



**Action Tutoring Ltd**

# **Annual Report and Financial Statements for the year ended 31st August 2019**

**Registered charity Number 1147175  
Company Number 08105978**

**Action Tutoring, The Dock, Tobacco Quay, Wapping Lane, London E1W 2SF**

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## TRUSTEES' REPORT

### From the Chair



I am delighted to welcome you to Action Tutoring's 2018-19 annual report. In a climate of continued school funding challenges and concerns about the rate at which the attainment gap is closing, Action Tutoring is pleased to have supported more pupils than ever before and to have been able to continue its strategy of deepening its reach in each city it operates in. This reach has seen the charity support 2,526 pupils in 84 schools, receiving a total of nearly 30,000 hours of tuition. In order to achieve this, Action Tutoring is so grateful to the 1,150 volunteers who worked with the charity over the course of the year and it remains proud of the diverse pool of tutors it attracts. Results Days for both SATs and GCSEs is a key date in the Action Tutoring calendar. This report shares further detail of the impact Action Tutoring has achieved and I am thrilled to see both our SATs and GCSE cohorts outperforming the national average for disadvantaged pupils.

Other highlights of the last year have included an event Action Tutoring held in the House of Commons kindly hosted by Helen Hayes MP, where the Minister of State for Schools gave a keynote address. The event attracted policy makers, headteachers, volunteers and funders and was a wonderful chance to showcase the charity's achievements to date. Action Tutoring has launched in Nottingham and is pleased that the work there is now underway with three schools in the city. In addition the charity is planning for significant growth in Birmingham and Liverpool as well as launching its primary programme for the first time in Newcastle.

Looking ahead, we know there is a lot more to do. Over 75,000 Pupil Premium GCSE pupils leave school each year without basic qualifications in English and maths. The Board and senior team are beginning to explore further possibilities for how we could expand the charity's reach effectively to work with more of these pupils. The team is excited to begin researching and planning for that, alongside continuing to deepen the charity's reach in its existing cities. Underpinning this, Action Tutoring is investing in quality assurance and evaluation work to understand what's really working in its model and to be confident about the impact it's having. Thank you for your support of Action Tutoring and I hope you enjoy reading this report.

*Peter Baines, Chair of Trustees, March 2020*

## Charitable aims and objectives

Action Tutoring aims to support pupils from disadvantaged backgrounds to achieve a meaningful level of academic attainment, with a view to enabling them to progress to further education, employment or training. It does this by providing high-quality volunteer tutors to work with pupils, increasing their subject knowledge, confidence and study skills.

Action Tutoring seeks to tackle socio-economic disadvantage by making the benefits of tuition more widely accessible, and to enable more young people to reach their potential in life, regardless of their background.

The charity's aims are to support people in education through:

- The provision of tutors to provide academic support to pupils preparing for exams;
- Partnerships with schools; and
- The encouragement of pupils, raising aspirations and confidence in addition to academic support.

Action Tutoring works in partnership with non-selective state primary and secondary schools where a higher than average percentage of pupils are eligible for Free School Meals. Within those schools Action Tutoring specifically supports the following groups:

Primary schools	Secondary schools
<ul style="list-style-type: none"> <li>• Pupils eligible for Pupil Premium<sup>1</sup> funding, or pupils who might otherwise be considered disadvantaged.</li> <li>• Year 5 and Year 6 pupils preparing for their English and maths SATs.</li> <li>• Pupils at primary school at risk of leaving school not reaching national standards in either or both subjects.</li> </ul>	<ul style="list-style-type: none"> <li>• Pupils eligible for Pupil Premium funding, or pupils who might otherwise be considered disadvantaged.</li> <li>• GCSE pupils preparing for their English and maths exams.</li> <li>• Pupils on the grade 4<sup>2</sup> borderline at GCSE, who are at risk of leaving school without basic qualifications, especially in English and maths.</li> </ul>

Through the provision of tutoring Action Tutoring aims to achieve the following:

<ul style="list-style-type: none"> <li>• Increase the number of pupils leaving primary school reaching national standards in English and maths.</li> <li>• Increase pupils' confidence, study skills and aspirations.</li> <li>• Ensure pupils start secondary school on a firm footing and with the best possible chance of going on to achieve in their GCSEs.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of pupils leaving secondary school with a minimum of five strong GCSEs (grade 4 or 5), including English and maths.</li> <li>• Increase the number of pupils going on to further education, employment or training as a result of leaving school with basic GCSE qualifications.</li> <li>• Increase pupils' confidence, study skills and aspirations.</li> </ul>
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<sup>1</sup> This includes all pupils who have been eligible for Free School Meals (FSM) in the last six years.

<sup>2</sup> In 2016-17 the GCSE grading system changed to 9-1, with the new standard 'pass' grades set at a grade 4.

## Delivery of aims and objectives

Action Tutoring's programmes are delivered in partnership with schools. A 'programme' is a term of tutoring, composed of 8-10 weeks of hour long sessions with a high-quality volunteer tutor. The schools are responsible for identifying the pupils to take part in the programme and the selection is discussed with Action Tutoring to ensure it corresponds with the charity's guidelines.

Action Tutoring recruits high-quality volunteer tutors, who volunteer for a minimum of an hour a week for a term, at one of the charity's partner schools. All volunteers attend a training and induction session prior to beginning their tutoring and complete a DBS check. Volunteer tutors come from a wide range of backgrounds including, but not limited to, university students, working professionals and retired individuals.

All Action Tutoring volunteers must meet the organisation's minimum requirements for academic achievements and skills developed: educated to degree level or studying towards a degree, A or B at A Level in the subject they wish to tutor (or a close equivalent), evidence of strong communication skills and some experience of working with young people or a strong understanding of the skills needed to work with young people.

Action Tutoring provides carefully structured resources for volunteer tutors, tailored to the curriculum, that can be adapted to the needs of individual pupils. Quality assuring the delivery of the tutoring sessions, resources, volunteer training and ongoing support is a key priority for the charity. Alongside this, robust impact measurement and evaluation is paramount. This is done in a number of ways: including carrying out baseline and interim assessments with pupils, which also help to inform key subject areas to focus tutoring on; and data sharing and analysis with partner schools including demographic data, the grades pupils are currently working at and eventual SATs or GCSE results.

The Senior Management Team and Trustees review the aims and activities of the charity each year to ensure that every area of the work it carries out benefits those the charity seeks to help.

The Trustees confirm they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission general guidance on public benefit.



## How Action Tutoring's activity delivers public benefit

Action Tutoring provides the opportunity for disadvantaged young people to benefit from 1:1 or 1:2 tuition, to increase their academic performance, study skills and confidence. It aims to equip pupils to leave school with the grades necessary to either excel at secondary school or to go on to further education, employment or training post school, with the intention of breaking the cycle of poverty and enabling them to contribute to society.

