



## Trustees Report 2018-2019

### Introduction

This is the second Trustees Annual Report and covers the period 31<sup>st</sup> July 2018 to July 30<sup>th</sup>, 2019.

We give young people, brimming with talent, but from challenging backgrounds, the opportunity to start fulfilling careers in the marketing industries. We mostly find and fund year-long apprenticeships for them in the best firms in the country and inspire and support them along the way. We have also supported individuals through mentoring and will also offer new programmes in future, but everything we do will help young people start a sustainable career in marketing and marketing services.

Jobs in the marketing industries are well paid jobs needing diverse skills with good prospects and CEO-level potential. As part of the UK's creative sector, it is not only large, but is growing and less at risk from automation than other industries. We feel we are offering our beneficiaries interesting, future-protected careers and social mobility.

Our industry is waking up to the disadvantages of their lack of social diversity and many firms are crying out for help to improve their talent pool. Ironically, the working culture is generally inclusive and open-minded, it is access that is the barrier. So, there are welcoming homes for our talent in brand owners, media and creative agencies, commercial departments in media owners, design and market research and everything in between.

As in our first year of operation as a registered charity, we have remained resolutely focused on our purpose, but are now driven to help more people in line with our stated ambition in the last annual report as well as to develop a sustainable and scalable model.

This fiscal year, we began to adopt a fully funded commercial model for our apprenticeships. Organisations "hosting" our apprentices cover the full cost of employment, our direct costs and our time: recruitment of candidates; apprentice wages, tax and NI; costs of qualifications; the cost of our training and support for the apprentices and the host companies; contribution to our overhead of administration and fundraising. This reduces our reliance on fundraising and grants and could enable us to scale. The evidence gained in this financial year demonstrates that this is a viable model, with Karmarama, Virgin Atlantic and Nationwide adopting it.

Our website shows some of our current (March 2020) apprentices in action at [www.tma-foundation.org](http://www.tma-foundation.org)

### Overall impact – Outcomes: 83% successful and 100% exceeded expectations

Given the starting point of the individuals we assist, who ordinarily would be competing (often unsuccessfully) for roles with graduates from affluent homes who have attended Russell Group universities, we believe that considerable focus, resources, and support are necessary to level the playing field for our beneficiaries. We therefore provide intensive support to a few rather than a lighter level of help to many.

We judge our impact by the successful completion of an apprenticeship, internship or other mechanism offered by us. We judge our impact to have exceeded our expectations if individuals gain a permanent role in marketing in another high-quality organisation following a period of employment with us. We have decided to report the outcome if the apprenticeship is substantially complete by the close of the fiscal. In three cases, individuals had only one further week of a full year to go, so we have considered these as effectively complete apprenticeships. We also consider the outcome on mentee C as successful rather than exceeded, as the effort was to secure her a job, and she did not complete an apprenticeship beforehand.

In the reporting period, we had 5/6 outcomes being successful and 2/2 exceeding expectations as follows:

Apprentice K – Exceeded expectations in 18/19 by securing a role in one of the UK's top charities as a social media executive.

Apprentice R – Exceeded expectations in 18/19 by securing a role in a large charity as a marketing executive.

Apprentice H – Unsuccessful outcome. Apprentice became unable to continue with apprenticeship due to ill health. The host company also chose not to continue with the programme. This disappointment led to a reappraisal of the selection and onboarding of both hosts and the candidates and to ensure all expectations are fully aligned and the early part of the apprenticeship is more closely monitored.

Apprentice A – Successful outcome in 18/19. Completed year (bar 1 week in fiscal 18/19) and obtained IDM qualification. (Employment outcome to be reported in 19/20)

Apprentice K2 – Successful outcome in 18/19. Completed year, which was then extended by two months to facilitate completion of CIM qualifications. (Employment outcome to be reported in fiscal 19/20)

Apprentice M – Successful outcome in 18/19. Completed year (bar 1 week in fiscal 18/19) and obtained IDM qualification. (Employment outcome to be reported in 19/20)

Apprentice V - Successful outcome in 18/19. Completed year (bar 1 week in fiscal 18/19) and obtained IDM qualification. (Employment outcome to be reported in 19/20)

Mentee C – Successful. Obtained a role in a top global advertising agency.

## Activities

### 1. Apprenticeships

This was a year of significant increase in activity for the charity. We had 6 new apprentice starts in 18/19 vs 3 in fiscal 17/18 as well as the number of host companies growing from 2 to 6. Furthermore, we were placing apprentices in commercial organisations for the first time rather than charity or industry bodies. The quality of the host companies was also excellent, manifesting the charity's commitment to support strong careers for our beneficiaries by starting them off in world class organisations. We also were embarking on a path to reduce our subsidy by adopting a model where the host company funds the full costs of the apprenticeship, thereby enabling the charity to be more sustainable and scalable as it is less reliant on fundraising. Our income from host companies this year was £31,690.

