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Charity Number (England & Wales): 1092891
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THE UK CAREER ACADEMY FOUNDATION

operating under the name

CAREER READY

ANNUAL REPORT

31 MARCH 2020

THE UK CAREER ACADEMY FOUNDATION

INTRODUCTIONS

for the year ended 31 March 2020

Chair's introduction

The year of 2019/20 has been one of the most significant in the history of the charity; we have worked with a record number of young people, grown our staff team and worked with more employers across the U.K. than we ever have in the past.

It has also been a year of change, the most significant being our chief executive Anne Spackman moving on after seven tremendous years of leadership and executing a superb vision in stabilising and growing the charity to where it is today. We are pleased to now have Tokunbo Ajasa-Oluwa at the helm as Anne's successor and have every confidence that he will grow the impact of Career Ready within the next chapter of the charity.

It has also been a year of challenge with regards to how COVID-19 has impacted our operating model and compromised the ability for us to support young people in a face-to-face manner. My fellow Trustees and I are immensely proud of how our people have responded and it's another great example of how strong the Career Ready team are; they were proactive and agile and able to deliver creative digital alternative methods for us to support and engage the community of young people we exist to serve. More than ever it's vital that all young people from all backgrounds are given the opportunities they deserve in life and Career Ready is very well placed to play a big part in making that happen.

We continue to support young people to realise their potential, regardless of the barriers they may face in society and we continue to inspire a spectrum of businesses to work with us in achieving their business objectives.

2019/20 is the penultimate year of our current strategic plan and we have achieved a great deal and are on schedule to meet and possibly exceed our aspirations in due course.

Sandy Begbie CBE
Chair, Career Ready

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INTRODUCTIONS (Continued) for the year ended 31 March 2020

Chief Executive's introduction

This year of 2019/20 has been a period of successes and transitions for Career Ready. Like the thousands of the young people that have come through our programmes, the charity has come of age since its inception in 2002.

We have witnessed year-on-year growth from a financial and operational perspective. We have also worked alongside more schools than ever before across the U.K. Such progress has enabled Career Ready to achieve two out of three strategic goals 12 months earlier than planned.

In January 2020, I came on board as the new Chief Executive, charged with the mission to build upon the sturdy foundations in place and ensure the charity is fit for purpose for its future.

We received our largest ever single financial contribution in August 2019. The Inspiring Futures Foundation chose us from a list of over forty charities to direct their remaining assets. In agreement with their trustees we outlined how that money will help support our ambition and growth over a three-year period. This year it has allowed us to make impressive and quick strides on a digital development journey, including enabling the team to work in a more efficient manner, empowering them to support young people via digital mediums.

This year, Career Ready has had to be nimble, creative and focused, in order to navigate a number of new opportunities and unprecedented challenges, including the COVID-19 pandemic.

Tokunbo Ajasa-Oluwa
Chief Executive

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2020

The Trustees present their report and the financial statements of The UK Career Academy Foundation, which operates under the name Career Ready, for the year ended 31 March 2020.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the financial statements and comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association of the charitable company, and 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 U.K. and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Charitable objectives

The charitable objectives for which the charity is established are as follows:

The objects of the charity ("the objects") are the advancement of education for young people in the United Kingdom and elsewhere, in particular through the provision of proven employability programmes delivered by volunteers from the world of work. Programme activities include mentoring, work experience, paid internships, skills masterclasses, career skills workshops and workplace visits, in addition to support and guidance to schools and colleges. We work with 4,000 active volunteers from more than 1,000 businesses covering finance, legal and professional services, science and technology, logistics, construction and the built environment, media and energy. We are well supported by the public sector, particularly in Scotland, and increasing our work with third sector organisations. These employee volunteers deliver our activities at 400 schools within the school timetable and act as mentors for our students.

We are a social mobility charity focusing on students at schools and colleges that face barriers prohibiting them from realising their potential. Our offer to young people gives them increased self-esteem, new skills and networks to achieve their ambitions. Employers work with Career Ready to give staff rewarding, structured volunteering opportunities and the chance to develop their own presenting, coaching and management skills. It is also a way for them to be active in their communities and to find talented local young staff.

Charitable activities

Inspiring Futures donation

Career Ready and the trustees of Inspiring Futures Foundation (IFF) worked for many months through 2019 to successfully complete an asset transfer from IFF to Career Ready.

IFF chose Career Ready from over forty charities in this sector to be the recipient of their remaining assets: after an extensive and rigorous selection process they were convinced that Career Ready was the stand out charity in the sector and ideally placed to deliver an ambitious programme for the benefit of young people from areas of disadvantage.

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TRUSTEES' ANNUAL REPORT (Continued) for the year ended 31 March 2020

Working with the Career Ready Senior Management Team, an expenditure timetable was agreed. This one-off, exceptional sum will be ring-fenced within a designated fund and spent on investment in new initiatives and projects rather than existing organisational activity; to avoid simply absorbing the totality of the money into ongoing operations, it will be expensed over a three-year period (2019/20, 2020/21 and 2021/22) paying for specific roles and organisational development that will accelerate the growth and long term financial sustainability of the charity.

Growth and impact

This year has seen the charity grow its offer for young people across the U.K., to a degree that has engaged a record number of young people on programmes. Career Ready has enhanced the potential of 69,000 young people, as well as boosting their upward social mobility across the U.K. At Career Ready, the offer to young people simply breaks down into four core segments:

- Unique career related opportunities that increases social capital.
- Quality experiences including mentor relationships that broaden horizons.
- Insights that provide young people with the agency to make informed career decisions.
- Development of new skills that boost self-esteem.

Many of the young people we work with have faced some form of societal barrier and the majority reflect a circumstance they were either born into or beyond any decision they have made in their lives to date.

