutory accounts and to oversee the audit process.
- viii) Review the overall company Risk Register, reporting and recommending to the full Board as appropriate.
- ix) Ensuring compliance with HMRC, Charity law, Company law and other legal requirements.
- x) To identify opportunities for business growth to develop;
 - i. Charitable vision
 - ii. Sustainable direct and allied business opportunities.

B6 PRAMACARE COMMITTEE (CARE SERVICES)

B6.1 Membership:

At least two Trustees (one of whom will be the chair), one co-opted member of the Client Forum plus Chief Executive Officer and Director of Care. The committee has the authority to co-opt additional members with suitable skills or experience. Co-opted members will not have voting powers.

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B6.2 Quoracy; Two trustees and one Exec Director.

B6.3 Purpose:

To be accountable to the Board in ensuring a robust scrutiny is undertaken of all systems and controls relating to care and care personnel in order to promote high quality organisational delivery.

This will include:-

- i) Establishing appropriate criteria for measuring the success of the KPI's relating to Care and staff.
- ii) Risk identification, mitigation, management and monitoring within the care delivery services.
- iii) To contribute positively to quality improvement.
- iv) Health and safety.
- v) Review of management and administration of care services.
- vi) Ensuring compliance with Care Quality Commission and other legal requirements, safeguarding, client survey, medication errors and complaints

B7 PRAMALIFE COMMITTEE (COMMUNITY SERVICES)

B7.1 Membership:

At least two Trustees (one of whom to be the chair), plus the CEO and Director of Business Operations. The committee has the authority to co-opt additional members with suitable skills or experience. Co-opted members will not have voting powers.

B7.2 Quoracy; Two trustees and one Exec Director.

B7.3 Purpose:

To be accountable to the Board on matters concerning strategic developments and the resource requirements to enable the Christian charitable objectives of Pramacare to be fulfilled within the wider community.

- i) Establish appropriate criteria for measuring success of the strategy and the achievement of our charitable community programmes.
- ii) Approve the marketing strategy.
- iii) Review the Christian identity of Prama as a para-church organisation.
- iv) Reviewing the promotion of the Christian ethos within service delivery.
- v) To consider issues affecting the future of the ageing sector and advise accordingly.
- vi) To oversee the development of the charitable services in accordance with the Business Plan.

B8 HR AND REMUNERATION COMMITTEE

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B8.1 Membership:

At least two Trustees (one of whom to be the Chair) plus CEO, Director of Business Operations and other SMT members as appropriate. The committee has the authority to co-opt additional members with suitable skills or experience. Co-opted members will not have voting powers.

B8.2 Quoracy;

Two Trustees and one Exec Director.

B8.3 Purpose:

To be accountable to the Board for all aspects of the Human Resources policy and practice across the organisation, consulting with other committees as necessary.

- i) Review/approve policy on staff and volunteer recruitment and retention.
- ii) Receive recommendations from other committees and make recommendation to F&BD committee and Board on issues of remuneration.
- iii) Review the reward package offered to staff (paid and unpaid)
- iv) Health and safety issues across the organisation
- v) Staff training.
- vi) Staff surveys
- vii) Complaints and compliments (non-care related).
- viii) Board and committee member recruitment and training.
- ix) Recommend to the Board the level of any annual pay award to staff
- x) Recommend to the Board the level of any bonus payments.

B8.4 The HR and Facilities Manager will attend the Committee and will be responsible for servicing the meeting. The Chair of the Committee, the Chief Executive or Director of Business Operations may invite other appropriate staff to attend.

B9 OTHER MATTERS

B9.1 All the procedures laid out above are intended to assist with the efficient conduct of the governance of the charity, and may be varied by the Board as need requires. In all areas of governance, the charity seeks to comply, where it can, with the national and international codes of good practice.

PART C TRUSTEES AND HONORARY OFFICERS

C1 NUMBER OF TRUSTEES

C1 As laid down in the Charitable Deed, to reflect the complexity of the work of the charity, there will be a maximum of ten Trustees.

C2 SELECTION OF TRUSTEES

C2.1 In inviting people to become Trustees (Board members), the following criteria will be borne in mind:

- (a) the range of skills, knowledge, experience and viewpoints which pertain to the work of the charity and which need to be represented at governance level,
- (b) the maintenance of the ethos of the charity and its Christian basis,
- (c) appropriate representation of men and women and of Clients and diverse communities.

C2.2 The management of the selection process will be the responsibility of the Chair of Trustees (the Chair).

- (a) Applicants to become Trustees (Board members) will be recruited by means of advertising, specialist recruitment agencies and/or personal contacts,
- (b) The Chair will invite a panel of two or three Trustees to undertake the initial screening and short listing of candidates and to interview shortlisted applicants with the Chief Executive in attendance,
- (c) Shortlisted applicants will complete an application form. Two referees will be required for each applicant. Applicants will be required to demonstrate how they could contribute to the governance of the charity as well as confirming their commitment to the Christian basis of the charity as outlined in the charity Deed.
- (d) If the interviewing panel decides to recommend a candidate for Trusteeship, the applicant will attend (part of) a business meeting of the Board and have the opportunity to meet Board members informally before a decision is made,
- (e) The panel will report to the Board, and all Board members will be provided with a copy of the proposed applicant's application for the Board will then decide whether to invite the applicant to join the Board,
- (f) If invited to join the Board, an applicant will be required to undergo an appropriate Disclosure and Barring Service (DBS) check,
- (g) If the DBS check is satisfactory, the applicant will serve first as a Co-optee for three business meetings of the charity (i.e. usually 6 months), and during this time induction will be provided,
- (h) At the end of this period, taking account of the applicant's views, The Trustees will decide whether to confirm the applicant as a Trustee,
- (i) The Board may determine to vary this process, should circumstances require.

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C3 LENGTH OF TENURE OF TRUSTEES

- C3.1 Trustees will be invited to serve for periods of three years subject to appraisal after one year and then at least every three years after appointment. Appraisals will be conducted by the Chair of Trustees, and a proposal will then be put before other Trustees by the Chair after each three-year period, for a further three-year term, or otherwise. It should be made clear from the outset that Trustees are expected to serve for a minimum of three and normally a maximum of nine years. The term of office will be calculated from the AGM date during the year when the individual is first appointed a Trustee.
- C3.2 One third (or the number nearest one third) of the Trustees must retire at each AGM; those longest in office retiring first and the choice between any of equal service being made by drawing lots. The maximum period that a Trustee may serve shall be from the date of her/his appointment to the day before the Annual General Meeting falling in the ninth year of continuous service, but subject thereto a retiring Trustee shall be eligible for re-election. For the avoidance of doubt, a Trustee may be reappointed after he has stood down for a period of one year.

C4 CO-OPTTEES

- C4.1 Co-optees may be invited to serve on the Board as non-voting members:
- (a) where it is considered that the skills, knowledge and experience of Trustees need to be augmented,
 - (b) to support the charity in the short term to advise the Board on critical matters,
 - (c) to provide experience of the Board's work for a potential Trustee,
 - (d) when a person is thought likely to contribute valuably but does not fulfil the necessary criteria to become a Trustee.

Co-optees will have the right to speak, but not to vote, and cannot hold an honorary office.

- C4.2 The number of Co-optees shall not exceed three.
- C4.3 Co-optees will be selected in the same way as Trustees.
- C4.4 Co-optees will be elected annually. As with Trustees, they will discuss their circumstances with the Chair towards the end of each twelve-month period and if appropriate the Chair will put a proposal to The Trustees regarding their re-election. The number of times that co-option may be renewed will not exceed nine years' service in total, but in practice it is anticipated that Co-optees will serve for lesser periods. Once a trustee has served the maximum nine years they are required to step back for a minimum of a year before being eligible for re-election.

C5 REMUNERATION

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- C5.1 Trustees and Co-optees will be entitled to claim reasonable travel and subsistence expenses for work undertaken for the charity, such as attendance at meetings or visits to projects, in accordance with the rates laid down for staff. This includes the cost of internet connection for retrieving emails.
- C5.2 Trustees and Co-optees will not be paid for their services, but will undertake them in a voluntary capacity as a service offered to the charity. Similarly, close relatives and businesses trading for profit connected with Trustees will be excluded from receiving payments or other benefits, unless determined as an exemption by the Board.

C6 PERSONAL INTERESTS

- C6.1 Trustees will complete annual Declarations of Interest as required by law and a register will be kept. Any Board member who believes that s/he may be in breach of the law or whose interests have changed from those previously notified shall report the matter immediately to the Chief Executive who will investigate the position and report to the Board.
- C6.2 At the start of every Board and Committee meeting, members will be asked to declare any conflict of interest. In the event of the Board discussing a matter which specifically affects a Board member or an organisation with which s/he is involved or which has direct financial implications for the Board member or his or her organisation, the Board member shall declare an interest and withdraw from that part of the meeting and will not have access to documentation where such access could be seen to jeopardise the interests of the charity. Such matters shall be noted in the minutes of the meeting.

C7 ROLE DESCRIPTION OF TRUSTEES AND BOARD MEMBERS

- C7.1 To be accountable for the work of the Pramacare, keeping within its charitable objectives.
- C7.2 Main Duties

Formulating strategic aims

- (a) to take an overview of the work of the charity and its beneficiaries,
- (b) to develop and sustain the charity's vision and principles, strategy and policy,

Ensuring policies and practices are in keeping with aims

- (a) to attend meetings of Board,
- (b) to reflect The Trustees' policies and concerns on all its Committees and Working Parties,

Ensuring good practice

- (a) to be an active member of the Board body in exercising its responsibilities and functions,
- (b) to contribute specific skills, interests and contacts and support the charity in funding initiatives,

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- (c) to maintain good relations with staff,
- (d) to take part in training provided for the benefit of the Board,
- (e) to participate, when appropriate, in interviews for the appointment of senior staff,
- (f) to participate, when appropriate, in disciplinary interviews and appeals,
- (h) to fulfil such other duties and assignments as may be required from time to time by the charity body.

C8 ELECTION OF HONORARY OFFICERS

C8.1 The Board will elect a Chair for a period of two years. Subject to satisfactory annual appraisals, this period may be extended to a maximum period of eight years. (Part years will not be included in the calculation of the tenure of the post.) The Chair will normally be expected to serve for a period of not less than four years. The Chair's appraisal panel shall consist, where possible, of two of the longest serving Trustees together with a Trustee of more than two, but less than four, years' standing. The panel will make a recommendation regarding the Chair's re-appointment and shall inform the Board if this is not a unanimous recommendation.

C8.2 At the September Meeting, the Board will also elect Trustees for the following posts (and for the Chairs of any other Committees which the Board may establish in future) for periods of two years, subject to the option of re-election for three further periods of two years, amounting to a maximum of eight years, with part years not being included in such calculations :

- (a) Vice Chair,
- (b) Chair of the Finance and Business Development Committee,
- (c) Chair of the PramaLIFE Committee.
- (d) Chair of the PramaCARE Committee.
- (e) Chair of the HR committee.

C8.3 In matters such as the chairing of meetings or the signing of documents, the Vice Chair will deputise for the Chair, and in the absence of the Vice Chair, the Treasurer will deputise for the Chair. In the absence of honorary officers, another Trustee from those available will undertake the duty.

C8.4 Nominations for the above honorary officers will be made to the Chief Executive fourteen days prior to the September meeting. Where there are two or more candidates for a post, they may be invited to address the Board and then asked to withdraw. The Board will assume that they have cast a vote for themselves, unless indicated otherwise.

C9 ROLE DESCRIPTION OF CHAIR

- (a) To chair meetings of the Board,
- (b) To monitor the balance of expertise within the Board and to recommend action to remedy any deficiencies,
- (c) To initiate and manage the selection process for new Trustees and Board Co-optees,
- (d) To appraise new Trustees and Co-optees a year after appointment,

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- (e) To appraise Trustees every three years after election, and to make recommendations to the board concerning the re-election of Trustees,
- (f) To maintain a record of training undertaken by Board members in relation to their post,
- (g) To invite other Board members to undertake specific roles or to represent the charity,
- (h) To take urgent decisions on behalf of the Board when it is not possible to call a meeting of the full Board, and after appropriate consultation with Trustees,
- (i) To represent the charity as appropriate,
- (j) To sign documents on behalf of the charity,
- (k) To manage the selection process of the Chief Executive,
- (l) To supervise the Chief Executive on a regular basis,
- (m) To manage the appraisal of the Chief Executive,
- (n) To seek professional advice when necessary,
- (o) To attend any meetings within the charity ex officio,
- (p) To report regularly to the Board on activities undertaken on behalf of the charity.

C10 ROLE DESCRIPTION OF VICE CHAIR

- (a) To deputise in all respects as the Chair of the charity in the absence of the Chair,
- (b) To manage the appraisal of the Chair,
- (c) To sign documents on behalf of the charity,
- (d) To represent the charity as appropriate,

C11 ROLE DESCRIPTION OF CHAIR OF FINANCE AND BUSINESS DEVELOPMENT COMMITTEE (F&BD)

- (a) To chair meetings of the F & BD.
- (b) To manage the selection of Co-optees to the F & BD.
- (c) To appraise Co-optees on the F & BD annually,
- (d) To report to the Board on the work of the F & BD at every Board meeting,
- (e) To sign documents on behalf of the charity.
- (f) To represent the charity as appropriate.

The Chair of the F & BD will be a Trustee who is not Chair of the Board.

C12 ROLE DESCRIPTION OF CHAIR OF OTHER SUB COMMITTEES AND WORKING GROUPS

- (a) To chair meetings of the Committee,
- (b) To monitor the selection of members of the Committee,
- (c) To ensure that matters raised are forwarded for action and decision as appropriate,
- (d) To report to the Board of Trustees on the work of the Committee at the first Board meeting following each meeting of the Committee,
- (e) To represent the charity as appropriate.

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C13 PATRONS

C15.1 A small number of people will be invited by Trustees to act as Patrons of the Pramacare. They will be drawn from people of influence and reputation in the wider community and people who have given, or are able to give, outstanding service to the charity at strategic level.

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PART D

DELEGATION TO CHIEF EXECUTIVE

Trustees delegate the implementation of all aspects of the charity to the Chief Executive to lead, manage and administer the charity on behalf of the Trustees in line with the charity Deed, its objects, corporate objectives, Business Plan and policies.

The key areas of delegated responsibility are:

D1.1 STRATEGY AND POLICY

- (a) to work actively and constructively with Trustees, Senior Management Team and other staff members to ensure the development and implementation of effective strategies and policies that sustain the overall objectives of the charity,
- (b) to seek and implement opportunities to develop the charity.

D1.2 LEADERSHIP AND MANAGEMENT

- (a) to lead, manage and administer the charity, its staff, resources and services, on behalf of the Trustees through the development and implementation of strategies and business plans,
- (b) to provide clarity of vision and purpose and inspire and enable others to act,
- (c) to provide spiritual leadership of the charity, in accordance with the charity's belief and value base,
- (d) to ensure effective communication throughout the charity.