Action Tutoring partners with schools with a higher than average percentage of pupils eligible for Free School Meals, to ensure that the support is getting to the most disadvantaged young people. Schools are then asked to particularly prioritise giving places on the programme to their Pupil Premium pupils.

Action Tutoring supports pupils by providing them with a volunteer tutor who will work within Action Tutoring's resources framework, to deliver personal tutorials relevant to their pupil's needs. Pupils referred to Action Tutoring will be at risk of leaving secondary school without basic GCSE qualifications or at risk of leaving primary school without reaching national standards, and would not otherwise have access to private tutoring to support them in their education.

## Summary of activity

In 2018-19, Action Tutoring substantially increased its delivery in its existing cities. The charity also worked to further embed its primary and secondary programmes in schools. The team focused on making consistent qualitative improvements to programmes, whilst supporting more pupils than ever before.

Below is a summary of schools, programmes and revision days delivered in **2018-19**:

Region	Primary schools	Secondary schools	Total (increase from 2017-18)	Programmes	Revision days
Birmingham	3	4	7 (-1)	16	n/a
Bristol	5	5	10 (+1)	28	n/a
Liverpool	n/a	4	4 (+1)	6	2
London	30	19	49 (+3)	154	18
Newcastle	n/a	4	4 (no change)	13	n/a
Sheffield	1	3	4 (+1)	9	1
Sussex	2	4	6 (-1)	16	n/a
<b>Total</b>	<b>41</b>	<b>43</b>	<b>84 (+4)</b>	<b>242</b>	<b>21</b>

Each programme consisted of approximately 8-10 volunteer tutors working with up to 20 pupils for a term. Most schools opted to run either two or three programmes over the course of the year.



Revision days are run as an individual day of intensive revision support, usually for a group of 20 pupils, including pupils on the regular Action Tutoring programmes. They run for a whole school day, in the period just before the exams, with a volunteer tutor offering intensive revision support to small groups of pupils.

The table below highlights the unique numbers of pupils and volunteers Action Tutoring worked with over the year. The majority of pupils took part in the programme for more than one term. Whilst attracting new volunteers will always need to be a priority, ultimately the charity wants to encourage people to remain as volunteers, reducing the need for continued recruitment over time. In addition to doing more than one term of tutoring, some volunteers also volunteered on more than one programme during the same term. The majority of the primary school programmes run before working hours, providing a viable volunteering option for many of the corporate volunteers who work full time.

Region	Primary pupils	Secondary pupils	Total (increase from 2017-18)	Volunteer tutors (increase from 2017-18)
Birmingham	72	90	162 (-68)	87 (-19)
Bristol	169	179	348 (+77)	143 (+4)
Liverpool	n/a	81	81 (-54)	47 (-11)
London	772	737	1,509 (+110)	675 (+46)
Newcastle	n/a	155	155 (+51)	73 (+26)
Sheffield	18	68	86 (-19)	53 (-11)
Sussex	49	108	157 (-82)	73 (-25)
<b>Total</b>	<b>1,080</b>	<b>1,446</b>	<b>2,526 (+4)</b>	<b>1,151 (+10)</b>

Of those secondary school pupils tutored, 87% were eligible for Pupil Premium funding (have received Free School Meals in the last six years) or met one of Action Tutoring's exceptions criteria<sup>3</sup>. This is from data returned for 96% of the pupils the charity supported. Of the Year 11 pupils, 92% began the programme working between grades 2 to 5.

<sup>3</sup>This includes, but is not limited to, factors such as: parents not wanting to claim free school meals, those newly arrived in the country who don't yet have the paperwork to register for Free School Meals, teenage pregnancy, gang involvement and those with parents known to be abusing substances or in prison.

## Impact

One Year 6 pupil at Hollydale Primary School in London started working with Action Tutoring in summer 2018 to get some extra help with his maths and English. He attended 18 tutoring sessions until spring 2019, to help prepare him for his SATs.

He said, “My confidence has increased so much through the sessions and I now feel ready to sit my tests. My tutors support me really well and give great warm-ups to the sessions.”



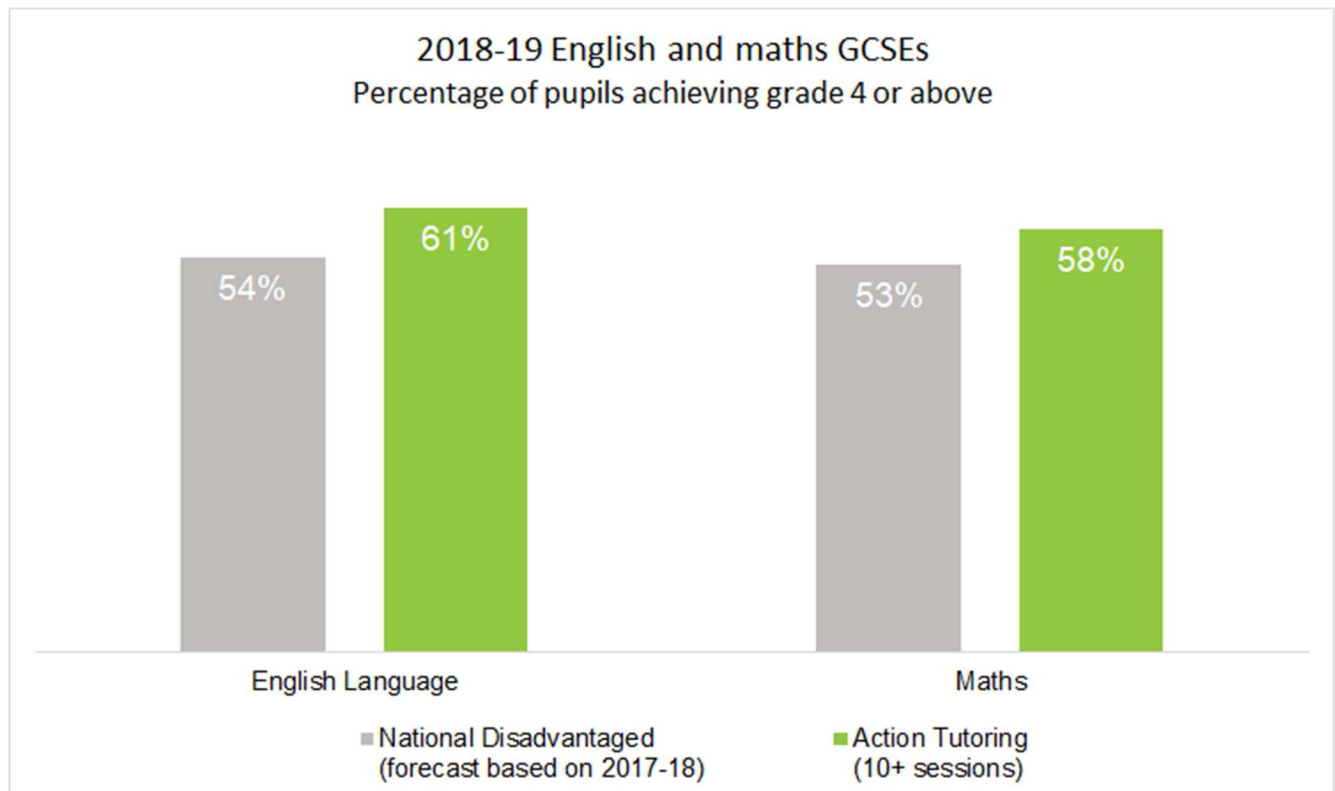
## Key Performance Indicators

Action Tutoring is continuing to track performance in a number of key areas as part of the process of improving its model to drive greater impact. The table below sets out the progress made to date and highlights the targets for the next academic year.