Recent research from the Social Mobility Commission highlights the lack of progress made on social mobility within the U.K. and how it is young people that face the harsh reality of this scenario. At Career Ready, we are aware that society is not based on a meritocracy and for the young people that we serve a strong work ethic and endeavour alone is not necessarily enough to ensure they fulfil their potential.

Although our offer to young people is careers education focused, the delivery of our offer aspires to support young people into becoming rounded positive assets to society who are able to apply a degree of critical thinking, emotional intelligence and a level of resilience to navigate the peaks and troughs of life.

Career Ready has been transforming lives in the U.K. for nearly two decades, our year on year growth of impact is bucking the trend regarding social mobility in the country. This year, we commissioned insights agency Opinium to conduct some research to explore what the potential legacy impact of being on a Career Ready programme looks like. They surveyed 400 Career Ready alumni alongside a controlled group reflecting the same age, background and geography. The majority of alumni that participated were on the programme within the last four years, however there were some participants dating back to 2008. At the time of writing this report, the research findings were not ready for publishing, however there were key findings that reflected the value of our offer to young people:

- Career Ready interns had a professional network twice the size of the controlled group and were more likely to be employed or in full-time higher education.
- 80% of our employer partners said that, given the opportunity, they would hire their Career Ready intern.

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TRUSTEES' ANNUAL REPORT (Continued) for the year ended 31 March 2020

Career Ready has run a coherent, high impact programme for students in their final years at school since 2002. The programme is particularly strong in Scotland, where we work with over a thousand students in 133 secondary schools, supported by 330 employers. The Scotland programme has gone from strength to strength, reinforced by the programme expansion into four new regions in the west of Scotland.

In England, where schools are now required to meet eight Gatsby careers benchmarks, we have continued to implement the government's national careers strategy via our partnership with the Careers & Enterprise Company (CEC). The CEC contract has enabled us to work with 100 new schools where we deliver our whole school programme (Years 7-11). Moving forward, we aim to introduce our Plus programme (Years 12-13) within a number of these schools/colleges following our successful collaboration to date.

A significant development this year has been within the digitalisation of our offer and how we work as a charity. This year we have piloted an online mentoring relationship between a college in Blackpool and an employer from the insurance sector based in London. In addition, we have secured resource from at least three of our employer partners that has focused on supporting us to realise our digital aspirations.

Digital development was always an objective of the year; however, the COVID-19 pandemic accelerated our plans. Part of our response was the rapid curation and execution of an eight-week digital skills festival that engaged over a thousand young people from across the U.K, in total the festival produced over 500 activations offered by 300 employee volunteers.

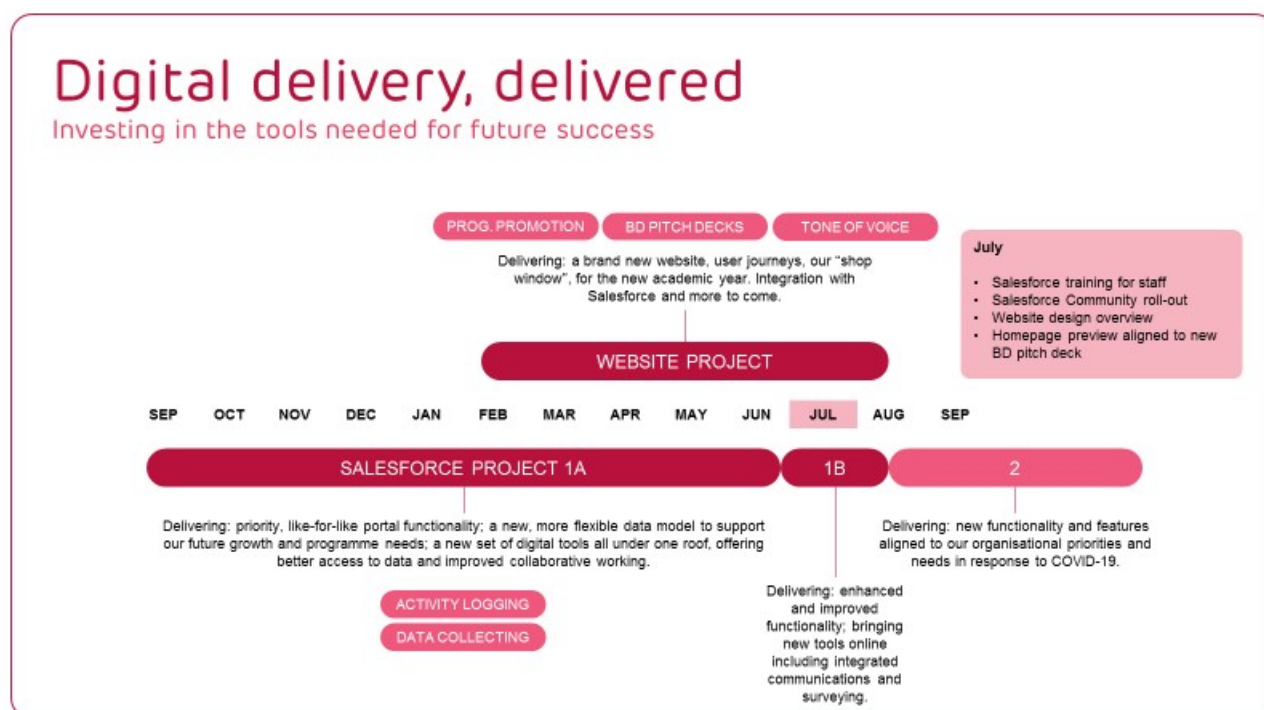
Our programmes

Structured, high-impact support across all Key Stages



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TRUSTEES' ANNUAL REPORT (Continued) for the year ended 31 March 2020



Three-year strategy

This has been the second full year of delivering Career Ready's 2018-21 strategy, two of the three primary objectives have been met 12 months ahead of schedule. The third objective would have also been met if the COVID-19 pandemic did not reduce our capacity to physically deliver the remainder of the programme for the year. The investment secured from the Inspiring Futures Foundation (IFF) supported the charity to achieve two of our strategic objectives. Part of the investment has been used in an operational capacity supporting how we maximise our use of Salesforce Communities as a staff team. The benefit has reflected a more efficient approach to our working culture and has increased capacity to enhance the quality of our programmes in other areas.

