

2022  
**ANNUAL  
REPORT**

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THE PEARCE FOUNDATION  
CHARITY NO:1198611



THE  
Pearce  
Foundation





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# OBJECTIVES

The Pearce Foundation, Charity number 1198611 was registered as a charitable incorporated organisation (CIO) with the Charity Commission on the 13th April 2022. The principal office and registered address is 26, St Leonard's Road, Hove, East Sussex BN3 4QR.



The objectives of the Pearce Foundation are to...“provide grants and donations for such charitable purposes, for the public benefit, that are exclusively charitable according to the laws of England and Wales as the trustees may from time to time determine.”

Under the terms of the governing document, the trustees provide capacity building grants and personal support to small, fledgling charitable organisations in Sussex. Grants are awarded to help strengthen an organisation's capacity so that they can meet the needs of their beneficiaries more effectively.



Support is offered for organisations who have been operating for two years or less, with an income of £50k or less and whose activities are based solely in Sussex.





# TRUSTEES

The Charity Commission's recommendations on how to recruit, select, appoint, and induct a board of trustees were followed. A skills audit was conducted to recruit trustees with the necessary experience, skills, abilities, and knowledge which resulted in a well-balanced board. Each trustee has a specific area of focus to ensure all aspects of governance, finance, HR, communications, strategy, & planning are well-managed.



Jane Robbie, Chair



Jane Waller



Charlotte Moroney



Janice Taylor

The trustees confirm they did not receive any remuneration during the year, nor were they reimbursed for any expenses.



# GOVERNANCE

From April until September, the trustees' focused on promoting good governance, which included the development of policies, processes and procedures.

## POLICIES



All policies are reviewed annually and compliance reported against them at the second Trustees' meeting of the year. The exception is the Investment & Reserves Policy which is reviewed in January alongside the budget and strategy to help inform activities that year.

Financial Investment & Reserves policy

Right to work policy

Equality & Diversity policy

Privacy & Data Protection policy

Social Media policy

Grant making policy

A Partnership Agreement was also drafted to present to grant recipients (charity partners) during the onboarding process.



# RISK MANAGEMENT

The trustees felt it prudent to carry out a risk assessment to pre-empt any risks the Pearce Foundation may encounter.

A risk matrix was designed to measure;

- Likelihood: How frequently the risk has occurred, and how likely it is to occur in the future.
- Impact: Should the risk occur, what would be the impact on the Pearce Foundation and Partners.
- Effectiveness of existing controls: How effective are the controls at helping to manage or mitigate the risk.

Risk Level	Risk Score	Action/Response	Risk Category
High	25+	Emergency trustees meeting to respond to high risk & implement action plan with immediate effect	None
Medium	13 -24	Monitor and report back to Trustees at each quarterly Trustees meeting. Action plan if required	<ul style="list-style-type: none"><li>• People</li><li>• Financial</li></ul>
Low	0 - 12	Monitor & update at annual Trustees meeting in January	<ul style="list-style-type: none"><li>• Governance</li><li>• Organisational</li><li>• Reputational</li></ul>



# COLLABORATIONS & CONNECTIONS

The Pearce Foundation understands the value of collaboration and is committed to working with charitable partners and other community organisations to widen its impact in the community.

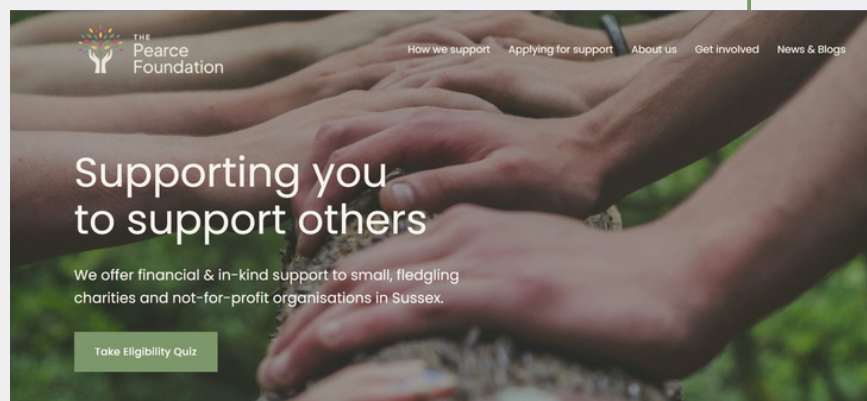


*People are at the heart of everything we do, and our values of respect, connection, kindness, growth, and integrity reflect this in all that we do.*

We contacted local community groups, joined and hosted a community of practice impact group, became a member of the 'Good Business Club', and identified a fundraising consultant to become our first skill-sharer.