Area of focus	2016-17	2017-18	2018-19	2019-20 target
<b>Secondary school pupil attendance</b>	72%	73%	74%	75%
<b>Primary school pupil attendance</b>	88%	89%	89%	90%
<b>Average number of sessions attended by pupils</b>	11 (primary) 8 (secondary)	11.5 (primary) 8.5 (secondary)	14.5 (primary) 9 (secondary)	15 (primary) 10 (secondary)
<b>Volunteer retention (term to term)</b>	52%	50%	58%	60%
<b>Data return from schools</b>	90%	95%	96%	96%



## GCSE results 2018-19

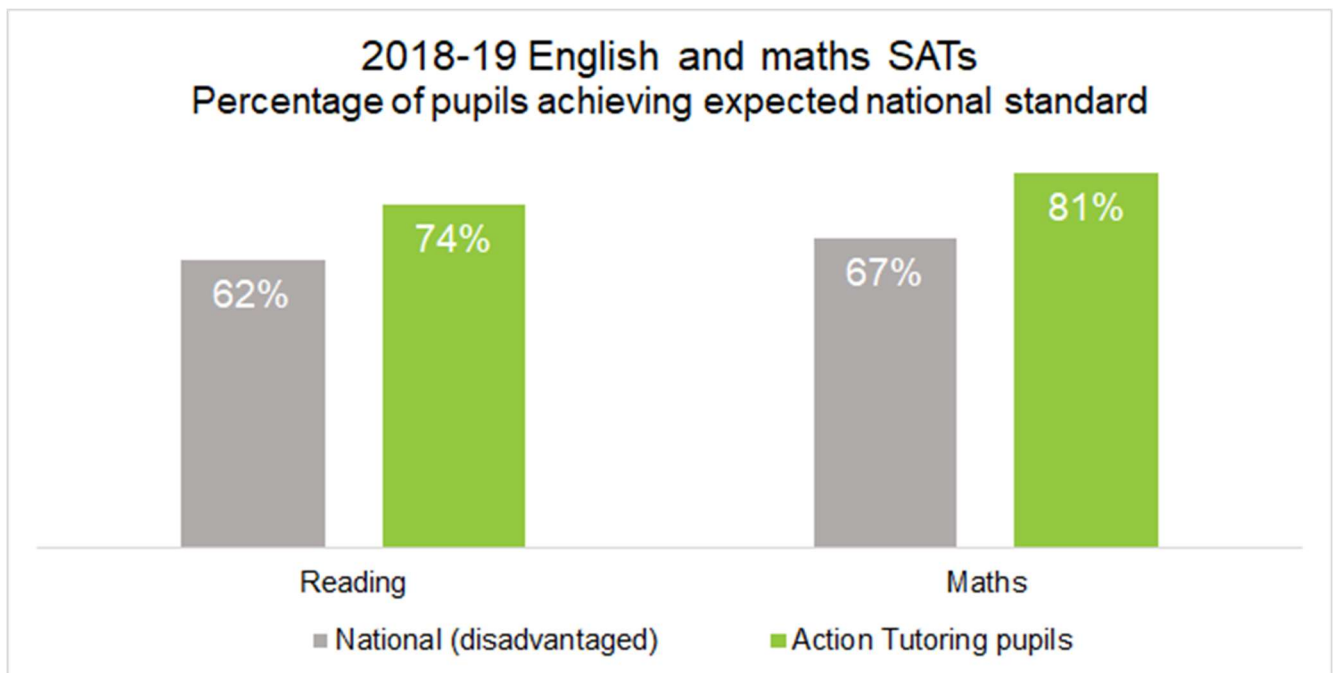


Action Tutoring secondary school pupils with **10+ sessions only**. English n=133. Maths n=262  
i.e. based on 395 GCSE results

Action Tutoring pupils who attended ten or more sessions outperformed the forecast national figure for disadvantaged pupils in both English Language and Maths. This is despite the majority of Action Tutoring pupils also having been identified as at risk of not achieving pass grades in their tutored subjects.

Although not as strong as our 2017-18 pass-rate (66% for English Language and 64% for Maths), this still represents Action Tutoring pupils consistently outperforming the comparable national figures for disadvantaged pupils, over multiple years, in both English Language and Maths.

## SATs results 2018-19



All Action Tutoring primary pupils. Reading n=412. Maths n=488  
i.e. based on 900 SATs results

It's very positive to see the pass-rate for Action Tutoring pupils running strongly ahead of the national figures for disadvantaged pupils. Compared to Action Tutoring pupils last year, we saw a 2% improvement in pupils meeting expected standard in reading, and a 9% increase in mathematics.

In addition to the SATs and GCSE achievements, Action Tutoring has demonstrated impact in other measures:

### Pupil feedback

Pupils were asked to mark the following statements out of five, where five equals 'strongly agree', the average scores are shown.

- *"My tutor understands the subject well."* average score: 4 out of 5 (for both primary and secondary level).
- *"It's easy to understand my tutor(s) when they explain the subject."* average score: 4 out of 5 (for both primary and secondary level).
- 9 out of 10 pupils said they would recommend Action Tutoring sessions to other pupils in their year.
- 4 out of 5 pupils said the tutoring was well organised.

## Volunteer feedback

- When volunteers were asked: *“Would you recommend volunteering with Action Tutoring to a friend or colleague?”* 95% of tutors answered ‘Yes’.
- When volunteers were asked: *“Will you volunteer with Action Tutoring again?”* 95% of tutors answered ‘Yes’.

Volunteers were asked to mark the following statements out of five, where five equals ‘strongly agree’, the average scores are shown.

- *“The Action Tutoring workbooks are helping me prepare my pupil(s) for their GCSEs/SATs.”*  
Average score: 4.2 out of 5.
- *“The subject knowledge of your pupil(s) has improved.”* Average score: 4.5 out of 5.
- *“My Action Tutoring Programme Coordinator/Executive is organised, communicates effectively and is professional.”* Average score: 4.8 out of 5.

## Teacher feedback

Teachers were asked to mark the following statements out of five, where five equals ‘strongly agree’, the average scores are shown.