In this final year of the existing strategy, we will be prioritising the following five themes, in addition to establishing a new three-year strategic plan:

- Long-term sustainability plan for the charity
- An alumni offer to support those 18+ and also gives them power to hold the charity accountable
- Continuation of our digital development journey
- Increasing our impact capture and value proposition to our stakeholders, and
- Wellbeing and development of the staff team.

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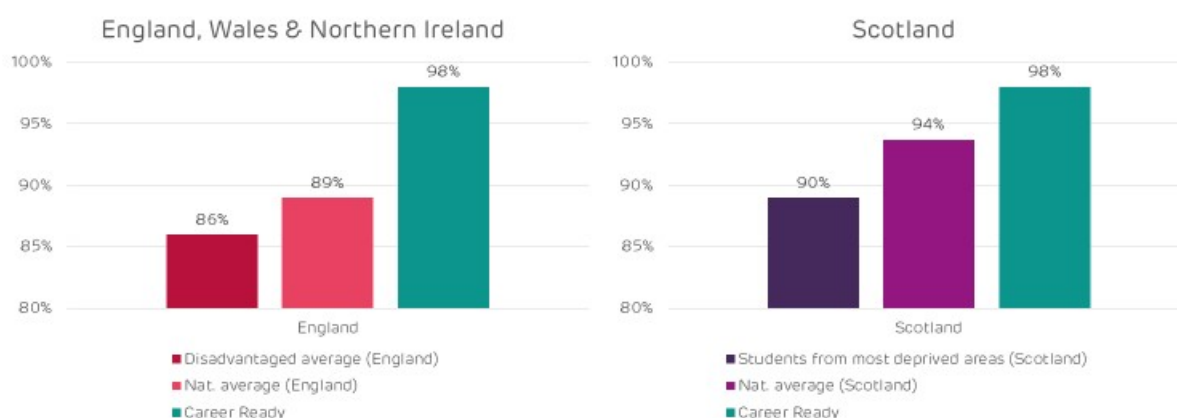
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Highlights of our work in 2019/20

- We injected £1m into the economy through paid internships for 1,000+ students on our Plus/Scotland programmes. Our latest data research proves this 140-hour experience has the potential of transforming a young person's life - in some cases has led to a young person being hired by their internship host in the future.
- We have achieved two of our three primary growth targets ahead of schedule set out in our 2018-21 strategy, reaching more young people and delivering more interventions; if not for COVID-19 it is likely we would have reached all our milestones a year early.
- Curated and executed an eight-week digital skills festival that directly engaged over 300 employee volunteers and a thousand young people from across the U.K.
- Initiated an alumni network via a digital platform that connects over a thousand young adults that were formally students of Career Ready.
- Successfully piloted a digital mentoring offer that supports us in countering the real challenge of geographical mobility for many young people based in either urban regions and/or areas with limited career opportunities.
- Development of a new website that provides a fit for purpose and seamless user experience for students and other stakeholders.
- Evolution of the Regional Manager role within England, Wales and Northern Ireland. The role is now less focused on direct delivery of workshops in schools and more focused on nurturing rich relationships in each region with a spectrum of stakeholders.
- Reviewing our social impact indicators, refining our metrics to ensure we capture depth of impact alongside our outcomes and outputs.

Positive destinations

Across both England and Scotland, 98% of students who completed our post-16 (S5/6 in Scotland) programme progressed into sustained education or employment – a positive destination - compared with a national average of 89% in England.



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Success stories

Behind the statistics, our students' experiences are truly transformational. The personal development gained through the support of a volunteer mentor and the real experience of the world of work on a paid internship – these are life-changing opportunities.



"My internship was my first insight into project management – now it's my job."

Ryan McCafferty, Glasgow
Now a Business Management
Graduate Level Apprentice at Leidos



"Support from my mentor was a key driving factor in giving me the confidence to apply to the University of Cambridge."

Victoria Ayoedji, London
Studying at Cambridge University



"I love being able to shape and be involved with the programme that started my career."

Charli Love, North West Kent
Career Ready LAB Member & Mentor

Public benefit

The Trustees have taken the Charity Commission's guidance on public benefit into consideration in managing the activities of the charity.

Benefits and beneficiaries

In accordance with its charitable objectives, the charity's beneficiaries are young people between the ages of 11 and 18, and benefits to those young people are provided through a network of Career Ready Regional Managers working in partnership with schools and colleges.

Trustees' assessment of public benefit

In addition to monitoring the progress of Career Ready in terms of indicators, milestones and benchmarks, the Trustees also receive a detailed progress report from the Senior Management Team at each National Advisory Board meeting. These cover programme impact, programme development, policy changes, new supporters and funding bids. Financial performance and risk records are tabled at the NAB meetings, but detailed discussions take place at the quarterly meetings of the Finance Committee, on which all Trustees sit. Trustees also meet for regular breakfasts. This structure underlines the different responsibilities of Trustees and board members.

The Trustees are satisfied that the information presented demonstrates to their satisfaction that Career Ready continues to benefit the public through its activities targeted to achieve its charitable objectives.

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The use of volunteers and donated services

The charity makes considerable use of the services of volunteers in order not only to manage the charity at Trustee level, but also to deliver services and other similar project outcomes and benefits to beneficiaries. The charity's programme is delivered through 4,000 active volunteers in addition to the volunteers acting as Trustees and board members. No attempt has been made to quantify the contribution made by those volunteers because any such valuation would be highly subjective and likely to be susceptible to material error.