D1.3 CHANGE MANAGEMENT

- (a) to drive through programmes of continuous improvement,
- (b) to encourage innovation and experimentation,
- (c) to support staff through change management.

D1.4 DECISION-MAKING

- (a) to analyse information accurately for decision-making within a complex environment,
- (b) to combine rational and intuitive approaches in decision-making and judge when a decision is necessary (and when not) to carry it through to action,
- (c) to take timely decisions, which are based on valid information and consistent with the charity's aims and objectives,
- (d) to predict the likely consequences of difficult decisions and to make difficult judgements,
- (e) in consultation with appropriate stakeholders, to develop clear strategic decisions.

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D1.5 STAFFING

- (a) to make clear and persuasive proposals for resources,
- (b) to ensure that resources are used in support of policy and strategy in line with requirements,
- (c) to make optimal use of limited resources,
- (d) to plan, manage and improve people resources,
- (e) to carry overall responsibility for ensuring that within the agreed budget, the workforce matches the demands of the service, including the creation and deletion of posts, the appointment and redundancy of staff, and the delegation of these duties,
- (f) to ensure Equal Opportunities and Diversity policies are integrated into recruitment and retention strategies and practices.

D1.6 FINANCE

- (a) to take a lead role and strategic approach to financial policy and planning,
- (b) to produce annual estimates for the approval of the Trustees, prior to the commencement of each financial year,
- (c) to provide the Trustees with regular reports on expenditure and to present annually fully audited accounts,
- (d) to manage the charity's resources within those budget guidelines according to current laws and regulations.

D1.7 COMPLAINTS

- (a) to be responsible for the efficient handling of complaints, grievances and disciplinary processes.

D1.8 TRAINING AND DEVELOPMENT

- (a) to ensure that staff development and training are effective,
- (b) to promote and support an equitable environment of continuous learning and development.

D1.9 SUPERVISION AND APPRAISAL

- (a) to manage the Senior Management Team and others effectively through processes including supervision and appraisal, recognising, valuing and harnessing individual differences, aspirations and potential.

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D1.10 FUNDRAISING

- (a) to further the aims of the charity by identifying potential financial sponsors in respect of statutory and voluntary sources.

D1.11 PARTNERSHIP WORKING

- (a) to promote the object of the charity by implementing an active public relations stance and to liaise with all interested organisations and individuals,
- (b) to identify key partners and strategic partnership opportunities locally and nationally,
- (c) to develop contacts with other Christian Trusts and to establish Prama's place within the network of Christian organisations,
- (d) to be able to set up partnerships to maximise collaborative working.

D1.12 REPRESENTATION

- (a) to represent the charity at meetings, seminars and conferences,
- (b) to actively encourage contacts with media, the public and other professionals so that the charity's work is better known and understood,
- (c) to interpret the charity to other agencies and individuals and to reflect back to the charity views from partners, funders and the public.

D1.13 LEGAL

- (a) to submit all returns which are required by the charity Commissioners, the CQC and other statutory authorities,
- (b) In collaboration with the charity's legal advisors, to ensure the charity complies with all aspects of relevant legislation.

D2 AUTHORITY IN THE ABSENCE OF THE CHIEF EXECUTIVE

D2.1 In the absence of the Chief Executive for brief periods, the Senior Management Team (SMT) will act together in the resolution of difficulties which arise.

- (a) The Chief Executive will nominate an SMT member to have authority, within policy, over operational matters in relation to the management of projects,
- (b) In the event of dispute between the SMT, the Chair of Trustees or other Trustees as appropriate will be asked to resolve the issue.

D2.2 When the Chief Executive expects to be absent for more than four consecutive working weeks, it will be necessary for authority to be clearly vested in one person, and s/he will nominate an SMT member to carry overall delegated responsibility. If the Chief Executive is not in a position to make such arrangements, the decision to delegate authority on an acting basis will rest with the Chair of Trustees or another Trustee as appropriate.

PART E FINANCIAL REGULATIONS

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E1 INTRODUCTION

E1.1 The Financial Regulations detail the charity's financial policies and regulate the financial affairs of Pramacare. They form part of the charity's Standing Orders and Regulations of the charity.

E1.2 The aim of the Financial Regulations is to:

- (a) provide a framework for the Board and senior managers to exercise their responsibility for the charity's financial policy, internal control and management,

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- (b) provide a basis for monitoring to ensure internal control is exercised,
- (c) ensure that appropriate management information is produced,
- (d) ensure that the charity's legal and other obligations are met.

E1.3 The Financial Regulations must be followed at all times and any departure from the prescribed Regulations may be deemed to be a disciplinary offence that could lead to dismissal.

E1.4 The Financial Regulations can only be amended by the Board. These Financial Regulations were

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approved and adopted by the Board on
>>>>>>.

- E1.5 Nothing in these Financial Regulations shall override instructions or conditions imposed by law or through statute. Nothing in the charity's procedure guides will override the principles embodied in these Financial Regulations.

E2 RELATIONSHIP WITH OTHER CONTROLS

- E2.1 The rules of the charity are its Memorandum and Articles, its Standing Orders and other

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Regulations. Terms of Reference of the Committees determine the authority that has been delegated to those Committees by the Board.

- E2.2 Detailed financial policies and procedures exist which are more specific than the Financial Regulations and set out precisely how the regulations will be implemented.
- E2.3 All members of staff have been issued with their job description and procedures relating to their department or office. The regulations detailed below should be considered in conjunction with those documents but nothing in those documents

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will override the principles embodied in these Financial Regulations.

E3 SUMMARY OF THE BOARD'S FINANCIAL RESPONSIBILITIES

- E3.1 The Board should:
- (a) at all times be in control of the charity's finances,
 - (b) ensure that it has sufficient funds to meet its financial liabilities,
 - (c) ensure that its financial functions adequately match the scale of the charity's

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- activities,
- (d) ensure annual audited accounts are published within nine months of the end of the financial year,
- (e) ensure all statutory returns are completed within the time period specified,
- (f) ensure that the charity operates as efficiently as possible within it's overall objectives.

E4 RESPONSIBLE OFFICERS AND FINANCIAL ADMINISTRATION

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- E4.1 The Board is ultimately responsible for regulating and controlling the finances of the charity.
- E4.2 The Chief Executive co-ordinates the activities of other officers and reports to the Board.
- E4.3 The Director of Finance is responsible to the Chief Executive for the administration and control of the Finance Department and his/her financial responsibilities include:
 - (a) assisting in long-term planning, including the Business Plan,
 - (b) presenting management accounts to the Board on a timely basis,

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- (c) maintaining an efficient system of operations, financial controls and procedures and liaising with the internal auditors (if appropriate).
- (d) preparing the annual accounts, liaising with external auditors in respect of the year-end audit and giving the final presentation of such accounts to the Board and other stakeholders as required,
- (e) ensuring that the requirements of constituting authorities are obeyed concerning the requirements for the charity to keep proper books and records including the management of

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- the charity's computerised financial systems,
- (f) safeguarding the assets of the charity,
- (g) updating and amending the Financial Regulations as necessary from time to time but at least on an annual basis for approval by the Board,
- (h) maintaining statutory financial records,
- (i) servicing the Finance and Business Development Committee.

E4.4 The Director of Finance reports to the Board on the level of resources proposed to be utilised in

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each financial year and keeps the Board informed on the charity's finances and financial performance.

- E4.5 The Board is responsible for making, and amending from time to time, such Financial Regulations as it considers necessary and desirable for the supervision and control of the finances, accounts, income, expenditure and assets of the charity, in conformity with the standing orders. Authority to write, amend and implement Financial Procedures is delegated to the Director of Finance but nothing in the procedures overrides the principles embodied in these Financial Regulations.

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- E4.6 The Board and senior managers are responsible for the observance of the charity's Standing Orders, Financial Regulations and detailed procedures in all aspects of their responsibilities.
- E4.7 Each manager role is responsible for the accountability and control of staff and the security, custody and control of all other resources including plant, buildings, materials, cash and stores appertaining to his/her spheres of responsibility.

E5 BUDGET PREPARATION

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- E5.1 The Budget is to be prepared in a form agreed by the Board and is to be in line with the objectives of the charity and its Business Plan.
- E5.2 The budget setting process should commence at least three months prior to the financial year-end with input by each budget holder so that the current year's budget can be reviewed, taking into account actual results for the year to date, and a budget for the next financial year can be prepared.
- E5.3 The budget is to be discussed and approved by the Board before the commencement of the

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financial year to which it relates. Its impact on the charity's Business Plan is also to be considered.

- E5.4 Once approved, the budget is the means by which authority is delegated to incur expenditure and is to be used for comparison with actual results.
- E5.5 Any change to the budget must be approved by the Board.

E6 BUDGETARY CONTROL

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- E6.1 It is the responsibility of each budget holder to ensure that they achieve their budget. Managers are responsible for ensuring that budget holders that report to them adequately monitor their budgets and take corrective action where necessary.

- E6.2 Variations in actual income and expenditure against budget are to be reported via the management accounts to the Board at least once a quarter by the Director of Finance. Where it is likely that income for the year is likely to fall below that budgeted, the Executive Directors (CEO plus SMT) are to examine how budgeted expenditure can be reduced to ensure the overall

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budgeted surplus or deficit for the year is achieved. If sufficient cuts cannot be identified, authorisation is to be sought from the Board.

- E6.3 Where additional expenditure is identified which cannot be contained within the annual expenditure budget for the charity, authorisation is to be sought from the Board for the overspend. Overspends of up to an agreed amount per item, as specified in the Limits of Delegated Authority (Expenditure) document may be incurred without reference to the Board. Whilst the receipt of unbudgeted income does not automatically mean that expenditure up to the value of the additional income can be incurred without the approval of

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the Board, the Chief Executive has delegated authority to approve additional expenditure to deliver pieces of work without Board approval, provided this expenditure does not exceed the value of the additional income. Restricted funds can also be spent in accordance with donors' wishes without Board approval.

- E6.4 Nothing in these Financial Regulations shall prevent the Chief Executive from incurring expenditure which is essential to meet any immediate needs created by a sudden emergency.

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- E6.5 The inclusion of items in approved revenue budgets or capital programmes shall constitute authority to incur such expenditure, save to the extent to which the Board shall have placed a reservation on any such item or items. Expenditure on any such reserved items may be incurred only when and to the extent that such reservation has been removed.
- E6.6 Where a staff member proposes:
- a) a new policy,
 - b) a variation on existing policy or,

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- c) a variation in the means or time-scale of implementing existing policy.

which affects or may affect the charity's finances, the Director of Finance shall submit a report to the Board.

- E6.7 The Chief Executive and Director of Finance shall have authority to approve virements up to 10% of an individual budget heading (with a de minimus figure of £1,000), subject to subsequent approval of the Board. (Virement is the process whereby overruns of expenditure may be set off against under runs in other related

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types of expense. For clarity, individual budget headings shall be deemed to be the collection of account codes listed as one item in the management accounts reported to the Board rather than each individual account code.

E7 ACCOUNTING

- E7.1 All accounting procedures and records of the charity and its officers shall be determined by the Chief Executive and the Director of Finance in accordance with the requirements of statutory agencies and authorities. The Director of Finance is also responsible for recommending changes to

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the charity's Accounting Policies for approval by the Board.

- E7.2 All accounts and accounting records of the charity shall be the responsibility of the Director of Finance.
- E7.3 The following principles shall be observed where possible in the allocation of accounting duties in order to ensure that proper segregation of duties exist:
 - (a) the duties of providing information about money due to or from the charity and of calculating,

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checking and recording these sums shall be separated from the duty of collecting or paying them and,

- (b) officers charged with the duty of examining and checking the accounts of cash transactions shall not themselves be engaged in any of these transactions.

E7.4 The following books/records will be kept, either physically or electronically

- (a) Nominal Ledger,
- (b) Purchase Ledger,

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- (c) Payroll Records,
- (d) Cash Book,
- (e) Sales Ledger,
- (f) Loan Register,
- (g) Fixed Asset Register.

E8 AUDIT REQUIREMENTS

- E8.1 The charity will comply with the audit requirements appropriate to it's status and size.

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- E8.2 The external auditors shall be appointed annually by the full Board on the recommendation of the Finance and Business Development committee.
- E8.3 Preparation of annual accounts is to commence as soon as possible after the financial year-end and draft accounts (together with audit schedules) are to be prepared for the external auditors by the time the audit commences.
- E8.4 A timetable is to be agreed with the external auditors and every effort should be made to keep to the schedule.

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- E8.5 The draft audited accounts are to be examined in detail by the Finance and Business Development committee. The final audited accounts are to be adopted by the full Board within 9 months of the year end.
- E8.6 Final audited and signed accounts are to be submitted to the Charity Commission within 10 months of the financial year end.
- E8.7 Internal audit, independent of the Director of Finance, may be arranged to carry out an ongoing examination of governance, financial and other operations of the charity. The appointment or the dismissal of the internal

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auditors will be agreed by the Finance and Business Development committee. The internal auditors will be required to follow good professional practice, for example, by following guidance issued by the Auditing Practices Board Guidance and Internal Audit Forum.

- E8.8 The internal audit plan (if appropriate) will be agreed by the Finance and Business Development committee. The internal auditors shall report on the progress of their work to the Finance and Business Development committee and will be required to produce an annual report on their work for the Finance and Business Development committee.

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- E8.9 The internal auditors shall have direct access to the Chief Executive and the Chair of the Finance and Business Development committee.
- E8.10 Any Trustee, the Chief Executive, or any other officer acting at their request, external auditors and internal auditors shall have authority to:
- (a) enter at reasonable times any charity owned premises or land,
 - (b) access all records, documents and correspondence relating to any financial and other transactions of the charity,

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- (c) require and receive such explanations as they consider necessary concerning any matter under examination and,
- (d) require any employee of the charity to produce cash, stores or any of the charity's property under his/her control.

E8.11 Whenever any matter arises which involves, or is thought to involve, irregularities concerning cash, stores or other property of the charity or any suspected irregularity in the exercise of the functions of the charity, the Manager concerned shall forthwith notify the Director of Finance who

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shall take such steps as he/she considers reasonable and necessary by way of investigation and report.

E9 BANKING ARRANGEMENTS

- E9.1 Bank accounts shall be maintained in the name of the charity with the bank(s) approved by the Board. No account shall be opened by the charity in the name of any Board member or officer. A list of Bank accounts held by the charity is to be maintained by the Director of Finance.

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- E9.2 All bank accounts are to be reconciled to their respective cash books on a monthly basis or more frequently. Each bank reconciliation should be promptly reviewed by a second officer.

- E9.3 All arrangements with the charity's bankers shall be made by or under arrangements approved by the Director of Finance, who shall be authorised to operate such bank accounts as he/she may consider necessary subject to the rules set out in the Treasury Management Policy.

Bank Mandates

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- E9.4 Cheques on all the charity's banking accounts above £750 shall bear the signatures of two authorised persons in accordance with the Bank Mandate.
- E9.5 BACS and other electronic transfers can only be authorised by either the Chief Executive, the Finance Manager or the Director of Finance using the automated bank cards held in their name and using a PIN number which they must not disclose.
- E9.6 Authority to add or remove signatories from a bank mandate is delegated to the Chief Executive and Director of Finance, one of whom

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must sign the letter of authority to the bank. At least two Trustees should be authorised signatories on bank accounts.