- *“Most of the pupils have increased in confidence after taking part in the tutoring programme.”*  
Average score: 4.3 out of 5.
- *“Action Tutoring communicated effectively and was well organised.”* Average score: 4.8 out of 5.
- *“Most of the volunteer tutors communicated effectively with pupils during sessions.”* Average score: 4.2 out of 5.
- *“Action Tutoring is good value for money for your school.”* Average score: 4.2 out of 5.

## Volunteer tutor demographics

In 2018-19 tutors were recruited from a wide range of sources. All tutors are required to:

- Have achieved a grade B or above at A Level in the subject they wished to tutor.
- Be studying for or have earned a degree.
- Demonstrate strong communication skills.
- Demonstrate experience or interest in working with young people.

Volunteers came from the following main groups:

- 41% university students.
- 37% professionals working full or part time.
- 8% retired individuals.
- 14% not currently in employment or selected 'other' under occupation.

Mariam, a Year 11 pupil at King Edward VII School in Sheffield, began working with Action Tutoring in autumn 2018 to get extra support with her English and maths. She attended an impressive 26 sessions over the course of the academic year. In Year 10, Mariam was achieving grades 2 and 3 in English, but is now working at grade 5 level.

Mariam said, *“I feel more confident answering questions in the class. I’m now more engaged and I have more*



## Additional activity

### Intensive revision days

Action Tutoring’s main activity is to deliver regular tutoring programmes to disadvantaged pupils. In addition to the term-time tutoring programmes delivered, intensive revision days were also delivered in 2018-19 to give pupils some final preparation and support before their exams.

These were delivered at:

- Ambler Primary School, London
- Ashmount Primary School, London
- Bellerive FCJ Catholic College, Liverpool
- Drayton Park Primary School, London
- Duncombe Primary School, London
- Hanover Primary School, London
- Highbury Quadrant Primary School, London
- Holy Family Catholic High School, Liverpool
- Montem Primary School, London
- Pakeman Primary School, London
- Pathways E-Act Primary Academy, Sheffield
- Winton Primary School, London

Each revision day saw approximately 20 pupils take part, with one volunteer tutor working with two or three pupils, going through past exam papers and questions and helping to consolidate their knowledge on anything they were unsure of. Many of Action Tutoring’s corporate supporters took part in these days, with volunteers coming from the Civil Service, DAC Beachcroft LLP, HMRC, Ipsos Mori, KPMG, Allen & Overy LLP, Credit Benchmark, J P Morgan and RBS.

*“Pupils’ self esteem throughout the year has increased significantly and the relationships that they form with their tutors is a huge part of this. Pupil mindsets are changing from ‘I can’t do this’ to ‘let’s do my very best’.”*

*Ross Scherer, Year 11 Assistant Principal for Achievement at Kenton School, Newcastle*

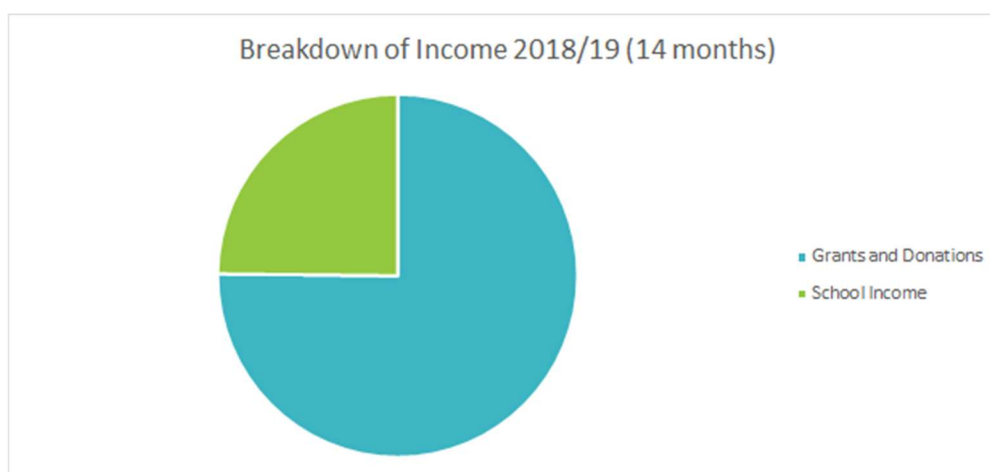
Further analysis from Action Tutoring's activities in 2018-19 will be available in the Impact Report, released in March 2020.

## Fundraising activity

The total income for the year was £1,575,683. This represents an increase in income by 61% on 2017-18. This is part due to a change in financial year end from 30th June to 31st August, which meant 2018-19 was a 14 month financial year.

Schools were asked to pay a contribution per programme<sup>4</sup> per term, plus a contribution towards one off intensive revision days. Total school income for the year came to £390,109. The income from schools covers 32% of the charity's outgoings. It would have covered 38% of the charity's outgoings for a 12 month period.

£53,733 was received in donations, including through participation in mass fundraising events. Grant income for 2018-19 came to £1,127,231, an increase of £503,662 (35%) on the previous year. This was in part due to the 14 month financial year noted above, but also reflects a number of multi year grant settlements which have been allocated to designated reserves to reflect that the funding is for future years.



No professional fundraisers were used in 2018/19 and Action Tutoring has not received any complaints regarding our fundraising activities. All fundraising is carried out by the Chief Executive Officer, occasionally supported by other staff.

## Funders

Action Tutoring is incredibly grateful to the following grant and donation providers for the generous support they gave in 2018-19:

- Impetus-PEF
- Centrebridge

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<sup>4</sup> Each programme consists of 8-10 volunteer tutors working with up to 20 pupils, for a term.

- The Vintners' Company
- The Drapers' Charitable Fund
- UBS
- Nesta
- Betty Messenger Charitable Foundation
- The Hibbert Family Foundation
- KPMG
- Futures for Kids
- Allen and Overy Foundation
- Montpellier Foundation
- Wellington Management UK Foundation
- The Johnson Foundation
- The ORP Foundation
- A funder who wished to remain anonymous.

In addition, Action Tutoring is grateful to a number of individuals who supported the charity with donations, and to those who undertook fundraising events throughout the year. Together, individual giving, corporate giving and fundraising raised a total of £53,734.

*“Over the course of our partnership we have seen a transfer of the skills pupils learnt in their tutoring time being applied in their school work. Both parents and pupils have appreciated the individualised guidance and we have found the volunteer tutors to be professional and they develop good relationships with the children.”*

**Julia Sherlock, Headteacher at Eastbrook Primary Academy, West Sussex**

In May 2018, Action Tutoring was delighted to sign a new three-year partnership with Impetus, which included a co-investment with CentreBridge. Impetus have been a long term funder since 2014 and the charity is thrilled that they are backing it for another three-year period, from 2018 to 2021. The first year of this new investment began in 2018-19. It included support to deepen Action Tutoring's reach outside of London and further investment in its impact and quality assurance work, as well as enabling the charity to add a new role to the Marketing Team to support the growth of its volunteer pool.