The charity is also reliant upon donated services provided by its wide range of business and education supporters, and those donated services which can be quantified are recognised in the financial statements as donations in kind.

Management changes

In April 2019, Jenny Barber, the long-standing Director of Programmes, left for a new role. Jenny had a profound impact on the development not only of Career Ready's programme resources and impact, but also of the charity more widely. Jenny was replaced by Mahad Ali, formerly Head of Education and Research at WorldSkills UK and a former student at a Career Ready school.

In August 2019, Janine McFarland was promoted to the position of Head of Operations & Engagement, Scotland.

In January 2020, Tokunbo Ajasa-Oluwa replaced his predecessor Anne Spackman as our new Chief Executive Officer. In February 2020, Bethan Cummings left the charity and was replaced in June 2020 by our new Director of Fundraising and Business Development, Jen Hartley

In total we have recruited 14 new members of staff to replace staff and support our growth strategy. Sarah Peachey and Anne Meriaux joined the fundraising and business development team. Kani Primson joined as Finance Officer and Nathalie Heatherington and Dimitra Pantazi strengthened the Communications and Data Teams respectively. Flavie Petit added much needed support to the administration support team in Scotland. The other appointments were all within the Programme delivery team; Idris Bamiro and Rosie Wainwright both joined the London and South East Team, Rosie being the first graduate from a Career Programme who has returned to work for us. Clare Ruffle and Maxine Long joined the Essex Team, either to cover a new area or as Maternity Cover. Finally, Lynne-Marie Betteridge joined to service the Greater Manchester area, and Louise Norton has brought her Employer and LAB expertise to cover Essex and the East during Sian Robertson's maternity leave.

At 31 March 2020, Career Ready had 51 members of staff (47.3 FTE) including our apprentice but not including 2 other individuals providing support via service contracts, ten members of the Career Ready Team left during the year, eight of the positions were successfully recruited during the year whilst the remainder successful candidates started soon after March 2020. The absence rate for 2019-20 was very low at 0.6%

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In April 2019, we introduced a £50 work anniversary voucher which has proved hugely popular, with staff; additionally, we increased our training and development budget to support our staff teams' growth.

FINANCIAL REVIEW

Financial results of activities and events

The significant donation received from the Inspiring Futures Foundation (IFF) upon the successful completion of the asset transfer to Career Ready, plus the subsequent partial spend of those funds has had a material impact upon the financial outcomes of the charity for 2019/20.

This one-off, exceptional sum from IFF has been ring-fenced within a designated fund and will continue to be spent on investment in new initiatives and projects in 2020/21 and 2021/22.

Primarily as a result of the above, the Trustees are able to report a substantial surplus of £500,366 (2018/19: £29,676) for the year of which £467,425 relates to the remaining IFF donation to be utilised in the next two financial years. Total income, excluding the one-off contribution from IFF of £935,919, increased by 10% (2018/19: increased by 18%) and expenditure increased by 10% (2018/19: increased by 15%).

Total income for the year, including quantified donations in kind, was £3,555,711 (2018/19: £2,813,029) with total expenditure, including fundraising and governance costs, being £3,055,345 (2018/19: £2,783,353).

At the balance sheet date, the charity had £1,381,835 of net assets (31 March 2019: £881,469) including the unspent IFF money of £467,425 being held as cash.

The Trustees are pleased with the effective way in which the charity's resources are being controlled by the senior management team.

Reserves policy

The Trustees believe that the charity should aim to hold a minimum level of financial reserves equivalent to future estimated unrestricted operating costs for three months, calculated and reviewed within the annual budget, because it is a prudent management principle in an organisation whose income can fluctuate significantly from year to year due to the charity's considerable reliance upon voluntary income and with a core level of costs which are fixed in the short term.

The Trustees also believe that this level of reserves should be built up to the desired level in stages consistent with the charity's overall financial position and its need to maintain and develop its charitable activities on an on-going basis. As a consequence, the charity has opened a new business account into which £22,000 is transferred monthly, subject to cashflow projections.

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TRUSTEES' ANNUAL REPORT (Continued) for the year ended 31 March 2020

As at 31 March 2020, the charity had “free reserves” of £410,361 (31 March 2019: £186,925), designated funds carried forward relating to the Inspiring Future Foundation support of £467,425 (31 March 2019: £Nil) and a further £502,611 (31 March 2019: £692,746) carried over as restricted funds.

Three months of future estimated operating costs as at 31 March 2020 amounted to £510,000, and therefore, the Trustees intend to accumulate “free reserves” where possible in the short-term without adversely impacting upon the delivery of charitable objectives.

Investments policy

The charity’s Memorandum and Articles of Association give the Trustees power to invest the funds of the charity in such a manner, or on such investments, securities or property, as may be thought fit, subject nevertheless to such conditions (if any) and such consents (if any) as may for the time being be imposed or required by law. At present, the Trustees have chosen to hold the charity’s reserves with chosen investments accounts, cash at bank and in hand. The Trustees choose to maintain a low risk investment profile preferring security and fluidity over marginal gains in returns.

During the year, investment income of £7,458 (2018/19: £1,434) was generated on cash balances, representing an average rate of return of less than 1% (2018/19: less than 1%) reflecting the continued low level of interest rates. This is despite the Finance & Fundraising Committee placing some cash in a higher interest earning account during the year. Performance is monitored by the Finance Committee and recommendations for action, if appropriate, are reviewed through that forum.

The Trustees also note that at the balance sheet date a sum of £207,090 (31 March 2019: £83,000) had been received as income in advance for 2020/21, which has contributed positively to the charity’s cash flow position.

Risk and corporate governance

Career Ready has been strengthening its governance and procedures under the leadership of Sandy Begbie and James Bardrick, Chairman and Deputy Chairman. The Charity Governance Code has been a valuable guide in suggesting areas for improvement in internal policies and examples of best practice.