E10 **CONTRACTS TO PROVIDE SERVICES TO OTHER ORGANISATIONS**

E10.1 Contracts for the provision of services must not be entered into unless authorised as follows:

Contracts to provide care services for an individual client

Director of Care

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(including “spot”
funding)

Block contracts for care services Director of Care along
with Chief Executive

E10.2 The authority to enter into other contracts for services with an annual value of below £450,000 is delegated to the Chief Executive. Any such contract above this value must first be approved by the Board.

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E11 CONTRACTS TO PROVIDE WORK, GOODS & SERVICES TO THE CHARITY

E11.1 A formal tendering procedure must be followed before any contracts with an estimated value of over £15,000 are awarded by the charity. The Director of Finance can agree to this condition being waived for certain types of contracts, for example, insurance and pension services, or where it is uneconomic to tender the services. The need to comply with European and other procurement legislation must however be adhered to. At least three suitable contractors should be invited to tender for contracts with an

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estimated value of up to £50,000, four suitable contractors should be invited to tender for contracts estimated to be in excess of this figure.

E11.2 The opening of tenders for contracts should be witnessed according to the following values of the contract:

up to £50,000
and Director of Finance

Chief Executive

or
Chief Executive or
Director of
Finance and one
other head of

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	department, other than the one responsible for the project;
£50,000 to £1 million Trustee; and	as above plus one
over £1 million - Trustees.	as above plus two

E11.3 Contracts can only be authorised by individuals up to the limit of delegated authority as determined by the Board.

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- E11.4 Where contracts provide for payment to be made by instalments, the Director of Finance shall arrange for the keeping of a contract register or registers to show the state of accounts on each contract between the charity and the contractor, together with any other payments and related professional fees.
- E11.5 Payments to contractors on account for works contracts shall be made only on a certificate issued by the supervising officer (or architect, engineer or consultant where engaged by the charity) as appropriate, or by his/her deputy or other officer nominated by him/her in writing for the purpose.

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E11.6 Subject to the provisions for the contract, in each case every variation shall, at his/her discretion, be authorised in writing by:

- (a) a relevant Executive Director or by his/her deputy or other officer nominated by him/her in writing for the purpose or,
- (b) the consultant engaged by the charity when an outside consultant is appointed.

E11.7 Any such variation, where funding is not available from the funding authority, shall be reported to

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the Board as soon as practicable and, where practicable, work or expenditure shall be stayed until authorised by the Board.

E11.8 The final certificates of completion of any works contract shall not be issued until the relevant Executive Director concerned, or external consultant has presented to the Director of Finance a detailed statement of account and all relevant documents, if required.

E11.9 The Director of Finance shall, to the extent that he/she considers necessary, examine final accounts for contracts and he/she shall be entitled to make all such enquiries and receive

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such information and explanations as he/she may require in order to satisfy him/herself as to the accuracy of the accounts.

E11.10 Claims from contractors, in respect of matters not clearly within the terms of any existing contract shall be referred to the Director of Finance for consideration of the charity's legal liability and, where necessary, to the charity's solicitor for consideration before a settlement is reached or before any offer of settlement is made. Authorisation of any additional expenditure must be within the delegated authority levels.

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E11.11 Where completion of a contract is delayed beyond the contract period, it shall be the duty of the senior manager concerned to consider and, where appropriate, to take action in respect of any claim for liquidated damages. Authorisation of any additional expenditure must be within the delegated authority levels.

E11.12 All Trustees, officers and consultants shall have regard to the requirements of the charity's ethos and values in respect of matters relating to such contracts.

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E11.13 The charity will maintain a list of approved contractors/consultants which should be reviewed and updated annually.

E12 DEPRECIATION POLICY

E12.1 Any fixed asset owned by the charity will be depreciated in accordance with Financial Reporting Standard (FRS) 102 and the Statement of Recommended Practice (SORP). Freehold land does not require a depreciation provision.

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E12.2 Rates of depreciation for the different categories of fixed assets are set out in the charity's accounting policies, as recommended by the Director of Finance and approved by the Board.

E12.3 Small items of capital nature, such as the purchase of office equipment, costing below £250 are treated as revenue expenditure and written off in the year of purchase. Items over £250 need not be capitalised where there is no long term financial benefit to the organisation.

E13 FIXED ASSET REGISTER

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- E13.1 A fixed asset register shall be maintained recording an adequate description of furniture, fittings and equipment, plant and machinery and other capital equipment owned by the charity, and the form in which the fixed asset register shall be kept is to be determined by the Director of Finance.
- E13.2 Each senior manager shall be responsible to the Director of Finance for maintaining an annual check of all items on the Fixed Asset Register, for taking action in relation to surpluses or deficiencies and noting in the fixed asset register accordingly. They should also review the fixed

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asset register to ensure all additions and disposals have been correctly recorded.

E13.3 The charity's property shall not be removed other than in the ordinary course of the charity's business, or used other than for the charity's purposes except in accordance with specific directions issued by an Executive Director or Head of department.

E13.4 Equipment held at different offices shall be separately identified and recorded.

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E13.5 The relevant Executive Director or Head of department shall ensure that property and equipment is maintained in good working order.

E13.6 The property register is dealt with in section 23.

E14 INCOME

E14.1 The collection of all money due to the charity shall be under the supervision of the Finance Manager. Each officer or any person who receives money on behalf of the charity shall accept personal responsibility for any loss or

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failure to account properly for the money until they part with it in an authorised manner.

E14.2 All employees shall furnish the Finance Department with such particulars in connection with work done, goods supplied or services rendered and of all other amounts due as may be required by the Finance Department to record correctly all sums due to the charity and to ensure that accounts are rendered promptly for the recovery of income due.

E14.3 The Finance Department shall be notified promptly of all money due to the charity and of contracts, leases and other agreements and

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arrangements entered into which involve the receipt of money by the charity. The Finance Manager shall have the right to inspect any documents or other evidence in this connection as he/she may decide.

- E14.4 All money received by an officer on behalf of the charity shall without undue delay be recorded and either placed in a safe or other secure storage device or paid into the charity's relevant bank account. All income must be banked within a week of receipt. No deduction may be made from such money except to the extent that the Finance Manager may specifically authorise. Each officer who so banks money must ensure

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that details of the banking is fully recorded as set out in the financial procedures.

- E14.5 Every transfer of money from one member of staff to another will be evidenced in the records by the signature of the receiving officer.
- E14.6 No income due shall be written off as a bad debt without being authorised in accordance with the Bad and Doubtful Debts Policy and Procedures.
- E14.7 Donations of cash or other items shall be recorded and details passed to the Finance Department for recording in the accounting records. Any donation which stipulates a

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restriction as to its use must be recorded in accordance with the Restricted Reserves Policy and Procedures.

- E14.8 When the charity is informed of its right to a legacy the details will be recorded and the Director of Finance shall have responsibility to ensure that the legacy is received on a timely basis. Where the charity is a residuary legatee the charity shall take whatever action may be required to safeguard the charity's assets.
- E14.9 The Finance Manager is responsible for the collection of all amounts due to the charity.

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E15 INSURANCES

- E15.1 The Director of Finance shall ensure all insurance cover, including death-in-service cover, is in place and negotiate all claims in consultation with other officers where necessary.
- E15.2 Officers shall give prompt notification to the Director of Finance of all new risks, properties, or

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vehicles which require to be insured and of any alteration affecting existing insurance policies.

E15.3 All officers shall immediately notify the Director of Finance in writing of any loss, liability of damage or any event likely to lead to a claim and inform the police, unless otherwise decided by an Executive Director. Senior managers will supply the Director of Finance with all estimates and information required for the settlement of any subsequent insurance claim.

E15.4 All appropriate employees and Board Members of the charity shall be included in a suitable fidelity guarantee insurance policy.

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- E15.5 The Director of Finance shall annually, or at any such lesser period as he/she may consider necessary, review all insurances in consultation with other senior managers as appropriate.
- E15.6 Managers shall consult the Director of Finance and if necessary he/she will contact the charity's solicitor regarding the terms of any indemnity which the charity is requested to give.

E16 TREASURY MANAGEMENT **(Investments and Borrowings)**

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- E16.1 All investments and borrowings shall be effected in the name of the charity.
- E16.2 All money in the hands of the charity shall be aggregated where possible or appropriate for the purposes of treasury management.
- E16.3 All executive decisions on borrowing, investment or financing shall be delegated as set out in the Treasury Management Policy and the Director of Finance shall report to the Board on Treasury Management activities as required by the Treasury Management Policy

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E17 ORDERS FOR WORK, GOODS AND SERVICES

- E17.1 Official orders shall be in a form approved by the Director of Finance and are to be signed only by officers detailed in the Limits of Delegated Authority (Expenditure) approved by the Board.
- E17.2 Official orders shall be issued for all work, goods or services to be supplied to the charity except where an item is purchased in a shop or is for supplies of public utility services, for periodical payments such as rent or rates, when ordering goods and services using the supplier's official

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order or booking form, for petty cash purchases or such other exceptions as the Finance Manager may approve.

- E17.3 A copy of each order, including the supplier's official order or booking form where this has been used instead of the charity's official order, must be retained to be matched against the invoice and the delivery of the goods and services when they are received.

E18 PAYMENT OF ACCOUNTS

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- E18.1 Apart from petty cash, bank cards and other payments from advance accounts, the normal method of payment of money due from the charity shall be by BACS or a cheque drawn on the charity's bank accounts in accordance with the rules set out in the Treasury Management Policy.
- E18.2 Officers issuing an order are responsible for examining, verifying and certifying the related invoice(s) and similarly for any other payment vouchers or accounts arising from his/her department. Such certification shall be by signing the invoice. The names of officers authorised to sign and a specimen set of their

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signatures is to be is maintained in the charity's Limits of Delegated Authority (Expenditure) document.

E18.3 Statements or photocopies of invoices will not be accepted by the Finance Department for processing. The Finance Manager should authorise in writing any payments to be made on copy invoices, in addition to any other authorisation required.

E18.4 Before certifying an account, the certifying officer shall, except to the extent that the Finance Manager may otherwise determine, have satisfied him/herself that:

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- (a) other than in exception circumstances when payment is due in advance, the work, goods or services to which the account relates have been received, carried out, examined and approved,
- (b) prices, extensions, calculations, trade discounts, other allowances, credits, tax and allocation (i.e. coding) are correct,
- (c) the relevant expenditure has been properly incurred and is within the relevant estimate provision,

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- (d) the account has not been previously passed for payment and is a proper liability of the charity.

E18.5 The officer shall evidence that he/she is satisfied concerning these matters by signing the payment request slip.

E18.6 Accounts should be dealt with promptly and once they have been correctly certified, the invoice together with the authorised payment request slip and any related order form and goods received note should be passed promptly to the Finance Department for payment. The Finance

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Department shall be entitled to make such enquiries and to receive such information and explanations as it may be required to determine whether the account should be settled.

- E18.7 Any amendment to an account shall be made in ink and initialled by the officer making it, stating briefly the reasons where they are not obvious.
- E18.8 As a general rule invoices should be paid in good time before the stated due date, around 28 days after the invoice date. This is subject to variations as agreed with the individual supplier of goods and services and there being no challenge or complaint.

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- E18.9 At the financial year end each budget holder shall, in accordance with the timetable issued by the Director of Finance, notify the Finance Department of all expenditure which they believe needs to be accrued in relation to the previous financial year.
- E18.10 Responsibility for the authorisation of an account lies ultimately with the officer who signs the payment authorisation. The officers who have the authority to approve payment for either goods or services within the charity's approved revenue and capital budgets are specified in the charity's

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Limits of Delegated Authority (Expenditure)
document.

Cheque Payments

- E18.11 The charity's preferred method of payment is by BACS and therefore payment by cheque should only be made where the supplier will not accept payment by BACS or where the supplier's bank account details are not known.
- E18.12 All cheques should be sent direct to the payee. They should not be returned to the officer who certified the payment except where this is permitted by the Finance Manager.

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BACS Payments

- E18.13 BACS payments shall be prepared for processing and loaded onto the BACS system by an authorised member of the finance department.
- E18.14 Following review, loaded payments may be signed and submitted for payment by either the Chief Executive, Finance Manager or Director of Finance using a personal secure smartcard and personal PIN number. The PIN number and card must be kept secure by the card

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holder and not disclosed to other staff or third parties.

Override Procedure

E18.15 If a payment has to be made more quickly than the general rule and is not covered by the exceptions, then the date of payment should be marked on the certified invoice and addressed to the Finance Department duly marked for special treatment.

Payments by Visa cards or Switch cards

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- E18.16 The procedures for the use of Debit and Credit cards are set out in the detailed financial procedures of the charity. Misuse of the card at any time may result in disciplinary action being taken against the card holder.
- E18.17 Debit and Credit cards must only be issued to employees where the Chief Executive and Director of Finance have deemed it appropriate to their role.
- E18.18 The card holder must sign the card on receipt and memorise the PIN number. The PIN number should not be disclosed to anyone, nor should it be written down.

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E18.19 The security of the card rests with the card holder. The card holder should exercise all reasonable care to ensure the safety of the card. If the card is lost, misplaced or stolen, the card holder must immediately advise the appropriate bank and the Finance Manager.

E18.20 On leaving Pramacare employment, or if the card holder moves to other duties where use of the card is not necessary, the card is to be cut into 2 pieces and handed to the card holder's line manager.

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E18.21 Cards are only to be used for Pramacare purchases/expenditure. In no circumstances should the cards be used for personal purposes. In the event that the card is used by mistake for personal use, the card holder must notify their line manager immediately and repay the funds within two working days.

E18.22 A record of the use of the card, together with a receipt for all transactions must be kept by the employee and sent to the card holder's line manager for checking and authorising at least once a month. If this information has still not been received by the line manager by the time the payroll is prepared two months after it was

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first due the value of the transactions will be deducted from the employee's salary unless a member of the SMT deems this inappropriate. This amount will be reimbursed via the employee's salary once the missing information is received.

E18.23 The card holder's line manager must check and authorise debit and credit card statements and forward it to together with all receipts to the Finance Department. In the case of the Chief Executive the Chair is responsible for approving expenditure paid as personal expenses.

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E19 PETTY CASH AND POSTAGE

- E19.1 Departments and projects are authorised to hold a petty cash float in order to make small urgent payments in relation to the charity's business.
- E19.2 Petty cash floats and stocks of stamps must be held securely in a locked cupboard or safe which is attached to the floor or wall. Where more than one person is required to have access to the petty cash float, access must be signed for.
- E19.3 Sufficient records of all petty cash transactions must be maintained so as to account for all

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movement in petty cash. The petty cash float must be reconciled to these records at least weekly.

E19.4 Any departments or projects holding a petty cash float must complete a weekly petty cash return and send it promptly to the Finance Department.