## WEBSITE

The Pearce Foundation is deeply thankful to Mathew Scott for his creative services and support, which included designing the logo and brand, building the website, and delivering training at a greatly reduced cost.



The website has a clear and concise layout for the application process, as well as detailed information on the support provided.



# STRATEGY

## THEORY OF CHANGE

The Pearce Foundation developed a theory of change (ToC) to provide a clear strategic framework for the organisation to follow.

The trustees identified the problem as:

“ *Small charitable organisations often lack the resources and skills necessary to grow sustainably, efficiently, and thrive.* ”

The organisation's purpose, which includes providing personal, peer-to-peer, and organisational support to our charity partners, funded by capacity-building grants, describes how the

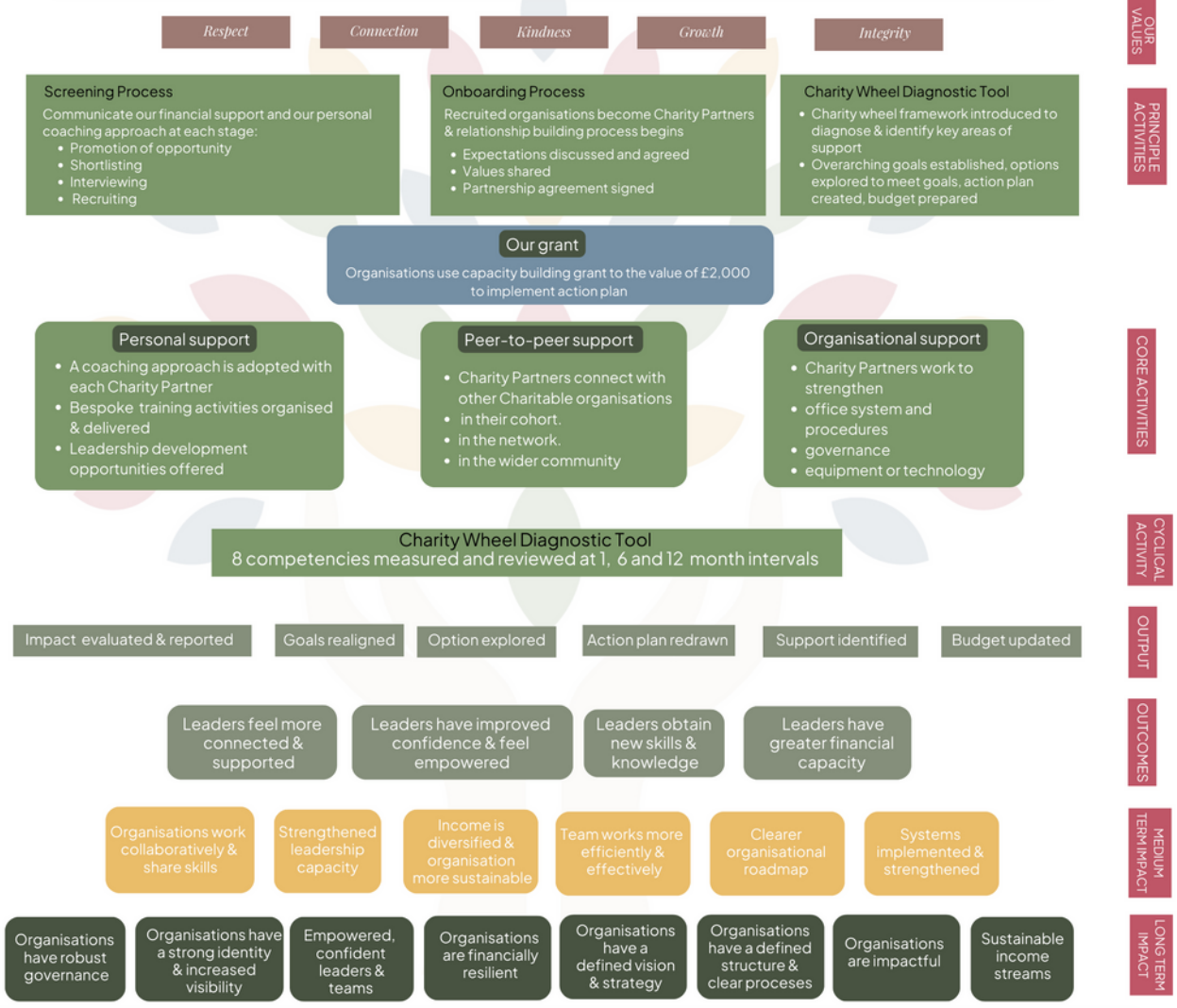
foundation intends to solve this problem. The theory of change goes into greater detail and highlights the foundation's core activities, outputs, outcomes, and impact.