The Chief Executive Officer, in partnership with the Trustees, maintains a Business Risk Management Matrix, which is managed by the Head of Operations. It is reviewed by Trustees at each quarterly meeting of the Finance & Fundraising Committee and reported to meetings of the National Advisory Board, which take place three times a year. The Senior Management Team review it at their meetings which are now held monthly rather than every six weeks.

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TRUSTEES' ANNUAL REPORT (Continued) for the year ended 31 March 2020

The Matrix assesses the probability of risk and the potential impact as well as control procedures, monitoring process and responsibility for each risk. For each identified risk a scale is agreed and a colour code indicating levels of priority applied. The following categories of risk have been identified and assessed:

- Governance risks - inappropriate organisational structure, difficulties recruiting Trustees or National Advisory Board members with relevant skills, and conflicts of interest.
- Operational risks - safeguarding, service quality, employment issues, staff performance, health and safety issues, and fraud and misappropriation;
- Financial risks - accuracy and timeliness of financial information, adequacy of reserves and cash flow, diversity of income sources, and investment management.
- External risks - public perception and adverse publicity, demographic changes, and government policy; and
- Compliance with law and regulations - employment law and regulatory requirements of activities such as fundraising and data protection, where a new policy was developed with professional support for May 2018.

The Head of Operations, in addition to any commentary provided on the Risk Matrix, also provides a major incident log which draws attention to events that have or may expose the charity to increased risk. These incidents might include financial, IT and safeguarding issues.

The Trustees confirm that internal control procedures are in place to provide reasonable, but not absolute assurance against material misstatement or loss. They include:

- comprehensive financial policies and procedures;
- qualitative comparison of procedure against the internal financial controls self-checklist for charities on an annual basis;
- comprehensive annual budgets, approved by the Trustees, and quarterly financial reporting which is compared to budget;
- quarterly forecasting of predicted income and cash flow;
- annual monitoring of reserves policy; and
- review of the Business Risk Management Matrix by Trustees four times a year.

The regular assessments are entrusted to the Finance Committee meeting every quarter. Together with the Chief Executive Officer, Chief Operating Officer and Director of Fundraising and Business Development, this committee reviews management accounts, future cash flow and sustainability of income against budgets. It also helps identify companies as marketing targets and how they might be approached.

A comprehensive charities insurance package with Aviva is in place covering the main risks for staff, Trustees and National Advisory Board members while also providing statutory cover, where required.

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COVID-19

Clearly, COVID-19 presents significant risks to the organisation. The charity's ability to respond proactively and effectively is in large part due to the effective risk management framework that exists and the organisational preparedness it has facilitated.

In addition to the regularly scheduled Finance Committee Meetings, the Trustees met formally several times during the interim to consider the additional risks to our Finance and Programmes specifically raised by COVID-19

Management took early and decisive action in response to the pandemic:

- Revisiting its provisional expenditure budget for 2020/21 and removing £100,000 of discretionary spend;
- Closing its London office and cancelling its annual awards and launch events;
- Proactively communicating with all key stakeholders outlining steps being taken to protect staff, young people and volunteers;
- Instigating conversations with all funders and partners ensuring full commitment to funding agreements;
- Launching an 'Investment Ask' to generate additional support, both financial and in-kind, from existing partners and funders;
- Placing 15 members of the team into furlough to utilise the Governments' Job Retentions Scheme; and
- Transitioning to an on-line delivery model to ensure young people were supported and funding agreements delivered.

Going concern

The charitable company has prepared detailed financial projections which indicate that it can continue to operate as a going concern for a period of at least twelve months. These projections have taken into account the expected effects on the charitable company's income streams together with the cost saving measures that have been put in place.

Whilst there remains uncertainty regarding the global economic impact of the COVID-19 pandemic and the ability of the UK Career Academy Foundation to withstand its negative effects, nevertheless the Trustees have a reasonable expectation that the charitable company will continue in operational existence for the foreseeable future and be able to meet all of its financial obligations as they fall due for a period of at least twelve months from the date of approval of these financial statements.

Based on the charitable company's forecasts and action plans, the Trustees do not believe that there is a material uncertainty in relation to going concern and consider it is appropriate for the financial statements to be prepared on the going concern basis.

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Governance developments in 2019/20

- The Privacy Policy introduced to support the Charity's compliance with GDPR legislation is under constant review and was updated as experience and changes to processes demanded. Technical issues with data are logged in the risk register which is reviewed every month by the Senior Management Team and every quarter by Trustees. Requests for data removal were complied with in timely fashion and a minor incident was tested within the ICO Self-Assessment framework and needed no further reporting.
- A new Investment Policy was developed in anticipation of the charity's largest donation to date. The Funds from IFF were partly utilized in year or spread between two low risk investments maturing within the appropriate fiscal cycles.
- In 2020/21 all the policies within Career Ready will be mapped, reviewed, updated and any omissions added to the portfolio.

Fundraising

Career Ready is largely funded by corporate supporters who provide volunteers to deliver the charity's programme activities, such as mentoring and paid internships for students, as well as direct funding and pro bono support. Some individuals in those organisations support the charity personally through donations or team fundraising events for which Career Ready is the beneficiary.

The charity this year received just over £1,000 through BT, MyDonate and Benevity schemes; these were new additions to the fundraising approach and are expected to show growth in future years. In 2019, a new individual giving programme was launched to broaden and diversify the funding base still further, with the first event taking place in June.

We do not approach the general public for donations, nor do we use professional partners or commercial fundraisers. We have not received any complaints regarding our fundraising.; this is true for the period in question and all previous years. We do not ask for donations from vulnerable people and should we receive an unsolicited donation that we would consider unusual, we would research its source to ensure it was valid. We continue to be registered with the new Fundraising Regulator, which manages a new Code of Fundraising Practice for charities, since June 2017.