E19.5 Monies due to the charity should not be paid into a petty cash float. They should be banked intact.

E20 SALARIES, WAGES AND PENSIONS

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- E20.1 The Director of Finance will recommend an annual cost of living increase to the HR Committee who will make a recommendation for approval by the Board. The individual increases are then agreed and authorised.
- E20.2 Any other increases in the pay bill of the charity must be approved by the Board.
- E20.3 Salaries shall be paid monthly, mostly in arrears, direct in to the employees' bank accounts. These are normally paid on the nearest working day to the 21st day of the month. Payment of overtime or bank hours will only be made on receipt of time sheets which have been

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authorised in accordance with the applicable Finance and HR procedures.

E20.4 All payments shall be made via a payroll bureau but must be authorised by either the Finance Manager, Director of Finance, Chief Executive or in the absence of all three staff another SMT member.

E20.5 Appointment of employees shall be made on terms and conditions relevant to the post, as detailed in the charity's policies and procedures handbook.

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- E20.6 Any increases in core establishment numbers must be approved by the Board. For clarity, establishment numbers refers to permanent posts and not frontline staff (such as Care Support Staff, activity clubs and shop staff, bank staff or staff on temporary contracts not exceeding nine months).
- E20.7 All time records and other pay documents shall be in a form prescribed or approved by the Director of Finance.
- E20.8 Personnel records shall be maintained by the Human Resources Department.

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E20.9 Letters of appointment, contracts of employment and other such documents shall be sent to new employees by Human Resources.

E20.10 The HR department shall be responsible for ensuring that the payroll bureau are informed promptly of all matters affecting the payments of such benefits, and in particular:

- (a) appointments, resignations, dismissals, suspensions, secondments and transfers,
- (b) absences from duty for sickness or other reason, apart from approved leave,

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- (c) changes in remuneration, other than normal increments, and pay awards and agreements of general application and,
- (d) information necessary to maintain records of service for pension, income tax, national insurance, etc.

E20.11 All casual and part-time employees shall be included on the payroll.

E20.12 Payment of salaries or wages in advance shall not be made except with the approval of the Finance Manager. Employees are responsible for the management of their own financial affairs. The charity will not normally make payments in

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advance to staff simply because they are in financial difficulties. The charity does operate a staff loans scheme for use in extremis.

E20.13 Any changes in the charity's pension scheme, including any change in entitlements or pension provider must be approved by the Board.

E21 SECURITY PROCEDURES

E21.1 Each manager is responsible for maintaining proper security at all times for all buildings, stock, stores, furniture, equipment, cash and confidential informations etc under his/her

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control. He/she shall consult the Finance Manager in any case where security is thought to be defective or where it is considered that special security arrangements may be needed.

E21.2 Maximum limits for cash holdings shall be agreed with the Finance Manager and shall not be exceeded without his/her express permission.

E21.3 Keys to safes or other similar containers are to be carried on the person of those responsible at all times; the loss of any such keys must be reported to the Finance Manager forthwith.

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- E21.4 The HR and Facilities Manager shall be responsible for maintaining proper security and privacy of information held in a computer installation or for its use. The HR and Facilities Manager is responsible for restriction of access to computer areas to authorised persons only and the use of passwords are the types of security control that will be instituted.
- E21.5 The IT Security Policy will be adopted by the Board and must be signed by all employees who use the charity's IT equipment.
- E21.6 Information relating to individuals will be subject to the provisions of the Data Protection Act. The

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Fundraising and Head of Communications is the charity's Data Protection Officer. He/she will ensure compliance with the Act.

E21.7 Manual records, particularly those relating to clients, will also be subject to security procedures.

E22 TRAVEL, SUBSISTENCE AND OTHER ALLOWANCES

E22.1 All claims for payment of car allowances, subsistence allowances, travelling and incidental expenses shall be submitted, duly signed by the

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claimant and authorised in accordance with the Travel and Subsistence Policy, in a form approved by the Director of Finance, to the Finance Department for payment.

- E22.2 Staff will be required to obtain business use insurance for their car before they are allowed to use it on Prama business. In the case of Trustees and volunteers, they must confirm with their insurer, in writing where possible, that they are adequately insured before using their car on Prama business.
- E22.3 Expenses claims should be submitted promptly. Claims submitted more than three months after

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the expenses were incurred will be paid only with the express approval of the Chair or Chief Executive. All claims for a financial year are to be submitted within one month of the financial year-end.

E22.4 The certification by the certifying officer shall be taken to mean that he/she is satisfied that the journeys were authorised, the expenses properly and necessarily incurred and that the allowances are properly payable by the charity.

E22.5 Claims must be approved by the employee's line manager, or in their absence their line manger's line manager.

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E22.6 Claims by a volunteer must be approved by the relevant Project Manager or Functional Manager, or in their absence, the manager's line manager.

E22.7 Claims by a Trustee must be approved by the Chair or Chief Executive.

E23 TENURES OF PROPERTY

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- E23.1 The HR and Facilities Manager will maintain a register of all properties owned by the charity in a form agreed with the Finance Manager,
- E23.2 All property or leases must state that they are held in the name of The Trustees on behalf of the charity.

E24 WRITING-OFF IRRECOVERABLE ITEMS OF INCOME

PRAMACARE

- E24.1 The charity will write-off all established bad debts as soon as possible in order not to distort current arrears and other bad debts position.
- E24.2 Bad debts must only be written-off in accordance with the procedure set out in the Bad and Doubtful Debts policy and procedures.
- E24.3 The overall level of write-offs will be considered by the Board as part of the monitoring of expenditure against budget.

E25 HOSPITALITY

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- E25.1 The charity makes no gifts, except in very limited circumstances such as promotional items. Hospitality will only be given and received where this supports the work of the charity. It will not be excessive and will be appropriate to the circumstances.
- E25.2 All gifts received or given and all hospitality received or given will be recorded in the “Gifts and Hospitality” register kept by the Chief Executive. The register will be open to inspection by any member of the Board.

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E25.3 If an officer or Board member is offered any undue hospitality or an inducement this should be reported to the Chief Executive.

E26 FINANCE POLICIES OF THE CHARITY

E26.1 The following Finance Policies have been approved by Trustees and compliance with them is mandatory:

- (a) Accounting Policies (including reserves policies),

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- (b) Limits of delegated authority to incur expenditure,
- (c) Treasury Management Policy,
- (d) Travel & Subsistence Policy,
- (e) Bad & Doubtful Debt Policy,
- (f) Fraud Policy.

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PART F

**TRUSTEE AND BOARD
MEMBERS CODE OF
CONDUCT**

- F1 Introduction
- F2 Principles: Objectives and Statement of Faith

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- F3 Principles of Public Life (Nolan Committee)
- F4 Principles of Good Governance (NHF)
- F5 Principles: Equal Opportunities
- F6 Summary of The Code of Conduct
- F7 Behaviour
- F8 Confidentiality
- F9 Conflicts and Disclosures of Interest

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- F10 Gifts and Hospitality
- F11 Failure to Follow The Code of Conduct
- F12 Review

Framework: This policy should be read in conjunction with the following:

- (a) Objectives and Statement of Faith
- (b) Equal Opportunities Policy
- (c) Corporate/Business Plan
- (d) Governance Policy

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- (e) Staff Code of Conduct
- (f) Standing Orders
- (g) Financial Regulations

NB The term “Member” refers to all Members of the Board of Management, its Committees and ad hoc Working Groups. The term does not include staff.

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F1 INTRODUCTION

- F1.1 The Trustees have responsibility for all actions carried out by Members, staff and volunteers throughout Pramacare. This responsibility is exercised through the Board which can include both Trustees and other co-opted members. The responsibility of the Board encompasses the management of large sums of private money, and the care of large numbers of people. Therefore, the Board has determined that the conduct of Members, staff and volunteers should give partners and funders confidence, show integrity and at all times avoid any conflict of interest or of influence by improper motives.

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F1.2 The Board believes that Members, staff and volunteers, as well as clients, partners and funders, want to be associated with an organisation that publicly upholds its values. Therefore, this Code of Conduct respects the seven principles of public life adopted by the Nolan Committee and goes beyond these. High standards of conduct imply disclosure of matters that might conceivably give rise to a duality or conflict of interest, and require Members to uphold the spirit, as well as the wording, of this Code of Conduct.

F2 PRINCIPLES: OBJECTIVES AND STATEMENT OF FAITH

F2.1 Pramacare is a Christian charity.

F2.2 The vision of Pramacare is:

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A world where no-one is unfairly disadvantaged or excluded because of infirmity, and where every person can enjoy life as they age.

F2.3 The full statement can be found in the Objectives and Statement of Faith.

F3 PRINCIPLES OF PUBLIC LIFE (NOLAN COMMITTEE)

Board Members must:

Selflessness Take decisions solely in terms of the charity's values and objectives. Members and staff should not do so in order to gain financial or other advantage for themselves or any other individual.

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other material benefits for themselves, their family or friends.

Integrity

Avoid placing themselves under any financial or other interest outside individuals or organisations that might influence the performance of their duties.

Objectivity

Ensure that in the delivery of services, the appointment and the awarding of contracts, duties are carried out with integrity and that choices are made on merit alone.

Accountability

Accept accountability for their decisions and actions to clients, the providers of public funds and other stakeholders and submit themselves to whatever scrutiny is appropriate.

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Openness	Be as open as possible about all the decisions and actions taken, giving reasons for their decisions and restricting only when individual or commercial confidentiality clearly demands.
Honesty	Declare any private interests relating to duties and take care to resolve any conflicts arising in a way that is lawful, and in the best interests of the charity's reputation, values and mission.
Leadership	Promote and support these principles by leadership and example.

F4 PRINCIPLES OF GOOD GOVERNANCE **(NHF)**

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<i>Standards:</i>	The charity operates according to high ethical standards, values and charity <i>Code of Governance</i> .
Accountability	There is proper accountability to, and involvement of, the organisation's stakeholders, including its clients.
Openness	There is a spirit of openness, making full disclosure of all matters and other information.
Equality	There is fairness and equality of opportunity in all aspects of the charity's governance.
Review	There are formal and open processes for the periodic review of own performance, and to ensure its renewal.

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Clarity

There is clarity of roles and responsibilities between the officers, Board Members and paid staff.

Control

There are effective systems for internal delegation, au

Information

The Board receive adequate and timely reports and ad
its decisions.

Structures

There are effective staffing and committee structures to

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work.

Audit

There are effective and proper relationships between the charity and its external auditors and regulators.

F5

PRINCIPLES: EQUAL OPPORTUNITIES

The charity is a Christian organisation which is actively opposed to discrimination in society. It is committed to the development and promotion of equal opportunities.

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regardless of colour, ethnic or national origin, religion, gender, disability, sex, appearance or marital status. This commitment is specified more fully in the Equal Opportunities Policy.

F6 **SUMMARY OF THE CODE OF CONDUCT**

At all times during their appointment with the charity, Members should:

- (a) have regard to the reputation and interest of the charity,
- (b) carry out duties in accordance with the charity's Christian basis and values,
- (c) strive for the highest standards of care and attention in their work,
- (d) comply with all statutory requirements and at all times work within the law,
- (e) bring to the attention of the Board any departure from legal and statutory requirements which may be encountered in the course of their duties.

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- (f) respect the confidentiality of any information acquired during the course of employment,
- (g) never abuse their position by accepting inducements or bribes.

F7 BEHAVIOUR

- F7.1 Members are expected to behave with courtesy and consideration at all times in connection with Pramacare business. They must endeavour to behave in a manner not likely to bring the company into disrepute, nor in any way harass, intimidate, threaten, coerce or abuse any person, nor in any way engage in conduct that is unlawful, or in breach of any applicable law, regulation or code of practice, or in their capacity as Board Member.

F8 CONFIDENTIALITY

- F8.1 All information in relation to applicants, staff, clients, and customers, their

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monies, is strictly confidential to the charity and should not be disclosed to the public unless in accordance with the Confidentiality and Access to Information Policy.

F8.2 Members may not speak on behalf of the charity with the press/media on matters concerning the charity's affairs without appropriate authorisation and should refer to the Chief Executive.

F9 CONFLICTS AND DISCLOSURES OF INTEREST

F9.1 With few exceptions, which must be authorised by the Board, it is generally not permitted for the charity to grant a benefit or make a payment for services to:

- (a) any Board member, except for reasonable and actual expenses incurred in connection with his or her Board duties,

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- (b) any staff member, except under his or her contract of employment;
- (c) close relatives of either (a) or (b),
- (d) anyone who has been in one of the above categories within the last 12 months,
- (e) any business trading for profit which any of the above own or are in managing.

F9.2 Any Board Member who believes that he or she may be in breach of the Code should report this immediately to the Chief Executive, who will investigate and as appropriate, report to the Board and any relevant Authority.

F9.3 At the start of every Board and sub-committee meeting Members shall declare any areas of interest concerning the agenda which affect issues or organisations.

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they are involved or which have financial implications for them, their organization or their families. Board Members shall withdraw from any part of the meeting if they have an interest. Such declarations shall be noted in the Minutes of the meeting. In addition, a Register of Interests will be updated whenever interests are declared. This shall be done when Members sign their Annual Declaration of Interests.

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F10 GIFTS AND HOSPITALITY

- F10.1 The charity wishes to protect Board members and staff from allegations of inducement or corruption. Members should therefore exercise the utmost care when accepting hospitality or gifts.
- F10.2 Members may not accept gifts of value over £50.
- F10.3 In no circumstances should gifts of cash be accepted.
- F10.4 Details of gifts or hospitality received must be reported to the Chief Executive and recorded in the appropriate register.

F11 FAILURE TO FOLLOW THE CODE OF CONDUCT

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PART G

**STAFF CODE OF CONDUCT (TO
BE READ IN CONJUNCTION WITH THE POLICIES
AND PROCEDURES MANUAL)**

- G1 Introduction
- G2 Scope and Application
- G3 General Obligations
- G4 Confidentiality

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- G5 Gifts and Hospitality
- G6 Alcohol, Drugs and Substance Misuse
- G7 Professional Boundaries
 - (a) Boundaries between Staff and Clients
 - (b) Staff Adopting Legal Relationships with Clients
 - (c) Boundaries between Staff
- G8 Conflicts of Interest

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G9	Declaration of Interest
G10	Conduct outside Work
G11	Media Statements and Enquiries
G12	Links to other policies
G13	Review

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G1. INTRODUCTION

G1.1

Pramacare is a Christian charity.

The visons of Pramacare is:

**A world where no-one is unfairly disadvantaged or excluded because of age
and where every person can enjoy life as they age.**

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The full statement can be found in the Objectives and Statement of Faith.

The accountability and responsibility for stewardship of charitable and publicly funded assets is that all staff and Trustees maintain the highest standards of integrity and behaviour at all times.

G1.2 This Code of Conduct sets out the standards of behaviour required of members of staff. All new members of staff are required to sign this Code.

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- G1.3 This Code does not attempt to provide an exhaustive list of acceptable staff behaviour in every situation. All staff members are expected to behave at all times in a reasonable and professional manner. As a general principle, where there is doubt or misunderstanding about conduct or behaviour, staff should seek guidance from their line manager.