#### The Prince's Trust

2 apprenticeships were completed, substantially funded by TMAF, with a contribution from The Prince's Trust. The IDM course was donated by the IDM via the Derek Holder Legacy fund.

Apprentice K2 started early July 2018, successfully completed a full year, and obtained the first stage module of the CIM Level 3 Award in Marketing. This apprenticeship was extended by two months due to starting the CIM Award later in the year to enable it to be supported and completed whilst still employed. The apprentice also attended a full day of training donated by the IDM in digital marketing.

Apprentice A started in early August 2018, and successfully completed the full year which, apart from 1 week, fell in the fiscal 18/19. She obtained an Institute of Direct Marketing Diploma in digital marketing.

#### Marketing Society

1 Apprenticeship, partly funded by TMAF, The Marketing Society and a grant from the Derek Holder Legacy Fund via the Institute of Direct Marketing.

Apprentice H started on June 6, 2018 and left the programme in August 2018, due to ill health that predated the commencement of the apprenticeship but was not declared during the recruitment. The Marketing Society decided not to reinstate the programme with a new apprentice.

#### Virgin Atlantic

2 Apprenticeships, partly funded by TMAF, Virgin Atlantic and a grant from the Derek Holder Legacy Fund via the Institute of Direct Marketing. The IDM also donated the cost of their courses.

Apprentice M started on August 6, 2018, and successfully completed the full year which, apart from 1 week, fell in the fiscal 18/19. She obtained an Institute of Direct Marketing Diploma in data-driven marketing.

Apprentice V started on August 6, 2018, and successfully completed the full year which, apart from 1 week, fell in the fiscal 18/19. She obtained an Institute of Direct Marketing Diploma in data-driven marketing.

#### Karmarama (Accenture Interactive)

1 apprenticeship fully funded by Karmarama. This was a milestone for the charity as it represented the new "fully-funded" model. Also, whilst many host companies choose for TMAF to be the employer, this company chose to employ directly and to donate to fund the recruitment, support and training offered by TMAF.

Apprentice T started in early June 2019, so the outcomes will be reported in fiscal 19/20.

## **Nationwide**

2 apprenticeships fully funded by Nationwide, which began towards the end of this reporting period on July 5<sup>th</sup>, 2019. The outcomes will be reported next year. This was also a milestone for the charity due to the adoption of the new “fully-funded” model.

Apprentices A2 and T2 started in July 2019 so the outcomes will be reported in fiscal 19/20.

## **2. Qualifications and training provided to our beneficiaries**

### **Qualifications**

We were very grateful this year for donations and subsidies from both the Chartered Institute of Marketing and the Institute of Direct Marketing with regard to their qualifications and training. In this fiscal, three apprentices successfully completed IDM Diplomas and one successfully completed the first module in the CIM Level 3 Award in Marketing.

### **Bespoke Training**

We also felt we had the critical mass to initiate our own training modules for both our working apprentices and former apprentices. An Apprentices Alumni Association (AAA) was therefore created, known at the “Triple A Star” group, with 9 eligible members at its inauguration and 11 at the year end. From 25<sup>th</sup> September, we began a series of evening training talks, covering mostly marketing skills but also personal development. These were conducted by TMAF Trustees (Sherilyn Shackell and Emma Harris) and Daryl Fielding, all delivering the talks and seminars they deliver in their professional life beyond The Marketing Academy Foundation. A total of 4 evenings’ training was delivered, between Sept and April, and were felt to be a successful addition to the programme by the attendees. Towards the end of the year, however, the attendance of former apprentices dropped off, and the focus in future years will be delivering more to the working apprentices. The Apprentices’ advice was sought on what would work best, and they wished to have full days rather than evenings and this is to be implemented in future. A modular curriculum, to work independently of the start date of any apprentice will be developed for 19/20.



## **3. Mentoring**

The apprentices are given three mentors each from the population of Marketing Academy Scholars, typically marketers with between 5-10 years’ experience in premier league firms. In this period, mentors from companies including Facebook, Publicis and Kantar and Just Eat supported our apprentices.

Mentee C was introduced to The Marketing Academy Foundation by another not-for-profit organisation, “Meet a Mentor”. Mentee C was mentored from February 2018 and this continued beyond the 3-month period offered by “Meet a Mentor”. Mentee C attended the TMAF interviewing boot camp in May 18, and, in August, was offered a

permanent role as a strategic analyst in the London office of a global digital communications agency owned by WPP. This is reported in the successful outcomes for this year.