AMBITIONS

Impact and evaluation

In our 18th year, we aim to garner richer insight into the specific role we play in transforming young lives. We also aspire to provide increased transparency regarding students we attempted to support but didn't. We will achieve this by responding to the findings from our research provided by insights agency Opinium. This project was an external evaluation supported by our largest funder, the Citi Foundation. The research explored the long-term destinations of students who have undertaken a paid internship via the charity since 2008 and how that experience and the wider programme has impacted on their career choices and destinations.

We will also work on the recommendations that came from a recent external impact review provided by Trust Impact. We shall also explore how we can provide our employer partners with greater awareness of the 360-impact achieved via their relationship with us.

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STRUCTURE, GOVERNANCE AND MANAGEMENT

Status and history

Career Ready is a registered charity, and a company limited by guarantee, not having share capital. Every member undertakes to contribute an amount not exceeding £1 to the assets of the charity in the event of the charity being wound-up during the period of membership, or within one year thereafter.

The charity was originally registered in 2002 building upon the 20 years' experience of the National Academy Foundation (NAF) in the United States of running Career Academies to increase the aspirations, skills and career opportunities of students from lower and moderate-income families. It was incorporated in the UK on 30 April 2002 and became a registered charity on 10 July 2002.

Career Ready is governed by the rules and regulations set down in its company Memorandum and Articles of Association dated 30 April 2002 and last updated in 2012. With effect from June 2015, the charity adopted a new trading name "Career Ready" but remains registered under the name The UK Career Academy Foundation.

Organisational structure

The overall strategic direction of the charity is determined by the Trustees, who are supported by a National Advisory Board, which is made up of senior business leaders and education experts.

The following table summarises the key elements of the charity's organisational structure:

<i>Organisational Element</i>	<i>Number of Members</i>	<i>Key Roles & Responsibilities</i>
Trustees	Seven	<ul style="list-style-type: none"> • Ultimate responsibility for directing the affairs of the charity, and ensuring that it is solvent, well-run, manages and assesses risks and is achieving its charitable status. Members drawn from business and education.
National Advisory Board	Sixteen	<ul style="list-style-type: none"> • Meets three times a year. • Members drawn from supporting businesses, education and the Chief Executive. • Full governance calendar in operation. • Reviews three-year strategic business plan. • Identifies programme issues, lessons learned and feeds improvements into a fluid development process. • Issues are raised formally at Board Meetings. • Individual members act as advocates for the charity, help ensure support from their own and other organisations and support events.

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<i>Organisational Element</i>	<i>Number of Members</i>	<i>Key Roles & Responsibilities</i>
Finance Committee	Eight	<ul style="list-style-type: none"> • Meets every three months. • Comprises all Trustees and one additional member of the National Advisory Board with finance and risk expertise. Trustees meet for additional breakfasts. • Supports development of three-year strategic business plan and annual budgets. • Approves management accounts and short-term cash flow. • Develops fundraising targets. • Reviews Business Risk Management Matrix.
Scotland Advisory Board	Ten or more	<ul style="list-style-type: none"> • Meets four times a year. • Comprises members drawn from businesses, education and other stakeholders in Scotland and the Director for Scotland. • Approves strategic business plan and annual budget for Scotland. • Identifies programme issues, lessons learned and feeds improvements into a fluid development process. • Individual members act as advocates for the charity, help ensure support from their own and other organisations and support events. • Advises on and shares best practice from within Scotland and ensures there is a forum for regional representation. • In 2019-20 the Chairman was invited to attend the National Advisory Board.
Senior Management Team	Eight	<ul style="list-style-type: none"> • Meets every month. • Comprises Chief Executive, Director For Scotland, Head of Operations & Engagement – Scotland, Chief Operating Officer, Director of Programmes, Director of Fundraising & Business Development, Head of Communications & Head of Logistics. • Career Ready has a flat management structure. The size of the SMT reflects different operations in Scotland and England. • Matrix Responsibilities include functional responsibility for internal operations including financial control, programmes, fundraising and business development. • Most have national account management responsibilities for business supporters.

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT (Continued) for the year ended 31 March 2020

<i>Organisational Element</i>	<i>Number of Members</i>	<i>Key Roles & Responsibilities</i>
Staff Team	51 staff at 31 March 2020, including an apprentice but excluding 2 contractors	<ul style="list-style-type: none"> • Creates strategic three-year business plan and annual business plan with detailed targets and objectives, which are reviewed by the National Advisory Board. • Prepares cash flow forecasts for review by the Finance Committee. • Prepares Business Risk Management Matrix and the 'dashboard' performance review for consideration. • Delivers programme activities.

The day-to-day management of Career Ready is entrusted to Tokunbo Ajasa-Oluwa, the Chief Executive and his senior management team (SMT), who regularly report to the Trustees. Tokunbo joined the charity in January 2020.

Mark Smith is Chief Operating Officer, overseeing all enabling functions including Operations, Finance, HR, internal processes, Data, IT, Events and Volunteer Management.

Mahad Ali, Director of Programmes, joined in June 2019 and leads the regional manager team in England, Wales and Northern Ireland as well as leading on programme development, impact and evaluation. Four Lead Regional Managers report into the Director and manage their local teams.

Anne Wexelstein is Director for Scotland. Anne leads the team and manages the programme there.

Northern Ireland has its own Regional Manager, Tony Madden, who reports into the Director of Programmes.

At 31 March 2020, the regional manager team consisted of London and South East (5); Wales and the West (1); Birmingham (1); Stoke & Staffs (1) East Midlands (0.9 FTE); North West (1.9); Yorkshire and the Humber (1.4 FTE); North East (1); Essex & the East (4.5) Northern Ireland 1).