G2. SCOPE AND APPLICATION

- G2.1 This Code applies to:

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- All current staff (full time, part time, temporary and relief)
- Any person engaged in a voluntary capacity.
- Students undertaking part or all of their training with the charity.

G2.2 For the avoidance of doubt any breach of this Code of Conduct may lead to the charity's Disciplinary Policy being invoked.

G2.3 For staff working in client's homes or organised activities, serious breaches of this Code of Conduct, which results in a vulnerable adult being harmed or placed at

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risk of harm, will be referred to Disclosure and barring service. This may result in the member of staff being unable to work in a care position working with vulnerable adults again.

G3. GENERAL OBLIGATIONS

- G3.1 Any person accepting employment with the charity does so fully accepting the Code.
- G3.2 Staff are required to act at all times within their terms and conditions of employment, including practices of equal opportunity and

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health and safety in relation to clients and colleagues.

The charity recognises the need for and supports wholeheartedly a policy of equal opportunity and diversity in all areas of its work.

- G3.3 Staff should not engage in any illegal activity, nor conduct any form of private business on Prama or client's premises. This includes buying or selling goods or services from or to clients. e.g. gardening, car cleaning, consumables etc. Any action undertaken on behalf of a client should be within the

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framework of the individual's support or care plan.

- G3.4 Staff are required to declare all convictions, pending prosecutions, cautions or bind-overs gained during their employment with the charity in order to review their employment status or any involvement in any investigation(s) being conducted in the UK or elsewhere by any statutory body, e.g. social services for protection issues. A conviction, or involvement in an investigation, may not necessarily affect employment but failure to declare such information may lead to

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disciplinary action being taken and summary dismissal.

- G3.5 Staff are required to maintain a standard of personal hygiene and dress that is acceptable to clients and colleagues.

Staff should attend work dressed in a manner which is suitable for their duties and that reflects the professional image the charity seeks to project. Due to the variety of work settings within the charity it is important that individual staff liaise with their line manager as to what is appropriate for a particular work setting. Line managers will apply discretion,

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taking into account issues of health and safety. There is an extensive dress code for care staff which can be found in the policies and procedures manual

Staff are responsible for their own belongings and it is advisable not to wear valuable items (such as expensive watches and jewellery) to work.

- G3.6 Staff may not use Prama office equipment or telephones for private purposes without the prior authorisation of their line manager, other than in cases of a serious or urgent nature. Where excessive use of the telephone is

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apparent, employees may face disciplinary action and will be required to reimburse the charity of the costs incurred. Excessive or inappropriate use for private purposes of the charity's office equipment, i.e. the Internet, is prohibited.

- G3.7 Staff are expected to behave at all times in a professional and courteous manner to clients, colleagues and members of the wider community. Offensive, abusive or discriminatory language or behaviour of any kind is not acceptable.

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- G3.8 Where members of staff are authorised to use their private vehicle in connection with Prama business, the driver and the vehicle must fully comply with the law in all respects and prior approval from the charity must be sought. Staff should not undertake any work, or use their own vehicle, without prior consent of their line manager and, where required, an MOT certificate and valid insurance document, covering business use and carrying passengers, should be seen and verified before carrying out Prama business.

Employees are not permitted to drive a Prama vehicle unless they have completed a driver

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declaration form, produced a valid driving licence and received written authorisation after which they must fully comply with the law in all respects.

Staff are responsible for any points/fines/parking ticket costs incurred and should notify their line manager in this event.

- G3.9 Staff must exercise sensitivity when discussing their own views and opinions of faith and must not try to impose those views on clients. Similarly staff must not use their position to promote any particular party political view.

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G4. CONFIDENTIALITY

G4.1 Pramacare is committed to the open conduct of business. There will be times however, when a high degree of confidentiality must be maintained, e.g. when disclosing personal information about clients.

Staff are required to ensure that at all times they:

- (a) Exercise a duty of care when disclosing information that is subject to the Data Protection Act 1998,

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(b) Adhere to Pramacare's Confidentiality Policy,

G4.2 Information disclosed by a client to a staff member or between members of staff can under no circumstances be regarded as confidential between those two parties. Information should be recorded appropriately and where necessary imparted to the line manager, or another senior member of staff.

G5. GIFTS AND HOSPITALITY

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- G5.1 Staff must not accept cash or gifts with a significant monetary value under any circumstances. Gifts of a nominal value can be accepted where refusal might give offence. However, the approval of the appropriate line manager is required. The Policy and Procedures for the Protection of Clients Against Financial Abuse explicitly states that staff should not gain personally from their professional relationship with clients.
- G5.2 All gifts received (other than those with a nominal value) must be recorded in the gifts and hospitality register which is maintained by the Chief Executive.

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- G5.3 On occasion, as a courtesy to external bodies with which the charity works, staff may wish to provide lunch or other minor hospitality to or accept entertainment from people of such bodies, subject to the following rules:
- (a) Approval of the appropriate line manager must be sought before offering or accepting any hospitality,
 - (b) It is unacceptable to solicit hospitality from anyone,
 - (c) Staff may attend social gatherings with the prior approval of their line manager. Staff should not accept

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invitations to attend other functions (such as sporting occasions or the theatre) as a guest if by doing so they may be placed in a position of granting undue preference in the conduct of the charity's business,

- (d) All hospitality given or received must be recorded in the register as in 5.2 above,
- (e) Invitations to attend charity or fundraising events as a guest may be accepted, if it is considered to be a good cause and where there may be a benefit to the business of the charity.

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- G5.4 To avoid being placed in a difficult situation, where there is any doubt, staff should make a declaration.

G6. ALCOHOL, DRUGS AND SUBSTANCE MISUSE

- G6.1 The consumption of alcohol and/or other substances such as illegal or mood altering drugs or solvents whilst on duty is prohibited. If mood altering drugs are prescribed they should not be abused and staff should notify their line manager and the HR department. The definition of 'on duty' includes the

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attendance at training events and conferences. In residential situations the course leader will determine when the end of the working day is, after which time it is permissible to consume alcohol.

- G6.2 Staff must ensure however that they are fit for work at all times and should not arrive on duty affected in any way by alcohol (including the smell of alcohol on the breath) and/or other substances such as legal (e.g. tranquilisers) or illegal drugs or solvents. Where prescribed medication is being taken, the staff member concerned should obtain advice on any possible side effects which may cause

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impaired performance whilst at work. If there is any doubt then the line manager should be informed.

G6.3 The bringing onto Prama or client's premises of alcohol and/or other substances such as illegal or mood altering drugs are not allowed unless prescribed to the client.

G6.4 Staff or Volunteers, from time to time, may find it difficult to cope with personal or professional issues. Prama offers a range of support mechanisms to help. These include:-

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- (a) comprehensive induction programme to help a new member of staff get off to a good start in their workplace/project,
- (b) Regular staff team meetings to enable staff to be part of the vital communication flow up and down the organisation,
- (c) Regular staff supervision with their line manager, focusing on their personal development and their contribution to the organisation's/department's/project's aims,
- (d) the grievance procedure is there for staff who have exhausted all other avenues and who need a professional matter

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resolving speedily, effectively and at the right level in Prama.

These are available to all staff in the charity. Staff are expected to use these for support, guidance and conflict resolution.

- G6.5 Staff and volunteers, like clients, are only human and can find themselves addicted to substances. It is vital that this addiction is confirmed as soon as possible. Rumour and speculation is damaging for all concerned and until the addiction is confirmed, help cannot be offered. In the first instance, staff who are coping with addiction need to consult their GP

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and need to be in regular contact with their Manager and the Human Resources Department in order for Prama to be aware of the treatment options available. Prama is committed to supporting staff and volunteers in their recovery. This is usually managed through Prama's Sickness Absence Policy and Procedure.

G7. PROFESSIONAL BOUNDARIES

G7.1 A professional relationship differs from the more usual social friendships. A professional relationship between a Prama staff member

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and a client is developed and directed for the benefit of the client rather than meeting the needs of the staff member. In contrast an ordinary relationship differs in that it is developed and sustained for the benefit of both parties.

G7.2 It is acknowledged that there is an inherent power difference in the relationship between a Prama staff member and a client.

(a) Boundaries between Staff, Clients, Customers and Clients

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- G7.3 Bearing in mind the differences outlined above, the text below sets out the parameters within which the charity's staff should work in terms of relationships and boundary issues with clients which includes ex clients (defined as less than two years since receiving services from the charity).
- G7.4 Staff should not give clients their private address or personal telephone number including a personal mobile number. Neither should staff disclose information relating to other staff's personal details to clients including colleagues' home addresses or personal telephone numbers. It is important

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that staff do not compromise their position or that of their colleagues by disclosing any personal information to clients. More information can be found in the Boundaries policy

(b) **Staff Adopting Legal Relationships with Clients** to be read in conjunction with our existing Safeguarding and boundaries policies

G7.5 Some activities have vulnerable clients who have had legal orders such as “power of attorney” made against them because they are unable to manage their own affairs. It is

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important in rare circumstances where Prama accepts the responsibility of such an order, that the client is protected against potential financial abuse. Wherever possible staff should not enter into a legal relationship with a client. However, in some circumstances there may be no other responsible adult to undertake this role. In such cases, prior to such a role being established, the staff member must obtain the consent of the Chief Executive.

- G7.6 It is not appropriate for a client to visit the home of a member of staff. Nor is it

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appropriate for staff to visit clients other than as a professional undertaking their work.

- G7.7 It is not appropriate for staff to meet socially in any circumstance with clients as this would blur the professional relationship between the client and the staff member.
- G7.8 Staff are seen as role models to clients. It is therefore essential that staff conduct themselves professionally within the work environment.
- G7.10 Staff are expected not to discuss personal issues relating to clients in front of other

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clients. Also it should not be assumed that information relating to a client can be shared with the client or with his or her relatives or friends without the permission from the client.

- G7.11 Staff must never offer accommodation, hospitality or leisure activities in their own home, or that of anyone in a close relationship with them, to clients.
- G7.12 Staff should be respectful of clients. Clients should be asked how they wish to be referred to and staff need to call them by their preferred name. Terms of endearment such as darling, sweetheart etc should not be used

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as these terms can be seen as patronising and may also have sexist undertones.

- G7.13 Staff should not give or accept personal loans, goods or services from clients; this would be unprofessional and may lead to an unhealthy and destructive relationship.
- G7.14 The client's support or care plan should govern the social interaction between that client and staff. For instance if a client's support plan indicates that they require social support to rehabilitate them into the community then it would be appropriate, with the foreknowledge of the line manager, for the

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key worker to arrange a shopping trip with the client. In these circumstances the client may find such an event would increase their self confidence in social settings.

- G7.15 It is inappropriate, due to the power imbalance between staff and clients, for a staff member to have a personal relationship including befriending, mentoring, (including acting as a Sponsor in a Twelve step Fellowship) being in business with, or being involved in a sexual relationship with a client. An acceptable period for such a relationship to be formed would be a minimum of two years after the client has left the charity.

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Thereafter staff should still exercise considerable caution and consult their manager before entering into any kind of personal relationship with an ex-client.

(c) Boundaries between Staff

- G7.16 Staff are expected not to share information outside of the professional requirements about clients or colleagues with other colleagues. This means staff should avoid gossip and should accept responsibility for discouraging it. Gossip invariably involves the sharing of confidential or inaccurate

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information and can be harmful to one or more parties.

- G7.17 Married staff, partners or relatives should not supervise, line manage or be responsible for directing each other's work in order to avoid any potential conflict of interest. In these instances the line management responsibility will be placed with another member of staff as deemed appropriate by the Chief Executive. Staff who are married or in a relationship must not work together on a client visit.
- G7.18 If a physical relationship develops between two staff members, it is important at an early

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stage, that this is declared to each of the staff members' line managers. This will allow any potential conflict of interest or suspicion of such a conflict to be avoided. Such a disclosure may result in one or both parties being line managed by another manager or one or both parties being re-assigned to another team. Any such relationship will not in itself lead to disciplinary action, but the failure to disclose may do so.

- G7.19 Clients often see staff as role models for their own behaviour and it is important to consider this when greeting each other. Although a hug may be seen

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as a friendly greeting between staff members, it may be misinterpreted by others. Therefore all staff are expected to fully consider their interaction and how they may be interpreted by others. Staff must bear in mind that unwanted physical contact may be seen as a form of sexual harassment.

- G7.20 Managers should not give loans to their subordinates including “subbing” the staff members pay, for example if the salary is short for any reason. In such circumstances a manager should refer the staff member who has been underpaid to the Finance Department.

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G8. CONFLICTS OF INTEREST

G8.1 A conflict of interest may arise in any situation where doubt can be cast on the ability of a member of staff to act objectively in relation to the charity's activities.

In any situation where a member of staff considers that a conflict of interest may arise they must declare it to their line manager.

G8.2 An example of a conflict of interest is where a member of staff uses a contractor or supplier in a private capacity, whilst they are on

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Pramacare's approved contractors list. Staff should avoid using any supplier who is used by the charity. If this is unavoidable then a written declaration must be made to the Chief Executive.

G9. DECLARATIONS OF INTEREST

G9.1 As a condition of employment, all staff are required to sign a declaration of interest that asks them to confirm that they understand their obligations not to make any payments to, or grant any benefit to a member of staff,

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Trustee, close relative or a business in which any of these may be involved.

G10. CONDUCT OUTSIDE WORK

G.10.1 The charity has no desire to place restrictions on, or interfere with, the private life of its staff.

Staff are required to obtain written consent from their line manager or Director before undertaking any paid employment outside the charity, including the setting up of their own business. Consent will not be granted where

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external employment interferes or conflicts in any way with the work of the charity.

- G10.3 Similarly, staff must obtain written consent from their line manager before undertaking any voluntary activity with an organisation whose business is closely related to the work of The charity, e.g. becoming a Magistrate, committee member of a local voluntary agency or housing organisation with whom the charity has contact.
- G10.4 When off duty, staff should avoid situations where their responsibilities to Pramacare and

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its clients conflict, for instance, socialising with clients in a public house.

G11. MEDIA STATEMENTS AND ENQUIRIES

All enquiries from the media relating to the charity should be passed to the SMT for the charity as soon as possible. Staff should not make comments or answer questions in relation to the charity unless directed to do so by the Chief Executive or SMT.

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G12. LINKS TO OTHER POLICIES

The following Prama policies and procedures are relevant to this policy:

- (a) Fraud Policy
- (b) Whistle Blowing: Public Interest Disclosure Procedure
- (c) Disciplinary Procedure,
- (d) Grievance Policy
- (e) Workplace Harassment, Bullying & Discrimination Policy & Procedure.

G13. REVIEW

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This Code of Conduct was approved by the
Board in >>>>>>>>>>>>>>>>>>>>>

APPENDIX 1

GLOSSARY OF TERMS

The term "Board" denotes full body of Trustees plus those co-opted for service.

The term "Board member" refers to all members of the Board whether they are a Trustee of Pramacare or a Co-optee or appointed to the Board by the charity's regulators. All Trustees of Pramacare are members of the full Board.