2018-19 was the final year of Action Tutoring's second grant from Nesta, which has particularly supported the launch and establishment of its primary programmes, enabling them to grow extremely rapidly across the country.

Grants from UBS, Vintners' and Drapers' have supported Action Tutoring's London programmes and enabled the charity to extend its reach in the city, whilst a grant from the Wellington Foundation supported programmes both in and outside of London.

The funds from the Montpellier Foundation and The Hibbert Family Foundation were unrestricted and contributed to the core running costs, which are vital for the charity to operate and deliver.



New funders included the Orp Foundation and The Johnson Foundation, specifically for Action Tutoring's work in Liverpool. The charity is also grateful for donations received from KPMG and Futures for Kids.

Looking further ahead, Action Tutoring is thrilled that The Betty Messenger Foundation and Allan & Gill Gray Foundation have both agreed to a three year package of support, which will begin in 2019-20.

## Financial review

During the year, the Trustee Board approved a change in financial year end from 30th June to 31st August, to align better with the academic calendar and Action Tutoring's school activities. As a result, the accounts represent a 14 month financial year. This impacts direct comparison against the prior year figures.

The total income for the year was £1,575,683. This was comprised of school contributions, grants, donations and sundry income.

The total expenditure for the year was £1,200,822 leading to a net surplus of £374,861. £195,000 of this surplus was on restricted funds, leaving an unrestricted surplus of £179,861.

Expenditure included the following:

- Staff salaries, national insurance contributions and pensions.
- Volunteer tutor costs; including production of tutoring resources, DBS checks and travel expenses.
- Advertising, marketing and promotions; particularly to recruit volunteer tutors and to target new partner schools.
- Office costs, including rent, rates and insurance.
- Professional fees, including audit and bookkeeping fees.

Please see Action Tutoring's Financial Statements 2018-19 for further information.

## Reserves policy

The charity's policy is to hold reserves for the purpose of protecting the work of the charity in the short term, should funding targets not be met or if the charity should need to cease or curtail its activities. At the end of the 2018-19 academic year Action Tutoring held £901,263 of unrestricted funds in its reserves. £370,000 of these have been transferred to designated funds as they represent funding for future years as part of multi-year grant funding settlement. This leaves £531,263 of unrestricted general funds.

It is the policy of the charity to maintain three months of full costs or nine months of net costs (minus school income), whichever is the larger. The reserves policy has been met in 2018/19. The reserves policy is reviewed annually where specific factors affecting the level of reserves are looked at, primarily contractual obligations for employees, with changes being made as necessary.

## Going concern

Since the balance sheet date, operations have been affected by the Coronavirus outbreak. The accounts were approved by the Trustees at the meeting on 16 March 2020, at which point operational planning was based on Government advice at that time and the fact that the schools were still open. Two days after the meeting, it was confirmed that schools would be closing. As a result, we have liaised with all of our funders, and reviewed and updated our plans and financial forecasts, as explained in more detail in the accounting policies. Based on the work we have done, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason the Trustees continue it appropriate to adopt the going concern basis in preparing the financial statements.

## Structure, governance and management

Action Tutoring is a charitable company limited by guarantee, incorporated in May 2012 and registered as a charity in May 2012. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association.

## Statement of Trustees' responsibility

The Trustees (who are also directors of Action Tutoring for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming and outgoing resources and application of resources, including income and expenditure of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

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

## Senior management

Responsibility for day-to-day operations and the leadership of the staff and volunteer team is delegated to the Senior Management Team, led by the Chief Executive Officer. The team is responsible for all day-to-day decisions affecting the charity. Decisions of a strategic or directional nature, including the employment of the senior staff, remain the responsibility of the Trustees. The Trustees are ultimately responsible for setting and approving remuneration of senior management and other staff. Remuneration is approved by the Trustees as part of the annual budget process.

Trustees keep up-to-date with charity regulation through reports from the Senior Management Team, which are presented as part of the main agenda in the Trustee meetings on a quarterly basis. Trustees attend relevant training and are expected to share knowledge and best practice at Trustee meetings.

The charity has no subsidiaries and there were no related party transactions during the year other than noted in note 9. The Trustees give their time voluntarily.

In 2018-19 the work of Action Tutoring was carried out by **26** paid staff and over 1,150 volunteer tutors.

## Risk assessment

The Trustees of Action Tutoring are responsible for the management of the risks faced by the charity. Detailed consideration of risk is delegated to the Senior Management Team. Risks are identified annually and are monitored and controlled on an ongoing basis. The Trustees are satisfied that all major risks have been reviewed and procedures put in place to mitigate against those risks. Whilst procedures can mitigate against major risks, the Trustees cannot provide absolute assurance against those risks.

The Trustees recognise the importance of reviewing the risks associated within the charity and will review major risks such as failure to achieve fundraising targets; the impact of the economic downturn on trust, foundation and corporate giving; loss of key staff; major shifts in government educational policy; and health and safety, on a regular basis.

Since the balance sheet date, operations have been impacted by the Coronavirus outbreak. A full and appropriate response was put in place, and the Trustees and management continue to monitor the situation and plan accordingly as noted in the Going Concern section above.

## Recruitment and training of Trustees

The recruitment of Trustees is carried out primarily through nominations from within the existing Trustee Board and wider recommendation from other stakeholders, including schools and funders. In order to assess their personal competence and independence, a skills audit is conducted to measure their suitability for any vacancies on the board. Appointments are made by a vote of the existing members.

In July 2019, following an external recruitment process, Action Tutoring were delighted to welcome two new trustees to the Board. Joanne Conduit is a primary school headteacher in London and Anna Paige is currently the Head of Strategy at United Learning Trust, following an earlier career as a civil servant, mostly in the Department for Education. Both bring a wealth of experience and understanding of the education sector and the needs of children and young people to the Board and wider staff team.

## Future plans and aims

2018-19 was the first year of Action Tutoring's new three year plan developed with the support of Bain and Impetus. In 2019-20 the charity is looking forward to continuing the work it begun in the first year of that plan, particularly looking to deepen its reach outside of London, especially in Birmingham and Liverpool, which are both on track to grow by 33% over the academic year.

Autumn 2019 also sees the launch of Action Tutoring's programme in Nottingham, with three secondary schools committed to beginning work with the charity.

In 2019-20 Action Tutoring is aiming to support approximately 3,000 pupils through partnerships with nearly 100 schools in its eight cities of operation across the country. By 2021, that number of pupils should rise to 3,500.

Following a board strategy day in autumn 2019, Action Tutoring is excited to be exploring different possibilities to further its reach, enabling the charity to support pupils in cities it's not currently operating in. Continuing to invest in its quality and evaluation work will be critical to the development of both of these pieces of work.

Following the outbreak of the Coronavirus, the Trustees continue to review the opportunities that may arise to support disadvantaged pupils during this period and once schools reopen.