In Scotland, the team consisted of a Director, Head of Operations & Engagement, Operations Manager and Business Support staff member totally 3.8 FTE, managing and supporting a team of eight Regional Managers (6.3 FTE).

A member of SMT leads on Logistics (1) and a London Regional Manager serves as the National STEM Lead.

Operations are run by a Chief Operating who works in London and Scotland (1). He oversees the Head of Finance (1), Finance Officer (0.6), Volunteer Engagement Coordinator (1) Head of Operations (1) Data and Information Analyst (1) Data Officer (1) Events Manager (1).

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT (Continued) for the year ended 31 March 2020

Fundraising and Business Development is run by the Director of Fundraising and Business Development with a team of three account managers (4).

Communications and Marketing is run by a Head of Communications (1), a Communications Manager (1), Senior Communications Manager (1) and a Marketing and Communications Apprentice (1).

Both these latter teams have recruited an additional new member of staff during the year.

Appointment, management, recruitment, induction and training of Trustees

The Trustee team includes representatives from the charity's key stakeholder groups, one of whom is Deputy Chair and a Chair.

Recruitment and selection of new Trustees is managed by the Chair with the support of the Chief Executive and the Trustee team, taking into account the need for a balance of skills, sectors and experience to ensure good governance and adequate maintenance of stakeholders' interests.

There is no formal recruitment policy for Trustees and experience of representation on the National Advisory Board is not a pre-requisite, however the last 3 appointments to Trustees have all come via that route. Historically this has been seen as advantageous as the new Trustee is already familiar with Career Ready and how it operates; moving forward the intent is to add, diverse and fresh perspectives and this work is under way.

The National Advisory Board has full terms of reference under which it operates. On appointment, a new member's induction is organised by the Company Secretary. Members are encouraged to attend appropriate external events where these will facilitate the understanding of their role and to support programme events such as A Capital Experience. This year some of the Trustees and new NAB members were invited to attend some of the London student/mentor ice-breaker sessions. During the year, two members of the National Advisory Board resigned – Steve Granite and Keith Moor – and four new members were recruited – Virginia Isaac and Mike Hicks both of whom were previously officers with IFF, in addition Rachel Glaze and Tracy Greenfield were added from supporter employers. John Stewart, current Chair of the Scottish AB was invited to attend too.

Addressing diversity within our Trustee and NAB membership was discussed at an Advisory Group meeting in February. The Chair, Trustees and Executive team within the Charity are working to identify the necessary skills and experience mix needed for the next phase of the charity's development, introduce greater diversity and ensure that the voice of our beneficiaries is represented at all Governance levels. To support our Trustees and Advisory Board members, a new induction process was launched at the start of 2020. The skills and governance review work is due to conclude in early 2021.

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT (Continued) for the year ended 31 March 2020

Relationships with related parties

Career Ready works in partnership with a number of organisations to increase opportunities for young people, improve careers training for teachers and careers leaders and increase collaboration on the ground. Any potential conflict of interest is mitigated by an annual statement of interest, submitted by Trustees and members of the SMT.

Careers & Enterprise Company (CEC)

Career Ready has a strong relationship with the CEC which implements the government's careers strategy in England. The Chief Executive is a CEC Ambassador and Career Ready are members of CEC Community Plus.

Teach First

For the second year running Career Ready developed and delivered CPD workshops for teachers and careers leaders as part of the Teach First Careers and Employability Leadership Programme. 'Train the Trainer' sessions were delivered in London, East Midlands and on the South coast

LawSmart

The charity is a partner of the LawSmart initiative led by Hogan Lovells under the banner of Prime, the legal sector's social mobility vehicle. The Chief Executive became a member of the Prime board in 2019.

Junior Achievement

A long-standing joint venture with Junior Achievement in Ireland is running in three Dublin schools with programme oversight by the Director of Programmes and the Regional Manager, Northern Ireland, and business development support from London. In May 2018, 30 students from 3 schools graduated from the programme in a ceremony held at Citi group's Dublin office.

Headstart

For four years we have been privileged to receive free places for our students on the prestigious Headstart programme run by the EDT. It gives students a taste of life as an engineering student at a high-performing university. The partnership started in 2015 with four free places and has now grown to 25, with 50 per cent of places going to girls and 40 per cent to students from minority ethnic families in 2018/19.

"The hands-on lab activities were definitely the most enjoyable part. They allowed me to work in a modern laboratory using advanced materials and complex technology."

Sumayyah Ahmed, Bio-engineering student on free Headstart placement at Queen Mary University, London

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT (Continued) for the year ended 31 March 2020

Investment 20/20

In 2018/19, Career Ready ran a programme for 62 students from London and Essex in partnership with Investment 20/20. Students took part in a series of events and work placements hosted by employers in the sector including Aberdeen Standard, Jupiter and BNY Mellon. Forty-four students went on to apply for roles in participating companies.

Developing the Young Workforce, Scotland

We partner with Developing the Young Workforce (DYW) regional groups in areas where we operate, providing a joined-up approach to our engagement with employers and opportunities for young people in schools.

Arrangements for setting remuneration for key management personnel

All staff, including key management personnel, have a formal annual performance review carried out by their line manager. Salaries are reviewed annually, in the last quarter of the financial year ready for implementation on 1 April at the start of the new financial year. Any overall annual increase to Career Ready's salary bill is subject to approval by the Trustees at a meeting of the Finance Committee. The overall financial situation will determine what, if any, salary increases are affordable and that, together with success against targets, are two key factors in this process.

Within the annual budgeting process, the Trustees with guidance from the Senior Management Team (SMT), will approve an overall salary increase 'pot' for all staff. The recommended increase is reported to the NAB.

Any increase in SMT pay is, like all staff, reviewed and signed off by the Trustees. Remuneration of the Chief Executive is dealt with exclusively by the Chair and the Trustees.