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The term "Trustee" refers to The Trustees of Pramacare.

The "Treasurer" is the honorary Trustee with responsibilities as laid down by the Board.

The "Chief Executive" is the senior employee to whom all the staff of the charity shall report and be responsible, and who in turn is responsible to and reports to the Board.

The term "Officer" refers to an employee of the charity.

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“Individual budgets” refers to the concept behind individual budgets, is to design the help required for people needing social care and support, to enable them to make decisions of the services they need through the provision of personal budgets, where individuals can “shop around” for the services they believe they need.

“Self-directed support” is the name given to a way of re-designing the social care and support systems so that the people who get services can take much greater control over them.

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APPENDIX 2

LIST OF KEY POLICIES OF THE CHARITY TO BE READ IN CONJUNCTION WITH THE POLCIES AND PROCEDURES MANUAL

- 1 Accounting Policies (including reserves policies)

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- 2 Limits of Delegated Authority (Expenditure)
- 3 Treasury Management Policy
- 4 Travel & Subsistence Policy
- 5 Bad & Doubtful Debt Policy
- 6 Risk Management Policy
- 7 Fraud Policy
- 8 Health & Safety Policy

PRAMACARE

- 9 Equal Opportunities and anti discrimination Policy
- 10 Workplace Harassment, Bullying & Discrimination Policy
- 11 Recruitment Policy
- 12 Disciplinary Policy
- 13 Grievance Policy
- 14 Prevention of Abuse (Clients) Policy
- 15 Arrears Policy

PRAMACARE

- 16 Complaints Policy
- 17 Client Participation Policy
- 18 IT Security Policy

APPENDIX 3

EQUAL OPPORTUNITIES AND ANTI-DISCRIMINATION POLICY

1. GENERAL STATEMENT

1.1 Pramacare recognises the need for, and supports wholeheartedly, a policy of equal opportunity in all areas of its work and responsibilities.

PRAMACARE

1.2 In relation to its employment and care duties, Pramacare unreservedly accepts the spirit and intention of the various regulations and codes of practice which separately and collectively outlaw certain kinds of discrimination.

1.3 Pramacare will not unlawfully, unfairly or unreasonably discriminate or treat any individual less favourably on the grounds of sex, marital status, gender reassignment, race, disability, colour, religion or belief, age, sexual orientation, nationality or ethnic national origin.

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1.4 The charity will challenge all discriminatory behaviour, and will provide training for staff to raise awareness of discrimination and diversity issues.

1.5 This policy should be read in conjunction with the following other documents:

- a. Equal opportunities and Diversity Strategy,
- b. Harassment Policy,
- c. Abuse Prevention Policy,
- d. Code of Conduct (Staff),

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EMPLOYMENT OF STAFF

Please note that the use of the word “staff” in this policy is intended to cover both paid and unpaid workers.

2.1 No condition or requirement will be applied to any applicant for employment or any staff member in the course of his/her employment which is, or may be, unlawfully, unfairly or unreasonably to their disadvantage on the grounds of sex, marital status, race, disability, colour, age, religion, sexual orientation, nationality or ethnic national origin. Furthermore, applicants for employment and staff members will not be disadvantaged by conditions

PRAMACARE

or requirements which cannot be shown to be justified within the Aims and Purposes of the charity.

2.2 Entry to employment and promotion or change of post within Pramacare is determined by personal merit and ability relevant to the Aims and Purposes of the charity.

2.3 The Aims and Purposes of the charity are Christian and commit the charity to represent and further the work of Christ in the World. Accordingly, as an Ecumenical Christian Charity all staff in posts which are central to the fulfilment of the charity's Aims and Purposes are required to

PRAMACARE

demonstrate a clear commitment to the Christian Aims and Purposes.

2.4 If a member of staff believes that he/she has been discriminated against it is his/her responsibility to report the matter to his/her immediate superior or to the most appropriate person in authority. All allegations of discrimination will be treated seriously by Pramacare.

2.5 Detailed provisions regarding the application of equality and diversity principles in relation to staff are contained in the Equality and Diversity Strategy, a copy of which is kept in the staff handbook at each worksite.

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3. CONTRACTORS

3.1 Pramacare will check that contractors and consultants invited to tender for work operate non-discriminatory employment practices.

4. DISABILITY

4.1 Pramacare recognises that it has clear obligations to ensure that people with disabilities are given equal opportunities to enter employment and take up accommodation. In addition, when staff members become disabled in the course of their employment, steps will be taken, through

PRAMACARE

retraining and redeployment if necessary, to enable them to remain in employment whenever possible. This applies equally to registered and non-registered disabled staff. Pramacare will consider modifications to its property to assist clients with particular disabilities.

5. DISCRIMINATION

5.1 To discriminate is to treat a person more or less favourably on the basis of colour, nationality or ethnic origin, religion, culture, gender, marital, parental status, disability, age, sexuality, or other such category that is irrelevant to the individual's

PRAMACARE

right to receive fair and equal treatment. It is generally recognised that discrimination can occur in many ways.

Discrimination on the basis of sex, marital status, gender reassignment, race, disability, colour, religion or belief, age, sexual orientation, nationality or ethnic national origin is unlawful. Discrimination can also be direct or indirect. Direct discrimination is deliberate. Indirect discrimination is where an act or failure to act, whether with intent or inadvertently, has a disproportionate impact on a particular group.

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6. SEXUAL AND RACIAL HARASSMENT

6.1 Sexual and racial harassment are forms of discrimination on the grounds of a person's sex or race. Such harassment is totally unacceptable to Pramacare. All allegations of sexual and racial harassment are treated seriously and all reasonable practicable steps taken to prevent the behaviour continuing.

7. POLICY MONITORING

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7.1 Pramacare will collect and monitor records of the sex, disability and ethnic origin of all those applying to it for employment.

7.2 Any client/client who feels that they have been the victim of discrimination of any form should refer to the Complaints Procedure.

7.3 Any staff member who believes they have been the victim of discrimination should refer to the Grievance Procedure.

7.4 A record of incidences of harassment is kept at each worksite. These harassment logs give

PRAMACARE

details of all reported incidents and complaints of harassment.

7.5 An analysis of all harassment incidents is undertaken at least annually and a report is presented to the Board.

9. POLICY APPLICATION AND REVIEW

9.1 It is the responsibility of every individual to eliminate discrimination and to ensure the practical application of this policy.

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9.2 This policy will be reviewed every three years.

10. STATUTORY OBLIGATIONS

The following statutory obligations were considered in the preparation of this policy:

Disability Discrimination Act 1995
Equal Pay Act 1970 (as amended 1984)
The Rehabilitation of Offenders Act 1974
Sex Discrimination Acts 1975 and 1986 (as superseded by the equality Act 2010)
Race Relations Act 1976 (as amended by the Employment Acts 1989 and 1990)

PRAMACARE

The Companies Act 1985

PRAMACARE

Charity Registration No. 801967

Company Registration No. 02359751 (England and Wales)

PRAMACARE

**PRAMACARE
(CHARITABLE COMPANY
LIMITED BY GUARANTEE)**

**TRUSTEES'
REPORT AND ACCOUNTS**

FOR THE YEAR ENDED 31 MARCH 2015

PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mr A J Binnington Mr J H Simmons Mrs D M Tudor-Thomas Dr A J Morris Mr T Sharpe Mr I P Melville Mr N C Johnson
Secretary	Mr A R Murray
Chief Executive	Mr J M Russell
Charity number	801967
Company number	02359751
Registered office	Moran House 1 Holes Bay Park Sterte Avenue West Poole Dorset BH15 2AA
Auditors	Morris Lane 31/33 Commercial Road Poole Dorset BH14 OHU
Solicitors	Aldridge and Brownlee Solicitors Kingsway House 13 Christchurch Road Bournemouth BH1 3JY
Investment advisors	Smith and Williamson Investment Management 25 Moorgate London EC2R 6AY
Bankers	Barclays Santander Charities Aid Foundation CCLA Investment Management

PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

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PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2015

The Directors and Trustees present their 26th annual report and the financial statements for the year ended 31 March 2015.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's Articles of Association, the Companies Act 2006 and the Statement of Recommended Practice 'Accounting and Reporting by Charities' issued in March 2005.

Structure, governance and management

The organisation is a charitable company limited by guarantee, incorporated on 10th March 1989, and registered as a charity with the Charity Commission on 20 December 1989. The Company was formed under a Memorandum of Association which established the objects and powers of the charitable Company and is governed under its Articles of Association. Under the terms of the Memorandum of Association each member of the Company guarantees to contribute £1 towards the assets of the Company in the event of its being wound up while he/she is a member, and towards the costs, charges and expenses of winding up. None of the Trustees have any beneficial interest in the company.

The Trustees, who are also Directors for the purpose of company law, and who served during the year were:

Mr A J Binnington	
Mrs L M E Everett	Resigned 13 April 2015
Mr J H Simmons	
Mrs D M Tudor-Thomas	
Mr D H Wood	Retired by rotation 4 November 2014
Mrs C C Campbell	Resigned 21 May 2014
Dr A J Morris	
Mr D Eyre	Resigned 24 August 2014
Mr T Sharp	
Mr I P Melville	Appointed 17 February 2015
Mr N C Johnson	Appointed 17 February 2015

Pramacare has a board of Directors which receives recommendations and information from its three sub-committees focussing on:

- Finance and Business Development
- Church Relations and Christian Identity
- Quality and Audit

The chair of each committee is held by a Director and these make recommendations to the full Board of Directors. The Directors, who are also charity Trustees, establish policies that are then implemented by the Chief Executive Officer (CEO) who is responsible for the employment of staff that carry out the objectives of the company.

New Trustees are appointed following a review of skills by a nominations sub-committee. Each Trustee elected meets with the CEO and then observes a Board or sub-committee meeting before final decisions are taken on appointment. The nominations sub-committee report to the Board. Persons considered to be able to offer particular expertise to the charity are given a Trustee Handbook and Strategic Plan and meet with the CEO to receive a full explanation of the purposes, ethos and practices of Pramacare before being invited to serve on the Board.

PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

The CEO holds the legal position of 'Nominated Individual' and the Care Services Director the position of 'Registered Manager' as per the current Care Quality Commission (CQC) requirements. The Care Services Director supervises a team of Area Care Managers who, with their Locality Managers, are responsible for assessing and providing appropriate care and support to clients referred to the company. They are also responsible for the management of Care Support Workers.

A number of staff are also appointed to deliver non regulated services. These include support to carers, specific projects for people with dementia, and community based development work. These provide clear evidence of Pramacare's charitable benefit.

Risk assessment

Identification and reporting of risk has been strengthened through being a standing item in the Quality and Audit sub-committee. A risk register is maintained to focus on specific areas of the organisation's activities and is reported to the Board of Trustees on a regular basis.

The CEO is designated as Health and Safety Officer.

The principal risks of the business relate to recruitment, with lack of growth being a direct consequence of being unable to recruit sufficient numbers of Care Support Workers, Added focus is being brought to advertising and marketing to address this, as well as improving pay, conditions and career prospects for staff.

Objectives and activities

The objects clause in the Company's Memorandum of Association states:

'The object of the charity is the relief of persons who have needs arising from physical or psychological infirmity, in ways that express Christian love and compassion in a practical way'

In April 2013 the vision statement was amended to "*vulnerable adults enjoying the independence of living in their own homes with the support of family, friends and community* "

The vision and the objects are delivered through the provision of care and support services to vulnerable adults within their own homes, day services, memory cafés, a luncheon club and support groups for carers, including young carers.

Pramacare also delivers this vision through working in partnership with several other charities and public bodies. Pramacare is a corporate member of the Poole Wellbeing Collaborative, it holds the chair of the pan-Dorset Dementia Friendly Communities group and represents the voluntary and community sector on the Better Together Programme.

The Company is regulated under the Health and Social Care Act 2008 as a provider of personal care and is subject to inspection by the Care Quality Commission (CQC). It is an approved provider to Dorset County Council, Dorset Clinical Commissioning Group, and a framework contract provider to the Borough of Poole. In this period approximately 27% of delivered hours to clients were under contract with these authorities (2014: 31%), and overall the Company provided 154,882 hours of care and support in the community (2014: 163,057 hours).

The activities of the organisation in the year towards its objectives are outlined in Achievements and Performance.

PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

Public Benefit

The trustees have given due regard to public benefit when planning the charity's activities, in accordance with sections G2 and G3 of the Charity Commission's General Guidance on Public benefit (January 2010).

The paragraphs in this report set out our activities, achievements, and performance during the year, which are directly related to the objects and purposes for which the charity exists. The charity achieves its principal objects and purposes through care to any members of the public in the local community who have needs arising from a physical or psychological infirmity. These benefits are directly related to the aims of the charity and are fully compliant with Principles 1 and 2 of the Charity Commission Principles on Public Benefit.

With the adoption of a strategic plan in October 2010 and in particular with the creation of the sub-committee focussing on Church Relations and Christian Identity the Company has sought to extend its public benefit beyond the historical delivery of 'fair care fees' as described below.

Achievements and Performance

Care services

- Prama supported over 800 vulnerable adults each week in their own homes through delivering 154,882 hours of care;
 - Provided a toe nail cutting service to over 800 clients;
 - Provided a weekly day care facility for 15 people in Wimborne;
- Supported over 60 family carers in groups located in Upton, Ferndown, Christchurch, Wimborne and Southbourne, supported the development of a further group in Bearwood and sustained a Dorset wide Young carers group
 - Worked with Longfleet United Reformed Church in Poole in sustaining a Memory Café for people with dementia and their carers and established a further group in Bournemouth.
 - Worked with Faithworks Wessex in sustaining a dementia training programme
 - Sustained a dementia friendly community initiative in Blandford
- Set up a life story programme for people with dementia
- Worked with Immanuel Church in Southbourne in establishing a carers group, bereavement group and dementia friendly church initiatives
 - Worked with St Johns Portland in establishing a luncheon club, support to local residential care homes, coffee mornings, and a food bank
 - Worked with Corfe Mullen Baptist Church in establishing older peoples knitting circles and carers groups
- Worked with St Saviours (ford in extending their support to older people
- Worked with churches in North Dorset to establish new initiatives for older people and their carers
- Supported Age Concern Poole in sustaining their Pop In groups and minibus service and in launching a unique Community Champions project
- Acted as a core partner to a unique Home Safely Scheme across Dorset

Shops:

Prama has five charity shops: Tuckton, West Moors, Kinson, Parkstone and Wimborne, and a Fair Trade outlet in Blandford (opened September 2014). The shops recorded a surplus of £45,942 in the year (2014: £29,188).

The Company is grateful to its volunteers (currently 95) who have provided many hours of support in the year. The majority of volunteers work in the shops and provided over 10,000 hours of support. Other volunteers run a luncheon club, support memory cafes and carer support groups.

PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

Fundraising

In the current year the company received legacies amounting to £8,487 (2014: £4,000). All legacies, gifts and grants from Trusts are greatly appreciated.