*The Pearce Foundation's Theory of Change (ToC)*

Small charitable organisations often lack the resources and skill-set necessary to grow sustainably, effectively and thrive



www.pearcefoundation.org.uk

Organisations, their leaders and the charity sector in Sussex have the resources, connections and skills to grow sustainably, efficiently and thrive

# CHARITY WHEEL

The Charity Wheel is a diagnostic tool that helps our partners assess eight essential areas of their charity: governance, communications, impact, operations, people, fundraising, finance, and strategy. This awareness is key to understanding a charity's particular needs and challenges.

The charity wheel also provides our partners with essential insights, allowing them to prioritise which areas to focus on next. As a result, the Pearce Foundation can offer targeted financial and personal support with greater confidence, ensuring that our resources add meaningful value and have a greater impact.



www.pearcefoundation.org.uk



*The personalised support we've received from the Pearce Foundation has helped to highlight our strengths and show us where we need to grow.*

Flourish Mentors  
Our first Charity Partner

## APPLICATION PROCESS

We understand that applying for grants can be a time-consuming and lengthy process, so we have tried to make our application process as straightforward as possible. Potential applicants are encouraged to take our online eligibility quiz to see if they meet our minimum requirements. If successful, they will be invited to complete a full online application. If unsuccessful, they will be directed to a list of alternative funders and support on our website.



The trustees invite shortlisted candidates to an informal discussion, and successful applicants are onboarded the following month. The partnership agreement is signed, the charity wheel is introduced, and overarching goals and support activities are identified. Our approach is described in more detail on page 13.

## BUILDING A TEAM

The founder works voluntarily to ensure the smooth planning and execution of support activities. Zoya Rasul was recruited as a volunteer in September to help build and manage the organisation's social media presence. The trustees were impressed with her contributions and skills, so they expanded her role to cover a wider range of communications on a paid internship basis beginning in January 2023.

“

*I gained excellent experience and confidence as a volunteer with the Pearce Foundation. From setting up social media channels to creating a distinct brand presence for the Foundation, it has been great learning for me. I also value the opportunity to engage with charity partners, skill sharers and other charitable organisations in the network.*

Zoya Rasul  
Communications Intern





# ACTIVITIES

The Pearce Foundation forms partnerships with organisations with a clear charitable aim and purpose. A range of bespoke support activities are funded by our capacity building grants which are either paid directly to our partners, e.g. for equipment, or paid directly to an external source, e.g. training provider. We focus on "how" our Partner organisations operate so that they can grow and develop as efficiently and sustainably as possible so they can focus on "what" they do best.

## Stage 1: Best Practice (Year 1)

Grants of up to £2,000 are awarded to new Partner organisations of the Pearce Foundation.

## Stage 2: Scaling Up (Year 3)

Existing Partners can apply for a further grant of up to £2,000, at least two years after their initial grant when they are ready to take that next step of growth or development.

## Stage 3: Consolidating (Year 5+)

On-going or additional financial support is considered on a case-by-case basis for Partners looking to further develop their capacity and impact.

Our grant-making process is designed to promote responsible and sustainable growth by providing timely support to our Partners as they take constructive steps in their development.

Grants and tailored support activities are available for up to one year, and funding is provided on a project-basis. In addition to regular check-ins, a progress review is conducted six months after the start of engagement to help prioritise the final six months of support and funding.