#### 4. Employability

We continue to give all applicants, successful or otherwise, feedback on their applications to fulfil the charitable purpose of helping individuals succeed in the job market. Although it is not possible to measure the impact of this activity, we consider it to be respectful and worthwhile.

We have upgraded our employability guides and now offer two, one focussed on job applications and one on interviews.

We have delivered a talk about how to apply for jobs and succeed at interview to the “Create Jobs” programme, funded by A New Direction. This not-for-profit organisation is focussed on employability in the creative industries, including marketing and marketing services. We also promote our roles to the beneficiaries of this programme, so this is also a source of talent for us as well as opportunity for them. Apprentice T came through this route.

Job applications are an art. Many individuals from challenging backgrounds have little experience or advice to draw on from their family, school or peer group, thus significantly reducing their competitiveness in the job market. We therefore take guidance and feedback to any applicants as an opportunity to further our purpose. Unsuccessful applicants for roles have been given feedback to help them improve applications for other jobs in future. We have written a guide, “Top tips for job interviews” which is supplied to all candidates coming for interviews with TMAF. All candidates are given constructive feedback about their interviews. It is hoped that this will help with future employment prospects, even if they will not be employed by TMAF.

In June 2019, Clear Channel kindly hosted us for an employability bootcamp following our successful one the previous year. We added coaching on cv presentation and job applications to the three practise interviews that we offered the previous year. We were supported by 5 senior executives from the marketing industry and one of our Trustees, Emma Harris. Our four graduating apprentices attended and one who had an interview the next day, Apprentice M, secured the job. The outcomes on the remaining three will be reported in 2019/20 fiscal.



## 5. Fundraising

Although our aim is for the commercial model to fund the activities of the charity, in this financial year we were still significantly dependent on fundraising to continue our activities. Events are the principal means by which we have raised £37k as follows:

### **The Marketing Academy Scholar graduation event**

The Marketing Academy (TMA) is our founding organisation, an ongoing and generous supporter in cash and in kind, although as a registered charity, The Marketing Academy Foundation is an independent organisation. This annual event celebrates those who complete The Marketing Academy Scholarship, a 9-month learning programme of leadership development for a highly selected group of individuals with 5-15 years' experience in the marketing industry. At their graduation party on 7 February, the 2019 TMA Scholars created an auction raising funds for us.

### **Leadership Accelerator Programme**

This is a series of training events, independent of both The Marketing Academy and The Marketing Academy Foundation, run by Sarah Ellis of Amazing If. It offers leadership training free of charge to individuals, including those not selected for The Marketing Academy Scholarship. Those that have enjoyed the programme are invited to donate to The Marketing Academy Foundation, without any obligation to do so.

### **Inspire team**

We were grateful also to a team of volunteers, "Inspire", led by Sarah Ellis of Amazing If, who hosted a series of small breakfast events with proceeds going to us.

### **The Marketing Academy Live!**

This was a ticketed conference on April 11, 2019, "Leadership in a day. The 7 skills you need to lead", delivered by a team of volunteers from the marketing industry. We were generously supported by Facebook who hosted us as well as speakers who donated their time, including Dame Cilla Snowball, former Chairman of AMVBBDO, Tim Chatwin, VP Communications and Public Affairs of Google EMEA, Scott Morrison founder of The Boom and Sarah Ellis and Helen Tupper, founders of Amazing If.



## Financial overview: July 2018- July 2019

The provision and funding of apprenticeships for a full year and the effort required to support both the apprentices and the host companies in recruitment, management and training of the apprentices is an intensive activity in terms of capital and effort. We estimate that c. 70% of staff time in this year was devoted to finding roles for and supporting our beneficiary's vs fundraising and admin as the enterprise has begun to scale and become less dependent on fundraising. We estimate that beneficiary investment was £88,144 or 85% of our total expenditure. This 15% ratio of beneficiary to admin and fundraising is very healthy and one we hope to reduce further as we scale.

### Income

Host company funding: £31,690  
Donations from supporters: £4,475  
Prize auction: £4,237  
Sales of tickets to events: £28,352  
**TOTAL income: £68,754**

### Expenditure

#### Direct to beneficiary

Apprentice wages and travel: £67,770.  
Apprentice training and welfare: £1,202.