Legacies and donations received have enabled the successful continuation of the 'fair care fees' scheme under which discounts of up to 50% are given to private clients who qualify after having a financial assessment.

Investments

The Company has an investment portfolio held by Smith and Williamson Investment Management. As at 31 March 2015 the investment portfolio was valued at £327,971 (2014: £323,293). The performance of the investments was satisfactory for the charity with strong performance in the final quarter yielding significant unrealised gains which compensated for a withdrawal of funds of £30,000.

In addition the Company holds units in the Charities Property Fund, valued at £127,777 at 31 March 2015 (2014: £115,931). This investment is held as an Expendable Endowment with the income arising to be used in support of the Company's charitable activities developed by the Church Relations and Christian Identity sub-committee.

The Trustees' policy is to invest as much cash as is not needed for current working requirements with Smith and Williamson Investment Management and allow the fund managers to choose investments for a balanced return with medium risk.

Financial review

The total income for the charity was £3,279,674 (2014 £3,301,814). The provision of care and support is the primary activity producing this income and there was a reduction in output compared to the previous year. Although demand remains strong for Prama's services, difficulties across the sector in recruiting care workers have again limited our ability to expand services.

Expenditure on the delivery of care services is primarily on wages and travel costs. These saw some reduction with lower output but the Trustees took the decision to increase pay rates above inflation in order to improve conditions for the workforce and keep ahead of increases in the National Minimum Wage. Announcements since the Balance Sheet date regarding the introduction of the National Living Wage will provide ongoing challenges to the care sector and put pressure on clients to meet higher prices.

The charity shops continued to generate a useful income and this was significantly improved by the shops Gift Aid scheme which was applied to over 40% of donated goods.

At the end of the financial year Prama commenced a major overhaul of its computer systems and website. A designated fund was set up in the previous year to provide for this and approximately £70,000 has been committed, with disposals of investments providing the necessary cash flow in the short term.

The above factors resulted in an overall surplus for the year of £20,878. The trustees are committed to achieving a position where income from domiciliary care covers all related costs and other income from fundraising enables the expansion of other support activities for vulnerable adults and their carers.

Results

The results for the year, the state of the charity's affairs and transfers between the restricted and unrestricted funds are shown in the attached financial statements.

PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

Reserves policy

The charity's unrestricted and undesignated funds amount to £411,588 (2014: £385,115). The trustees monitor the level of reserves on a regular basis throughout the year and set a target level, appropriate to the charity's current position and future plans, through the annual budgeting process.

The ongoing requirement for reserves is to provide for the long term need for working capital, for short term fluctuations in income rates from care service delivery, the charity shops and other donations and grants. The trustees consider it prudent to maintain a minimum reserve of £350,000 in this respect.

There are three designated funds as at 31 March 2015 details of which are explained in note 25 to the financial statements.

Fixed assets

Full details of movements in tangible fixed assets are set out in note 17 to the financial statements.

Sources of funding

As mentioned above the bulk of income for the charity is produced from its charitable activity of providing care and support as part of meeting its objectives. This income is derived either directly from private clients and their families or as discussed above from contracts with Local Authorities.

Voluntary income includes those funds generated from general charitable donations and legacies as mentioned above.

The shops also produce an income for the charity as part of their fundraising activities and there is a minor element of income from general fundraising.

Expenditure

The majority of expenditure incurred is wages and travel costs for the care team and the care support workers in connection with the charity's objectives and its charitable activity of providing care and support.

Governance and administrative costs are incurred in support of the charity's primary role including the management team, finance and HR departments for example and for the charity to adhere to relevant laws and regulations.

Expenditure includes VAT where it is irrecoverable.

Remuneration policy

None of the trustees receives any remuneration. The remuneration of the Chief Executive is set by the trustees and other members of the Senior Management Team by the Chief Executive, having regard to market rates and the degree of responsibility held.

No staff received total remuneration and benefits in excess of £60,000.

Employee involvement

In June 2013 a staff forum was established. This is attended by the CEO with Care Support Workers from across all five Areas. This forum is used formally as a means of consultation and as the company's Health and Safety Committee. During this period a formal consultation process was undertaken leading to changes in Terms and Conditions of all staff and introduction of a two tier pay structure for existing and new staff.

PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

The charity seeks to give full and fair consideration to all applications for employment made to the charity by disabled people and make efforts in respect of the continuing employment and training of employees who may become disabled while employed by the company. The charity seeks to introduce, maintain and develop arrangements involving UK employees, providing systematic relevant information, undertaking regular employee consultation and providing necessary training and career development to all staff members.

Plans for the future

In April 2015 the directors agreed a strategic plan for 2015-2018. This has three key themes of Excellence, Christian Identity and Influence. Specific plans under these headings include: being rated as good/outstanding within any regulatory framework or survey methodology, the provision of added quality interventions for existing clients, being regarded as the employer of choice for those who work in the care sector, funding projects which enhance Christian mission and support to vulnerable adults, partnering with Christian churches to achieve Prama's charitable objects and their mission, and growing a volunteer base.

Prama will seek to invest in innovative and preventative projects, provide funding and influence best practice and be a campaigning voice on issues of death, dignity and disengagement.

Post balance sheet events

Following the year end the charity entered into a new lease for an office space in Kinson at an annual rent of £8,500.

Disclosure of information to auditors

Each of the directors has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

Auditors

A resolution proposing that Morris Lane be reappointed as auditors of the company will be put to the members at the Annual General Meeting in accordance with Section 485 of the Companies Act 2006.

This report has been prepared taking advantage of the small companies exemption under Section 415A of the Companies Act 2006.

On behalf of the board of trustees



.....

J H Simmons
Chairman
Dated.....

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PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

STATEMENT OF TRUSTEES RESPONSIBILITIES

The trustees, who are also directors of Pramacare (Charitable Company Limited by Guarantee) for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources including the income and expenditure, of the charitable company for that year.

In preparing these accounts, 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; and
- prepare the accounts 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 charity and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity 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 charity's website. Legislation in the United Kingdom governing the preparation and dissemination of accounts may differ from legislation in other jurisdictions.

PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

INDEPENDENT AUDITORS' REPORT

TO THE TRUSTEES OF PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

We have audited the accounts of Pramacare (Charitable Company Limited by Guarantee) for the year ended 31 March 2015 set out on pages 10 to 28. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of Pramacare (Charitable Company Limited by Guarantee) for the purpose of company law, are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view.

The trustees have elected for the accounts to be audited in accordance with the Charities Act 2011 rather than the Companies Act 2006. Accordingly we have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with the regulations made under section 154 of that Act.

Our responsibility is to audit and express an opinion on the accounts in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the accounts

An audit involves obtaining evidence about the amounts and disclosures in the accounts sufficient to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the accounts. In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited accounts. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

We have undertaken the audit in accordance with the requirements of APB Ethical Standards including APB Ethical Standard - Provisions available for Small Entities, in the circumstances set out in note 30 to the accounts.

Opinion on accounts

In our opinion the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2015 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (applicable to smaller entities); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

INDEPENDENT AUDITORS' REPORT (CONTINUED)

TO THE TRUSTEES OF PRAMACARE (CHARITABLE COMPANY LIMITED BY
GUARANTEE)

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Report is inconsistent in any material respect with the accounts; or
- adequate accounting records have not been kept by the charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the accounts are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Morris Lane

Morris Lane

Statutory Auditor

31/33 Commercial Road

Poole

Dorset

BH14 OHU

Dated.

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Morris Lane is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2015

Unrestricted Funds	Designated Funds	Restricted Funds	Endowment Funds	Total 2015	Total 2014		
Notes	£	£	£	£	£		
Incoming Resources							
Incoming resources from generated funds							
Donations and legacies	2	47,086	-	36,641	83,727	197,919	
Activities for generating funds	3	298,001	-	-	298,001	225,628	
Investment income	4	7,170	-	6,637	13,807	8,893	
		352,257	-	43,278	395,535	432,440	
Incoming resources from							
charitable activities	5	2,874,633	MI	-	2,874,633	2,854,939	
Other incoming resources	6	9,506	-	-	9,506	14,435	
Total incoming resources		3,236,396		43,278	3,279,674	3,301,814	
Resources Expended							
Costs of generating funds							
Costs of generating donations and legacies	8	16,749	-	-	16,749	19,911	
Fundraising trading: costs of goods sold and other costs	3	252,059	-	-	252,059	208,318	
		268,808	-	-	268,808	228,229	
Net incoming resources available for charitable application		2,967,588		43,278	3,010,866	3,073,585	
Charitable activities							
Provision of care		2,937,426	27,766	40,619	-	3,005,811	3,034,913
Governance costs		25,308			NI	25,308	35,406
Total resources expended		3,231,542	27,766	40,619	3,299,927	3,298,548	
Net incoming (outgoing) resources before transfers							
		4,854	(27,766)	2,659	-	(20,253)	3,266
Gross transfers between funds							
		(7,667)	9,523	(1,856)			
Net incoming (outgoing) resources		(2,813)	(18,243)	803	(20,253)	3,266	

PRAMACARE

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PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

STATEMENT OF FINANCIAL ACTIVITIES ~~INCLUDING INCOME AND EXPENDITURE ACCOUNT~~

FOR THE YEAR ENDED 31 MARCH 2015

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Endowment Funds £	Total 2015 £	Total 2014 £
Net incoming (outgoing) resources	(2,813)	(18,243)	803	-	(20,253)	3,266
Other recognised gains and losses						
Gains (losses) on investment assets	29,286			11,845	41,131	10,443
Net movement in funds	26,473	(18,243)	803	11,845	20,878	13,709
Fund balances at 1 April 2014	385,115	665,091	11,007	115,932	1,177,145	1,163,436
	- - - - -	- - - - -	- - - - -	- - - - -
Fund balances at 31 March 2015	411,588	646,848	11,810	127,777	1,198,023	1,177,145

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

There were no recognised gains and losses other than those included in the Statement of Financial Activities.

Other recognised gains and losses includes both realised and unrealised gains and losses. The

notes on pages 14 to 28 form part of these financial statements.

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PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

BALANCE SHEET

AS AT 31 MARCH 2015

	Notes	£	2015 £	£	2014 £
Fixed Assets					
Intangible assets	16				
Tangible assets	17		730,297		746,327
Investments	18		455,748		439,224
			1,186,045		1,185,551
Current assets					
Stocks	19	9,119		3,695	
Debtors	20	303,303		304,594	
Cash at bank and in hand		113,552		125,581	
		425,974		433,870	
Creditors: amounts falling due within one year	21	413,996		442,276	
Net current assets (liabilities)			11,978		(8,406)
Total assets less current liabilities			1,198,023		1,177,145
Income funds					
Restricted funds	23		11,810		11,007
Expendable Endowment funds	24		127,777		115,932
Unrestricted funds:					
Designated funds	25		646,848		665,091
Other charitable funds			411,588		385,115
			1,198,023		1,177,145

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PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

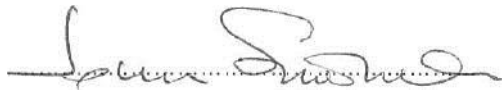
BALANCE SHEET (CONTINUED)

AS AT 31 MARCH 2015

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2015, although an audit has been carried out under section 144 of the Charities Act 2011. No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these accounts under the requirements of the Companies Act 2006.

The directors acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

These accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and with the Financial Reporting Standards for Smaller Entities (effective April 2008).



The accounts were approved by the Board on c.)

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J H Simmons
Chairman

Company Registration No. 02359751

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PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2015

1 Accounting policies

1.1 Basis of preparation

The financial statements have been prepared under the historical cost convention. They comply with the requirements of the Charities Act 2011 and are in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008). They also comply with the Statement of Recommended Practice Accounting and Reporting by Charities' published in March 2005.

1.2 Incoming resources

Legacies, both pecuniary and residuary, are credited when notified and the amount of the legacy can be determined with reasonable certainty.

Gifts are credited to income at the time of their receipt. Gift Aid donations include income received together with the tax recoverable.

Gifts in kind and donated services are not recognised in the Statement of Financial Activities.

Gifts and grants received for specific purposes are credited to the Restricted Income Fund in accordance with the Statement of Recommended Practice 'Accounting and Reporting by Charities'. Such funds are subsequently released as they are spent. Where it is clear that the donor has specified a grant to be related to a fixed period for a specified use, these funds will be treated as deferred income.

1.3 Resources expended

Expenditure is recognised on an accruals basis. Expenditure has been allocated according to the Statement of Recommended Practice 'Accounting by Charities' and is shown under the appropriate sub-heading.

Resources expended attributable to each of Costs of Generating Funds, Charitable Activities and Governance are allocated to cost categories for each. Where expenses are attributable to more than one of these, the cost category is split on the basis of estimates by the charity's management. Wages are apportioned based on the employees' roles and time spent for each area of the charity's activities. Similarly, items of expenditure which involve more than one cost category are allocated appropriately between the cost categories involved on the basis of estimates.

Gifts in kind and donated services are not recognised in the Statement of Financial Activities.

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PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE;

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

1 Accounting policies

(Continued)

1.4 Tangible fixed assets and depreciation

There is a limit of £250 below which items are not capitalised

Tangible fixed assets are stated at cost net of depreciation and any provision for impairment. A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

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

Freehold land is not depreciated

Freehold buildings	Over 15 years straight line
Leasehold property	Over 50 years straight line
Shop fixtures and fittings	20% straight line basis
Furniture and equipment	15% reducing balance basis
Motor vehicles	25% reducing balance basis
Computer equipment	33 1/3 % straight line basis

During the year ended 31 March 2012 the company implemented a change in accounting estimate in respect of freehold property. Previously freehold was depreciated over its useful economic life of 50 years. However, so as to align with the trustees' intentions of ownership and residual value as explained in note 17, freehold property is now estimated as having a useful economic life of 15 years to the charity.

The effect of this change is to charge the profit and loss account and decrease the reported net assets of the company by £9,846 per annum.

1.5 Leasing and hire purchase commitments

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible assets and depreciated over the shorter of the lease term and their useful lives. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the profit and loss account so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

Rentals payable under operating leases are charged against income on a straight line basis over the period of the lease.

1.6 Investments

Investments are stated at market value. Realised and unrealised gains and losses on investments are recognised in aggregate in the Statement of Financial Activities. Investment income is credited on an accruals basis.

1.7 Stock

Stock is valued at the lower of cost and net realisable value.

1.8 Pensions

The charity operates a defined contribution pension scheme. Contributions are charged in the accounts

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as they become payable in accordance with the rules of the scheme.

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PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

1 Accounting policies

(Continued)

1.9 Accumulated funds

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts.

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the accounts.

Endowment funds comprise funds which are retained for the benefit of the charity as a capital fund. Where the trustees have a power to convert endowed capital into income, these funds are unrestricted expendable endowments.

Transfers between funds occur when there is a change of intention in respect of a particular fund. Any transfers from restricted funds to unrestricted funds are authorised by the donor.