# COACHING APPROACH

As the Pearce Foundation values people's ability to lead on their own development, we adopt a coaching approach with our Charity Partners. This helps to;

- Identify key areas of support
- Agree short and long-term goals
- Create an action plan within an agreed timeframe
- Fund a range of tailored support activities to help meet goals
- Schedule accountability check-ins
- Connect partners to peer support working groups



How the coaching approach helps our Charity Partners:

- ✓ Provides them with a mechanism to record activity and progress
- ✓ Holds them accountable to their goals
- ✓ Encourages them to assess progress against their goals
- ✓ Provides them with data-based feedback

“

*The Pearce Foundation has adopted such a personal and supportive way of helping us on our journey so far. There is so much to learn as a young charity that it so often feels overwhelming. The Pearce Foundation has many resources to help you navigate those first steps and beyond.*

| Trustee, Flourish Mentors



Goals - Reality - Options - Will



# ACHIEVEMENTS

## PILOT CHARITY PARTNER: FLOURISH MENTORS

In September, we piloted our approach with local charity, Flourish Mentors, a registered charity in Sussex offering mentoring and support to 16-25 year old women in Brighton & Hove.

“

*We have not only been delighted by the quality and commitment Pearce Foundation has shown us, but your thought-provoking and individualised approach has really helped us grow into a far more sustainable charity and we are profoundly thankful to you!”*

| Flourish Mentors



By implementing the charity wheel in the onboarding session, Flourish Mentors were able to identify fundraising, comms, systems and office equipment as key areas for support.





## OUTCOMES

A printer was purchased, a project management tool was implemented, and training was provided. Bespoke fundraising and communications support was provided by our "skill-sharers" (independent specialists) with ongoing support.



1. The Pearce Foundation sponsored Flourish Mentor's first annual mentor's day.
2. Social media training to their volunteer
3. Fundraising and budgeting workshop with our skill-sharer

These activities were funded by the capacity building grant, which resulted in some immediate outcomes:

- Reduced printing costs and a quicker turnaround for promotional materials for workshops
- Clarification of team roles and responsibilities
- Easier and more effective team communication, resulting in better planning and sharing of activities
- Creation of a fundraising strategy and budget designed for short and long-term activities
- Identification of a wider range of funders, with two grants subsequently secured
- Increased confidence and skills among the leadership team and trustees



We were delighted by the immediate results achieved during this four-month period. In 2023, we will revisit the charity wheel with Flourish Mentors during their 6 and 12 month reviews. This will enable us to monitor their progress and provide both qualitative and quantitative data to further measure our impact.



*“I had no idea of budgets or strategy & now I have so much more confidence in that area. I’ve really benefited from your support.”*

Team Member,  
Flourish Mentors



*“The Pearce Foundation not only successfully matched us with someone with a skill set we were lacking, but the tone of the meeting was open, non-judgemental and very conducive to deep thinking and learning. Overall the experience was both an awakening yet nurturing experience. This balance is often hard to strike but the Pearce Foundation managed to do it beautifully.”*

Director,  
Flourish Mentors



## FINANCIAL

The Pearce Foundation received a single donation from the Founder to be invested as a capital lump sum to finance grant making activities. The objective is to maintain the real value of the assets whilst generating a stable and sustainable return to fund grant making. Up to £2,000 will be distributed to a minimum of 4 charities each year. This can vary from year to year depending on grant making opportunities and investment returns.



- At least 8% of the total assets will be kept in cash or near-cash investments. This will provide enough working capital to meet routine payment obligations at a level that the trustees deem necessary to meet normal requirements for a three-month period and to cover any potential unforeseen expenses.
- At the advice of the Investment Advisor, the capital is being phased in over a period of 1 year to help manage current market volatility. All funds will be invested by September 2023

An annual budget will be prepared each January for approval at the trustee's meeting. The Chair will also review free reserve levels periodically to ensure that the maximum or minimum levels are not going to be breached.



## ADVISOR & ACCOUNTANT

Independent, Advanced & Clear Ltd T/A Foundation Financial Planning have been appointed as the independent financial advisers to The Pearce Foundation and are directly authorised by the Financial Conduct Authority (reference 917076).

West & Berry Accountants, Brighton have been appointed to provide a independent examination of the Pearce Foundation annual accounts.





## DECLARATION

The trustees declare that they have approved the trustees' report above.

*Jane E Robbie*

Signed on behalf of the charity's trustees

Full name Jane Robbie

Date 16/09/2023





THE  
Pearce  
Foundation

Supporting you to support others

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Charity Number: 1198611

[www.pearcefoundation.org.uk](http://www.pearcefoundation.org.uk)