**Total: £68,972**

#### Indirect expenditure

Staff costs £23,950  
Contract Staff costs: £3,750  
Accountants fees: £3,539  
Miscellaneous costs: £3,279

**Total: £34,518**

**TOTAL Expenditure: £103,490**

The gap between income and expenditure this year was covered by cash reserves of £34,736 at the end of 18/19 fiscal. Also, to note is payment of £44,360 as fees for provision of apprentices which was expected this fiscal but received in 19/20. We account on a cash basis, so could not include these numbers.

## Expectations for August 2019 - July 2020 and ambitions beyond

Our stated ambition in last year's annual report was to have seven apprentices in work by the end of that year. We did achieve that with two at Nationwide, two at Virgin Atlantic, two at The Prince's Trust and one at Karmarama.

Our ambition was to conclude 19/20 with twelve apprentices, and as we write this in June 2020, with 9 apprentices currently in work, we are not expecting to meet this target due primarily to the impact of Covid 19 on previously fully confirmed apprenticeships which will now no longer go ahead. Our ambition to fulfil our purpose, however the context changes, is undimmed however, and we are planning how to deliver to our beneficiaries and to fundraise in our new reality. What is certain is that our delivery and fundraising models will change in the short to medium term, and as many are finding will also create new and better ways of doing things that may remain indefinitely.

DocuSigned by:  
  
**Signed on behalf of the Board of Trustees**  
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**Sherilyn Shackell - Chair of Trustees**

**Registered charity number: 1173977.**  
**Office address: 15E Charlotte Place, London W1T 1SP.**  
**Registered office address: 4A Bridge Street, Newbury, RG14 5EX.**



CHARITY COMMISSION  
FOR ENGLAND AND WALES

The Marketing Academy Foundation

1173977

## Receipts and payments accounts

CC16a

For the period from	Period start date	To	Period end date
	31/07/2018		30/07/2019

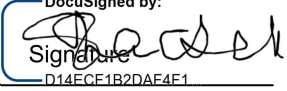
### Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
<b>A1 Receipts</b>					
	68,754	-	-	68,754	101,653
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total (Gross income for AR)</b>	68,754	-	-	68,754	101,653
<b>A2 Asset and investment sales, (see table).</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	-	-	-	-	-
<b>Total receipts</b>	68,754	-	-	68,754	101,653
<b>A3 Payments</b>					
Total beneficiaries cost	68,972	-	-	68,972	19,610
Management costs	23,950	-	-	23,950	15,198
Travel and meeting costs	1,505	-	-	1,505	-
Office costs	498	-	-	498	318
Advertising	444	-	-	444	-
Bank charges	452	-	-	452	196
Management support services	3,750	-	-	3,750	-
Professional Fees	3,539	-	-	3,539	-
Other Business expense	380	-	-	380	-
<b>Sub total</b>	103,490	-	-	103,490	35,322
<b>A4 Asset and investment purchases, (see table)</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	-	-	-	-	-
<b>Total payments</b>	103,490	-	-	103,490	35,322
<b>Net of receipts/(payments)</b>	- 34,736	-	-	- 34,736	66,331
<b>A5 Transfers between funds</b>	-	-	-	-	-
<b>A6 Cash funds last year end</b>	66,331	-	-	66,331	-
<b>Cash funds this year end</b>	31,595	-	-	31,595	66,331

## Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
<b>B1 Cash funds</b>		31,595	-	-
		-	-	-
		-	-	-
	<b>Total cash funds</b>	31,595	-	-
	(agree balances with receipts and payments account(s))	OK	OK	OK
		Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
<b>B2 Other monetary assets</b>		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
<b>B3 Investment assets</b>			Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
			-	-
<b>B4 Assets retained for the charity's own use</b>		Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
<b>B5 Liabilities</b>		Fund to which liability relates	Amount due (optional)	When due (optional)
			-	
			-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees	DocuSigned by:  Signature D14ECF1B2DAF4F1	Print Name	Date of approval
		S Shackell	20/08/2020



Section A

Independent Examiner's Report

Report to the trustees/  
members of

Charity Name  
The Marketing Academy Foundation

On accounts for the year  
ended

30 July 2019

Charity no  
(if any)

1173977

Set out on pages

1-2

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended **30/07/2019**.

Responsibilities and  
basis of report

As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent  
examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention (other than that disclosed below \*) in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

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

*\* Please delete the words in the brackets if they do not apply.*

Signed:

Date:

20 / 8 / 2020

Name:

Steve Harney

Relevant professional  
qualification(s) or body  
(if any):

FCCA, ATT, DipPFS

Address:

21 Market Place

Blandford Forum

Dorset DT11 7AF

Only complete if the examiner needs to highlight matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

**Give here brief details of any items that the examiner wishes to disclose.**

Nothing to disclose