## **Legal and administrative details as at 31st August 2019**

### **Registered name**

Action Tutoring Ltd

### **Registered Charity Number**

1147175

### **Registered Company Number**

08105978

### **Trustee Board**

For the purposes of the Companies Act 2006, the Board of Trustees is regarded as the Board of Directors of the company. The Trustees of the company throughout the year and to the date of signing this report are as follows:

Peter Baines (Chair)

Richard Aked (Treasurer)

Antony Hawkins

Frances Beckett (resigned 31 January 2020)

Tim Mungeam

Douglas Heard

Susannah Hardyman

Anna Paige (joined July 2019)

Jo Conduit-Smith (joined July 2019)

### **Senior Management**

Susannah Hardyman – Chief Executive Officer

Heather Taylor – Head of Operations and Finance

Adam Geach – Head of Regions

Fleur Nicholson – Marketing and Communications Manager

Alice Chowen – London Manager

Hannah Martin - Programme and Curriculum Manager (joined April 2019)

Jen Fox - Programme Director (left December 2019)

### **Bankers**

HSBC, 8 Victoria Street, London, SW1 0ND

### **Independent Auditors**

Goodman Jones LLP, 29-30 Fitzroy Square, Fitzrovia, London, W1T 6LQ

## Statement of Trustees' responsibility

The Trustees (who are also directors of Action Tutoring for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming and outgoing resources and application of resources, including income and expenditure of the charitable company for that period.

In preparing these financial statements, the Trustees are required to:

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

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

## Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

## Auditors

The auditors, Goodman Jones LLP, have indicated their willingness to continue in office. The Designated Trustees will propose a motion re-appointing the auditors at a meeting of the Trustees.

This report was approved by the Trustees, and signed on their behalf by:



.....  
**Peter Baines**

Chair

27-03-20

**Date:** .....



## Independent Auditors' Report to the Members of Action Tutoring Ltd

### Opinion

We have audited the financial statements of Action Tutoring Ltd (the 'Charity') for the period ended 31 August 2019 set out on pages 24 to 38. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2019 and of its incoming resources and application of resources, including its income and expenditure for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditors' report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial

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

We have nothing to report in this regard.

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

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 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 financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements 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.

### **Responsibilities of trustees**

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

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

### **Auditors' responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

## Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company'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.

A handwritten signature in black ink that reads 'Goodman Jones LLP'.

### Goodman Jones LLP

29/30 Fitzroy Square  
London  
W1T 6LQ

Date: 30.03.20.....

Goodman Jones LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

# STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT FOR THE PERIOD ENDED 31 AUGUST 2019

		Unrestricted funds 2019 £	Designated funds 2019 £	Restricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
	Note					
<b>Income from:</b>						
Donations and legacies	2	874,704	-	310,260	1,184,964	658,367
Charitable activities	3	390,109	-	-	390,109	320,393
Investments	4	610	-	-	610	-
<b>Total income</b>		<b>895,423</b>	<b>-</b>	<b>310,260</b>	<b>1,575,683</b>	<b>978,760</b>
<b>Expenditure on:</b>						
Charitable activities		1,085,562	-	115,260	1,200,822	811,801
<b>Total expenditure</b>	5	<b>1,085,562</b>	<b>-</b>	<b>115,260</b>	<b>1,200,822</b>	<b>811,801</b>
<b>Net surplus/ (deficit) before other recognised gains and losses</b>		<b>179,861</b>	<b>-</b>	<b>195,000</b>	<b>374,861</b>	<b>166,959</b>
Transfers between funds		(370,000)	370,000	-	-	-
<b>Net movement in funds</b>		<b>(190,139)</b>	<b>370,000</b>	<b>195,000</b>	<b>374,861</b>	<b>166,959</b>
<b>Reconciliation of funds:</b>						
Total funds brought forward		721,402	-	-	721,402	554,443
<b>Total funds carried forward</b>		<b>531,263</b>	<b>370,000</b>	<b>195,000</b>	<b>1,096,263</b>	<b>721,402</b>

The notes on pages 27 to 38 form part of these financial statements.

## BALANCE SHEET AS AT 31 AUGUST 2019

	Note	£	31 August 2019 £	£	30 June 2018 £
<b>Fixed assets</b>					
Tangible assets	10		5,811		3,160
<b>Current assets</b>					
Debtors	11	608,296		100,442	
Cash at bank and in hand		<u>583,204</u>		<u>656,511</u>	
		1,191,500		756,953	
<b>Creditors:</b> amounts falling due within one year	12	<u>(101,048)</u>		<u>(38,711)</u>	
<b>Net current assets</b>			<u>1,090,452</u>		<u>718,242</u>
<b>Net assets</b>			<u>1,096,263</u>		<u>721,402</u>
<b>Charity Funds</b>					
Restricted funds	13		195,000		-
Unrestricted funds	13		531,263		721,402
Designated funds	13		<u>370,000</u>		<u>-</u>
<b>Total funds</b>			<u>1,096,263</u>		<u>721,402</u>

The Charity's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The Trustees consider that the Charity is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") and members have not required the Charity to obtain an audit for the period in question in accordance with section 476 of the Act. However, an audit is required in accordance with section 144 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf, by:



.....  
**Peter Baines**

**Chair**

Date: 27-03-20 .....

The notes on pages 27 to 38 form part of these financial statements.

## STATEMENT OF CASH FLOWS FOR THE PERIOD ENDED 31 AUGUST 2019

		<b>14 months ended 31 August 2019 £</b>	<b>12 months ended 30 June 2018 £</b>
	<b>Note</b>		
<b>Cash flows from operating activities</b>			
Net cash (used in)/provided by operating activities	15	<u>(64,781)</u>	<u>183,480</u>
<b>Cash flows from investing activities:</b>			
Purchase of tangible fixed assets		<u>(8,526)</u>	<u>(4,909)</u>
<b>Net cash used in investing activities</b>		<u>(8,526)</u>	<u>(4,909)</u>
<b>Change in cash and cash equivalents in the period</b>		<b>(73,307)</b>	<b>178,571</b>
Cash and cash equivalents brought forward		<u>656,511</u>	<u>477,940</u>
<b>Cash and cash equivalents carried forward</b>	16	<u><b>583,204</b></u>	<u><b>656,511</b></u>

The notes on pages 27 to 38 form part of these financial statements.



## NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 AUGUST 2019

### 1. Accounting policies

#### 1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Action Tutoring Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared in sterling, the functional currency of the Charity, and rounded to the nearest £.

The financial statements cover a period of more than 12 months after the Charity extended its accounting period to coincide with the academic year. The comparative period is for 12 months.

#### 1.2 Company status

The Charity is a company limited by guarantee. The members of the company are the Trustees named on page 19. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £100 per member of the Charity.