1.10 Amortisation

Amortisation is calculated so as to write off the cost of an intangible asset over the useful economic life of that asset as follows:

Goodwill Over 2 years straight line

2 Donations and legacies

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2015	Total 2014
	£	£	£	£	£
Donations and gifts	38,599		36,641	75,240	193,919
Legacies receivable		8,487		8,487	4,000
	47,086		36,641	83,727	197,919
Donations and gifts					
Unrestricted funds:					
Appeals and donations				31,887	47,033
Gift Aid donations				6,712	5,274
				38,599	52,307
Restricted funds:					
Appeals and donations				36,641	27,210
Gift Aid donations					
				36,641	27,210
Endowment funds:				---	
Appeals and donations					114,402

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PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

3 Activities for generating funds

	2015 £	2014 £
Charity shops and income from activities and events	298,001	225,628
Fundraising trading: costs of goods sold and other costs	(252,059)	(208,318)
Net activities for generating funds	45,942	17,310

4 Investment income

	2015 £	2014 £
Income from unlisted investments	13,518	8,644
Interest receivable	289	249
	13,807	8,893

5 Incoming resources from charitable activities

	2015 £	2014 £
Provision of private care	2,257,870	2,115,272
Local Authorities	461,718	612,737
Clinical Commissioning Groups	155,045	126,930
	2,874,633	2,854,939

6 Other incoming resources

	2015 £	2014 £
Miscellaneous fees and rebates of expenses	9,506	14,435

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PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

7 Total expenditure

	2015	2014
	£	£
Costs of generating funds		
Costs of generating donations and legacies	16,749	19,911
Fundraising trading: costs of goods sold and other costs	252,059	208,318
Total	268,808	228,229
Charitable activities		
Provision of care		
Activities undertaken directly	2,394,636	2,472,998
Support costs	611,175	561,915
Total	3,005,811	3,034,913
Governance costs	25,308	35,406
	3,299,927	3,298,548

Governance costs includes payments to the auditors of £7,250 (2014: £6,085) for audit fees.

8 Costs of generating donations and legacies

	2015	2014
	£	£
Other costs comprise:		
Appeal and fundraising salaries	2,430	9,138
Activity and event expenditure	14,319	10,773
	
	16,749	19,911

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PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

9 Activities undertaken directly

	2015	2014
	£	£
Care support worker wages	1,703,740	1,735,525
Care support worker travel	228,833	310,030
Development work salaries	84,612	74,275
Development work expenses	7,642	2,277
Medical supplies and equipment	20,042	15,644
Care team salaries	269,318	269,212
Care team travel	15,999	17,135
Care team telephone	27,854	23,916
Outreach work	18,968	1,333
Bad debts	3,076	10,927
Charitable client benefits	7,350	3,253
Care subsidy scheme	7,202	9,471
	2,394,636	2,472,998

10 Support costs

	2015	2014
	£	£
Administration salaries	319,654	268,724
Administration travel	3,191	6,298
Rent	16,769	17,523
Heat light and water	7,176	8,046
Property repairs and maintenance	16,302	19,117
Equipment repairs and maintenance	1,923	2,889
Insurance	15,818	15,224
Miscellaneous expenses	3,540	8,104
Computer expenses	46,427	37,164
Printing postage and stationery	49,233	48,368
Archive storage	3,328	1,167
Telephone	9,285	7,972
Professional fees	8,842	3,656
Staff - other costs	20,839	10,498
Training salary costs	47,475	59,464
Training other expenses	3,227	1,962
Training travel	759	1,828
Depreciation	36,432	38,359
Loss on disposal of fixed assets	955	5,552
	611,175	561,915

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PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

11 Governance costs

	2015 £	2014 £
Other governance costs comprise:		
Accountancy fees	6,427	1,500
Audit fees	7,295	6,085
Bank charges and interest	3,439	7,529
Legal and professional	7,848	19,689
Trustees travel	299	603

	25,308	35,406

12 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the year but 1 of them was reimbursed a total of £299 for travelling and subsistence expenses (2014: 2 were reimbursed £603).

13 Employees

Number of employees

The average weekly number of employees during the year was:

2015	2014		2015	2014
	Headcount	Headcount	FTE	FTE
Direct charitable activities	240	258	104	111
Charity shops	13	13	8	8
Fundraising	1	1	1	0.5
Management and administration	11	9.5	9	8
	265	281.5	122	127.5

Employment costs

	2015 £	2014 £
Wages and salaries	2,446,925	2,427,279
Social security costs	111,609	100,223
Other pension costs	30,498	23,186
	2,589,032	2,550,688

There were no employees whose annual remuneration was £60,000 or more.

PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

14 Net incoming resources

	2015 £	2014 £
Net incoming resources are stated after charging:		
Depreciation	36,432	38,359
Loss on disposal of fixed assets	955	5,552
Auditors remuneration - audit	-----7,295	-----7,755
- other services	6,427	10,891

15 Taxation

The company is exempt from taxation due to its charitable status.

16 Intangible fixed assets

	Goodwill £
Cost	
At 1 April 2014 and 31 March 2015	-----25,000
Amortisation	
At 1 April 2014 and 31 March 2015	-----25,000
Net book value	
At 31 March 2015	-----

PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

17 Tangible fixed assets

	Freehold property and alterations £	Computer equipment & software £	Leasehold property £	Shop fixtures & fittings £	Furniture and equipment £	Motor vehicles £	Total £
Cost							
At 1 April 2014	764,272	79,852	62,043	22,458	40,446	7,000	976,071
Additions		21,457			-		21,457
Disposals		(6,348)			-	(2,500)	(8,848)
At 31 March 2015	764,272	94,961	62,043	22,458	40,446	4,500	988,680
Depreciation							
At 1 April 2014	99,791	73,707	14,187	19,602	19,887	2,570	229,744
Charged	19,957	10,354	1,241	952	3,084	844	36,432
On disposals	-	(6,348)			-	(1,445)	(7,793)
At 31 March 2015	119,748	77,713	15,428	20,554	22,971	1,969	258,383
Net book value							
31 March 2015	644,524	17,248	46,615	1,904	17,475	2,531	730,297
31 March 2014	664,481	6,145	47,856	2,856	20,559	4,430	746,327

A professional valuation of the freehold property by Humphreys and Dancer dated 6 March 2012 indicated a market value of £425,000.

The trustees have assessed the value in use of the property to the charity as being the carrying value and the depreciation rate was revised in the year ended 31 March 2012 to reflect the residual value and the charity's expected consumption of the asset.

Commitments:

As at 31 March 2015 the company had contractual commitments for a further £8,985 expenditure on computer equipment and software.

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PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

18 Fixed asset investments

Market value at 1 April 2014	439,224
Disposals at opening book value	(21,708)
Acquisitions at cost	
Change in value in the year	41,145
Net movement in cash	(2,913)
Market value at 31 March 2015	455,748
Historical cost	
At 31 March 2015	387,492
At 31 March 2014	406,259
The investments held at the balance sheet date were:	
Unit Trusts and Bonds	261,275
Listed Securities	189,059
Cash	5,414
	455,748

All investments are held within the UK primarily to provide an investment return for the charity.

19 Stocks

	2015	2014
	£	£
Care stock	1,000	1,770
Office supplies	1,000	1,925
Shop goods for resale	7,119	
	9,119	3,695

PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

20 Debtors

	2015	2014
	£	£
Trade debtors	118,626	74,578
Income tax recoverable	10,241	15,310
Other debtors	20,936	12,479
Prepayments and accrued income	153,500	202,227
	303,303	304,594

21 Creditors: amounts falling due within one year

	2015	2014
	£	£
Loans	250,000	250,000
Trade creditors	35,624	27,884
Taxes and Social Security costs	25,858	20,575
Other creditors	5,505	14,511
Accruals	97,009	129,306
	-----	-----
	413,996	442,276

The loan of £250,000 from the Valentine Charitable Trust has no set repayment date. There is no interest payable during the term of the loan and there are no instalments due. Repayment will be the greater of £250,000 or 41.67% of the value of the property at the time of repayment.

The loan is secured against the freehold property.

22 Pension

The company operates a defined contribution scheme.

	2015	2014
	£	£
Contributions paid in year	----- 30,498	23,186

PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

23 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes.

	Balance at 01.04.2014	Movement in funds			Balance at 31.03.2015
		Income	in Expenditure	Transfers	
	£	year	in year	£	£
Greenhill Fellowship Trust	1,570	17,637	17,398		1,809
Carer Support	199	10,000	8,091		2,108
Young Carers Support	4,318	5,091	4,163	(1,856)	3,390
Dementia Friendly Community Blandford	3,444		85		3,359
Skills for Care Training	466		466		
Registered Managers Network	1,010		170		840
Wimborne Day Centre		2,500	2,500		
Home Safely Project		4,050	3,746		304
Pramafair		4,000	4,000		
	-----	-----	-----	-----	-----
	11,007	43,278	40,619	(1,856)	11,810

The transfer represents a correction for expenditure from the previous accounting period which was disclosed as unrestricted.

The purposes for which the restricted funds are held are as follows:

- a) The Greenhill Fellowship Trust fund includes donations and income from the endowment fund for the support of charitable activities that enhance the quality of life for the Charity's clients and other vulnerable adults in the Dorset area. During the year this has been used to continue funding a community project in Portland.
- b) Carer Support - this fund represents a donation for the purpose of providing support to family members across Dorset who are caring for individuals suffering from dementia.
- c) Young Carers Support - this fund represents a donation for providing a support network for young people who act as carers for family members.
- d) Dementia Friendly Community Blandford - this fund represents a donation for the purpose of engaging local businesses in supporting people with dementia and raising awareness of dementia.
- e) Skills for Care Training - this fund represents a donation for the purpose of training the organisation's care workers in treating people with dignity.
- f) Registered Managers Network - this fund is used to provide coordination of a peer network amongst Registered Care Managers in Dorset.
- g) The Home Safely Project provides specially formatted identity bracelets to people suffering with dementia so that if they are unable to find their way home the Police can locate their carers.
- h) Pramafair is a fundraising initiative in Blandford, selling Fair Trade goods.
- i) Wimborne Day Centre - this fund represents a donation towards work specifically in the Wimborne and Colehill area.

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PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

24 Expendable Endowment Funds

	Movement in funds				
	Balance at 01.04.2014 £	Income in year £	Expenditure in year £	Gain/loss on investments £	Balance at 31.03.2015 £
Greenhill Fellowship Trust	115,932	-----		11,845	127,777

The Greenhill Fellowship Trust Fund represents a gift of investments, the income from which is to be used to support charitable activities that enhance the quality of life for the charity's clients and other vulnerable adults in the Dorset area and family members who are caring for them. The capital may be used at the discretion of the trustees.

25 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees to ensure that the charity has adequate funding for future requirements:

	Movement in funds				
	Balance at 01.04.2014 £	Income in year £	Expenditure in year £	Transfer from general funds £	Balance at 31.03.2015 £
Fixed asset fund	496,327			(16,030)	480,297
Mortgage repayment fund	45,574			25,553	71,127
Initiatives fund	23,190		(23,190)		
IT development fund	100,000		(4,576)		95,424
	665,091		(27,766)	9,523	646,848

Transfers have been made between designated and general funds in the year to agree the designated fund closing balance to the amounts defined.

Fixed Asset Fund

An amount equal to the net book value of fixed assets less the long term funding of the charity's freehold property in the future.

Mortgage repayment fund

An amount set aside to provide the funds necessary to repay the long term funding of the charity's freehold property.

Initiatives fund

The charity received a large legacy in the year ended 31 March 2012 which is being used over a three year period to fund new charitable initiatives.

IT development fund

The charity is reliant on its computer systems for the management of its core activities. This fund ensures that hardware and software systems can be fit for purpose, reliable and efficient.

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PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

26 Contingent liabilities

The charity has an obligation to repay the loan from the Valentine Charitable Trust (see note 21) at the higher of £250,000 or 41.67% of the value of the property, Moran House, 1 Holes Bay Park, Sterte Avenue West, Poole. In view of additional expenditure on the property by the charity, the trustees of the Valentine Charitable Trust have agreed to review the percentage payable in light of advice from professional valuers before repayment.

27 Commitments under operating leases

At 31 March 2015 the company had annual commitments under non-cancellable operating leases as follows:

	Land and buildings	
	2015	2014
	£	£
Expiry date:		
Within one year	458	6,380
Between two and five years	25,000	31,850
In over five years	15,100	15,100
	-----	-----
	40,558	53,330
	Office equipment	
	2015	2014
Between two and five years	15,394	11,991
	-----	-----

28 Analysis of net assets between funds

	Unrestricted	Designated	Restricted	Endowment	Total
	funds	funds	funds	funds	funds
	£	£	£	£	£
Fund balances at 31 March 2015 are represented by:					
Tangible fixed assets	250,000	480,297			730,297
Investments	161,420	166,551	-	127,777	455,748
Current assets	414,164		11,810		425,974
Creditors (amounts falling due within one year)	(413,996)		-		(413,996)
	411,588	646,848	11,810	127,777	1,198,023

PRAMACARE

PRAMACARE (CHARITABLE COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

29 Related parties

Control

Throughout the period, Pramacare was controlled ultimately by its members who meet annually at the Annual General Meeting. The Board of directors and trustees elected by the members governs the affairs of the charitable company between Annual General Meetings.

Transactions

During the year £1,500 (2014: £1,300) was received from The MacDougall Trust, a charity in which Mr J M Russell, CEO, is a trustee.

During the year £10,000 (2014: £10,000) was received from The Greenhill Fellowship Trust, a charity in which Mr J H Simmons, trustee, and Mr A R Murray, Company Secretary, are trustees.

During the year £4,000 (2014: £nil) was received from Ransome Trust Limited, a company in which Mr J H Simmons is a director.

Care services were provided to the father in law of Ms P Sharp, Care Director, during the year amounting to £16,375 (2014: £21,145) and to the mother of Mr A Murray, Company Secretary, amounting to £1,832 (2014: nil). Services were provided on a normal commercial basis.

Consultancy Services totalling £nil (2014: £25) were provided by Lifestyle Matters during the year, a business owned by Mrs L M E Everett, a trustee. These services were provided on a normal commercial basis.

During the year the charity rented rooms from the Longfleet United Reformed Church for £780 (2014: £240). The CEO Mr J Russell was an elder of this church. The transaction was on a normal commercial basis.

As a member of the Poole Council for Voluntary Service, Pramacare is liable for up to £5 should the organisation become insolvent.

Other transactions with the trustees are set out in note 12.

30 Auditors' ethical standards

The relevant circumstances requiring disclosure in accordance with the requirements of APB Ethical Standard - Provisions Available for Small Entities are that, in common with many charities of our size and nature we use our auditors to assist with the preparation of the accounts.

31 Post balance sheet events

Following the year end the charity entered into a new lease for an office space in Kinson at an annual rent of £8,500.

32 Members' Guarantee

Under the terms of the Memorandum of Association each Member of the Company guarantees to contribute £1 towards the assets of the company in the event of its being wound up while he/she is a member, or within one year of his/her ceasing to be a member, towards the liabilities incurred while he/she was a member, and towards the costs, charges and expenses of winding up.

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