#### 1.3 Going concern

The Charity receives income by way of both contracts for services and voluntary income (in the form of grants from funders and donations from individuals). Since the balance sheet date, operations have been affected by the Coronavirus outbreak. This will affect the Charity's income from schools, but other grant funders have confirmed their continued financial support whilst acknowledging that, where KPIs are attached to their funding, these may not be met. The Trustees have reviewed the level of expenditure and have reduced costs where possible and appropriate, and will continue to do so. The Trustees have prepared revised budgets, forecasts, and cash flow projections and continue to revise these as further information becomes available. Based on the reassessment of income levels and cost saving measures, the Trustees consider that there is no material uncertainty regarding the Charity's ability to continue as a going concern and consequently believe that the financial statements are appropriately prepared on such a basis.

#### 1.4 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes. Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in note 13.

## 1. Accounting policies (continued)

### 1.5 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received, and the amount of income receivable can be measured reliably.

Grant income is recognised to the extent that the above criteria have been met together with any performance conditions attached to the grants. Grant income is deferred only to the extent that the Charity has yet to fulfil the related performance conditions.

School income is receivable under contracts and is recognised to the extent that the services have been provided. Where income is received in advance, this is deferred until the services are performed.

Donated services or facilities are recognised when the Charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the Charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the contributions of volunteers is not recognised.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the Charity which is the amount the Charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

### 1.6 Interest receivable

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

### 1.7 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity.

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and overall governance and management of the Charity.

### 1.8 Pensions

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the period.

## 1. Accounting policies (continued)

### 1.9 Tangible fixed assets and depreciation

All assets costing more than £200 are capitalised.

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 incorporating income and expenditure account.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Office equipment	-	2 year straight-line
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### 1.10 Debtors

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

### 1.12 Cash at Bank and in hand

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

### 1.13 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

### 1.14 Financial instruments

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

## 2. Income from donations and legacies

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Donations	57,733	-	57,733	34,798
Grants	816,971	310,260	1,127,231	623,569
	<u>874,704</u>	<u>310,260</u>	<u>1,184,964</u>	<u>658,367</u>
Total donations and legacies				
	<u>874,704</u>	<u>310,260</u>	<u>1,184,964</u>	<u>658,367</u>
Total 2018	<u>457,298</u>	<u>201,069</u>	<u>658,367</u>	

## 3. Income from charitable activities

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Tuition and school support	390,109	-	390,109	320,393
	<u>390,109</u>	<u>-</u>	<u>390,109</u>	<u>320,393</u>
Total 2018	<u>320,393</u>	<u>-</u>	<u>320,393</u>	

## 4. Investment income

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Investment income	610	-	610	-
	<u>610</u>	<u>-</u>	<u>610</u>	<u>-</u>

## 5. Analysis of Expenditure by expenditure type

	Staff costs 2019 £	Depreciation 2019 £	Other costs 2019 £	Total 2019 £	Total 2018 £
Tuition and school support	844,731	5,841	350,250	1,200,822	811,801
	<u>844,731</u>	<u>5,841</u>	<u>350,250</u>	<u>1,200,822</u>	<u>811,801</u>
Total 2018	<u>578,887</u>	<u>2,874</u>	<u>230,040</u>	<u>811,801</u>	

## 6. Analysis of expenditure by activities

	Activities undertaken directly 2019 £	Support costs 2019 £	Total 2019 £	Total 2018 £
Tuition and school support	<u>792,161</u>	<u>408,661</u>	<u>1,200,822</u>	<u>811,801</u>
<i>Total 2018</i>	<u>584,823</u>	<u>226,978</u>	<u>811,801</u>	

## 7. Direct costs

	Tuition and school support £	Total 2019 £	Total 2018 £
Marketing	38,400	38,400	21,232
Travel and accommodation	24,651	24,651	18,310
Tutor resources	28,216	28,216	31,124
Volunteer expenses and training	11,756	11,756	9,338
DBS checks	10,083	10,083	8,346
Consultancy fees	7,250	7,250	7,500
Wages and salaries	594,411	594,411	446,098
National insurance	63,773	63,773	36,438
Pension cost	13,621	13,621	6,437
	<u>792,161</u>	<u>792,161</u>	<u>584,823</u>
<i>Total 2018</i>	<u>584,823</u>	<u>584,823</u>	

## 8. Support costs

	<b>Tuition and school support £</b>	<b>Total 2019 £</b>	<b>Total 2018 £</b>
Recruitment	4,139	4,139	4,576
Rent	102,538	102,538	45,000
Travel and accommodation	7,500	7,500	3,486
Training	11,838	11,838	8,800
Welfare	7,336	7,336	4,874
Insurance	3,293	3,293	2,851
Accountancy fees	3,291	3,291	1,776
Audit fees	7,800	7,800	6,600
Office costs	10,570	10,570	6,804
Sundry expenses	3,180	3,180	246
IT Costs	25,062	25,062	14,221
Legal and professional fees	18,125	18,125	12,778
Bank charges	196	196	121
Consultancy fees	16,085	16,085	22,057
Temporary Staff	9,190	9,190	-
Profit/loss on disposal	(1,374)	(1,374)	-
Bad debt	1,125	1,125	-
Wages and salaries	168,414	168,414	81,362
National insurance	3,600	3,600	7,268
Pension cost	912	912	1,284
Depreciation	5,841	5,841	2,874
	<b>408,661</b>	<b>408,661</b>	<b>226,978</b>
<i>Total 2018</i>		<b>226,978</b>	<b>226,978</b>

## 9. Staff costs

Staff costs were as follows:

	<b>14 months ended 31 August 2019 £</b>	<b>12 months ended 30 June 2018 £</b>
Wages and salaries	762,825	527,460
Social security costs	67,373	43,706
Other pension costs	14,533	7,721
	<b>844,731</b>	<b>578,887</b>



## 9. Staff costs (continued)

The average number of persons employed by the Charity during the period was as follows:

	<b>14 months ended 31 August 2019 No.</b>	<i>12 months ended 30 June 2018 No.</i>
Employees	<b>26</b>	22

No employee received remuneration amounting to more than £60,000 in either year.

During the year, total remuneration and benefits paid to key management personnel totalled £302,393 (2018: £155,875).

During the year, S Hardyman, a trustee (2018: S Hardyman, a trustee), received remuneration (including retirement benefits accruing in respect of defined contribution pension schemes) from the Charity for her role as Chief Executive and is included in the amounts payable to key management personnel. No remuneration was paid in respect of her role as a trustee.

None of the other trustees (2018: none) received any remuneration or benefits in kind.  
One trustee (2018: none) received a £28 reimbursement of expenses.

## 10. Tangible fixed assets

<b>Cost</b>	<b>Office equipment £</b>
At 1 July 2018	11,771
Additions	<u>8,526</u>
At 31 August 2019	<u>20,297</u>
<b>Depreciation</b>	
At 1 July 2018	8,611
Charge for the period	<u>5,875</u>
At 31 August 2019	<u>14,486</u>
<b>Net book value</b>	
At 31 August 2019	<u><u>5,811</u></u>
At 30 June 2018	<u><u>3,160</u></u>

## 11. Debtors

	31 August 2019 £	30 June 2018 £
Trade debtors	20,569	22,799
Other debtors	11,568	-
Prepayments and accrued income	576,159	77,643
	<u>608,296</u>	<u>100,442</u>

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

	31 August 2019 £	30 June 2018 £
Trade creditors	5,374	(571)
Other taxation and social security	15,737	12,698
Other creditors	3,942	2,953
Accruals and deferred income	75,995	23,631
	<u>101,048</u>	<u>38,711</u>

### Deferred income

Deferred income at 1 July 2018	9,258
Resources deferred during the year	63,500
Amounts released from previous years	(9,258)
	<u>63,500</u>
Deferred income at 31 August 2019	<u>63,500</u>

Deferred income brought forward represents income receivable under contracts with schools for the provision of tutoring programmes after the balance sheet date. Deferred income carried forward represents grant income received in advance of performance conditions being met.

### 13. Statement of funds

#### Statement of funds - current year

	Balance at 1 July 2018 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2019 £
<b>Designated funds</b>					
Wellington	-	-	-	120,000	120,000
Hibbert	-	-	-	100,000	100,000
Montpelier	-	-	-	150,000	150,000
	<u>-</u>	<u>-</u>	<u>-</u>	<u>370,000</u>	<u>370,000</u>
<b>General funds</b>					
General Funds	<u>721,402</u>	<u>1,265,423</u>	<u>(1,085,562)</u>	<u>(370,000)</u>	<u>531,263</u>
Total Unrestricted funds	<u>721,402</u>	<u>1,265,423</u>	<u>(1,085,562)</u>	<u>-</u>	<u>901,263</u>
<b>Restricted funds</b>					
The Vintners' Company	-	10,000	(10,000)	-	-
UBS	-	48,259	(48,259)	-	-
The Drapers' Charitable Fund	-	25,000	(25,000)	-	-
Nesta	-	32,001	(32,001)	-	-
Tutor Resources	-	40,000	-	-	40,000
Betty Messenger Charitable Foundation	-	150,000	-	-	150,000
Johnson Foundation	-	5,000	-	-	5,000
	<u>-</u>	<u>310,260</u>	<u>(115,260)</u>	<u>-</u>	<u>195,000</u>
Total funds	<u>721,402</u>	<u>1,575,683</u>	<u>(1,200,822)</u>	<u>-</u>	<u>1,096,263</u>

### 13. Statement of funds (continued)

#### Statement of funds - prior year

	<i>Balance at 1 July 2017 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 30 June 2018 £</i>
<b>General Funds</b>	<u>519,443</u>	<u>777,691</u>	<u>(575,732)</u>	<u>721,402</u>
<b>Restricted funds</b>				
The Vintners' Company	10,000	-	(10,000)	-
UBS	-	50,809	(50,809)	-
The Drapers' Charitable Fund	25,000	-	(25,000)	-
Nesta	-	97,500	(97,500)	-
The Fidelity UK Foundation	-	38,408	(38,408)	-
Tutor Resources	-	14,352	(14,352)	-
	<u>35,000</u>	<u>201,069</u>	<u>(236,069)</u>	<u>-</u>
<b>Total funds</b>	<u>554,443</u>	<u>978,760</u>	<u>(811,801)</u>	<u>721,402</u>

The restricted funds are held for the following purposes:

The Vintners' Company - secondary schools programmes in London.

UBS - Maths and English tutoring of disadvantaged GCSE pupils.

The Drapers' Charitable Fund - programmes within London.

Nesta - expansion of the Charity's primary and secondary schools' programmes, including launching in a new city and to new schools.

The Fidelity UK Foundation - expansion of the Charity's primary schools programme.

Tutor Resources - grant for Maths and English GCSE workbooks, from a donor who wishes to remain anonymous.

Betty Messenger Charitable Foundation – restricted funding for Programme Coordinators for the financial years 2019/20 to 2021/22.

Johnson Foundation – restricted funding for two terms of tutoring at Birkenhead Park School in the financial year 2019/20.

The designated funds are held for the following purposes:

Wellington – Multi year funding agreement – funding designated as it will be received in financial years 2019/20 to 2020/21.

Hibbert – Multi year funding agreement – funding designated as it will be received in financial years 2019/20 to 2020/21.

Montpelier - Multi year funding agreement – funding designated as it will be received in financial years 2019/20 to 2020/21

#### 14. Analysis of net assets between funds

##### Analysis of net assets between funds - current year

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £
Tangible fixed assets	5,811	-	5,811
Current assets	996,500	195,000	1,191,500
Creditors due within one year	(101,048)	-	(101,048)
	<b>901,263</b>	<b>195,000</b>	<b>1,096,263</b>

##### Analysis of net assets between funds - prior year

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £
Tangible fixed assets	3,160	-	3,160
Current assets	756,953	-	756,953
Creditors due within one year	(38,711)	-	(38,711)
	<b>721,402</b>	<b>-</b>	<b>721,403</b>

#### 15. Reconciliation of net movement in funds to net cash flow from operating activities

	14 months ended 31 August 2019 £	12 months ended 30 June 2018 £
Net income for the year (as per Statement of Financial Activities)	374,861	166,959
<b>Adjustment for:</b>		
Depreciation charges	5,875	2,874
Increase in debtors	(507,854)	(14,612)
Increase in creditors	<b>62,337</b>	<b>28,259</b>
<b>Net cash (used in)/provided by operating activities</b>	<b>(64,781)</b>	<b>183,480</b>

## 15. Analysis of cash and cash equivalents

	14 months ended 31 August 2019 £	12 months ended 30 June 2018 £
Cash in hand	<u>583,204</u>	<u>656,511</u>
Total	<u><u>583,204</u></u>	<u><u>656,511</u></u>

## 16. Other financial commitments

At the balance sheet date, the Charity had operating lease commitments of £1,025 (2018: £86,400) in respect of a leases in place at the balance sheet date.

## 17. Related party transactions

Apart from as disclosed elsewhere in the financial statements, there are no other transactions with related parties in either the current and/or prior years that require disclosure.

## 18. Controlling party

The Charity is controlled by Board of Trustees as a whole and there is no one individual with overall control.

*“I have developed skills through tutoring that I’ll be able to apply in many other contexts in the future. I have seen pupils become more engaged and focused over time. Their interest in certain areas of learning, such as vocabulary, has also grown and I have developed my patience too.”*

Gobi, English tutor and a Master’s student studying International Public Policy at UCL



Action Tutoring  
The Dock, Tobacco Quay,  
Wapping Lane,  
London  
E1W 2SF

0203 872 5894

[hello@actiontutoring.org.uk](mailto:hello@actiontutoring.org.uk)  
[www.actiontutoring.org.uk](http://www.actiontutoring.org.uk)

@ActionTutoring  