The charity has a track record of delivering an inflationary pay award to the staff team. Individual performance may be rewarded outside of the annual pay cycle and this is done through the lens of specific contribution and salary benchmarking across the sector.

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT (Continued) for the year ended 31 March 2020

Trustees' and directors' responsibilities in the preparation of financial statements

The Trustees (who are also the directors of The UK Career Academy Foundation for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law, the Trustees are preparing the financial statements in accordance with United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice and applicable law).

Under company law, the Trustees must not approve financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure for that period. In preparing those financial statements, the Trustees and directors are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP.
- make judgements and accounting 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; and
- 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, which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from the legislation in other jurisdictions.

Auditor

RSM UK Audit LLP has indicated its willingness to continue in office.

Statement as to disclosure of information to the auditor

The Trustees and directors at the date of approval of this Trustees' annual report confirm that so far as each of them is aware, there is no relevant audit information of which the charity's auditor is unaware, and the Trustees and directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT (Continued) for the year ended 31 March 2020

REFERENCE AND ADMINISTRATIVE DETAILS

The Trustees of the charity, who are also directors of the company, have held office since 1 April 2019, as follows:

Mr Alexander Begbie CBE	(Chair)
Mr James Bardrick	(Deputy Chair)
Mr Maurice Benisty	
Mr David Bucknall	
Ms Olivia Cole	
Ms Mary Macleod	
Mr David Trott	

The principal address of the charity and the registered office of the company is 25 Canada Square, Canary Wharf, London E14 5LB.

The charity is registered under the Charity Commission number 1092891, Charity Number (Scotland) SC043678 and the company is incorporated with the company registration number 04428178 in England and Wales.

Mr Trefor Wilkinson, Career Ready Head of Operations, acts as Company Secretary and secretary to the Board of Trustees for the purposes of company law.

The charity has made the following professional appointments:

Solicitor	Freshfields Bruckhaus Deringer, 65 Fleet Street, London EC4Y 1HS - acting pro bono
Auditor	RSM UK Audit LLP, 25 Farringdon Street, London EC4A 4AB
Accountant	RSM UK Tax and Accounting Limited, Third Floor, One London Square, Cross Lanes, Guildford, Surrey GU1 1UN
Banker	Citibank NA, Citigroup Centre, Canada Square, London E14 5LB

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT (Continued) for the year ended 31 March 2020

The following staff are responsible for the day to day management of the charity:

Senior Management Team

Tokunbo Ajasa-Oluwa, Chief Executive

Mahad Ali, Director of Programmes

Mark Smith, Chief Operating Officer

Anne Wexelstein, Director for Scotland

Jen Hartley, Director of Fundraising and Business Development (from 1 June 2020)

Ian Nichol, Head of Logistics

Adam Smith, Head of Communications

Janine McFarland, Head of Operations & Engagement - Scotland

FUNDS HELD AS CUSTODIAN

Although the charity maintains restricted funds to deal with income that is earmarked for a particular purpose by donors, sponsors, and other funders, Career Ready does not currently hold, and the Trustees do not anticipate that it will in the future hold, any funds as custodian for any third party.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

This report was approved by the Trustees on 3 December 2020, and was signed for and on behalf of the board by



.....
Mr Alexander Begbie
Chair

3 December 2020

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE UK CAREER ACADEMY FOUNDATION

Opinion

We have audited the financial statements of The UK Career Academy Foundation (the 'charitable company') for the year ended 31 March 2020, which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 March 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We have been appointed auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report to you in accordance with regulations made under those Acts.

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 Auditor's 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 UK, including the FRC'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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE UK CAREER ACADEMY FOUNDATION (Continued)

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 auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, 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.

Opinions on other matter prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- the charitable company has not kept proper and adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees' were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption from the requirement to prepare a strategic report or in preparing the trustees' annual report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE UK CAREER ACADEMY FOUNDATION (Continued)

Responsibilities of Trustees

As explained more fully in the statement of trustees' responsibilities set out on page 21, the Trustees' (who are also the directors of the charitable company 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.

Auditor's responsibilities for the audit of the financial statements

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 auditor's 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 <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made exclusively to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's Trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the members and the charitable company's Trustees those matters we are required to state to them in an auditor's 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, its members as a body, and its Trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Hannah Catchpool (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
25 Farringdon Street, London EC4A 4AB

18 December 2020

RSM UK Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

THE UK CAREER ACADEMY FOUNDATION

STATEMENT OF FINANCIAL ACTIVITIES (including an income and expenditure account) for the year ended 31 March 2020

	Notes	Unrestricted Funds £	Restricted Funds £	TOTAL 2020 £	TOTAL 2019 £
INCOME FROM:					
Donations and legacies					
– IFF transfer	3	935,919	-	935,919	-
Donations and legacies – other	4	578,204	1,529,195	2,107,399	2,356,808
Charitable activities:					
Support given to educational bodies to operate Career Academies	5	137,758	367,177	504,935	454,787
Investments	6	7,458	-	7,458	1,434
TOTAL		1,659,339	1,896,372	3,555,711	2,813,029
EXPENDITURE ON:					
Raising funds	7	(268,787)	-	(268,787)	(219,467)
Charitable activities:					
Support given to educational bodies to operate Career Academies	8	(697,691)	(2,088,867)	(2,786,558)	(2,563,886)
TOTAL		(966,478)	(2,088,867)	(3,055,345)	(2,783,353)
NET INCOME		692,861	(192,495)	500,366	29,676
Transfer between funds	15	(2,360)	2,360	-	-
NET MOVEMENT IN FUNDS		690,501	(190,135)	500,366	29,676
RECONCILIATION OF FUNDS					
Total funds brought forward at 1 April 2019		188,723	692,746	881,469	851,793
TOTAL FUNDS CARRIED FORWARD AT 31 MARCH 2020	15	879,224	502,611	1,381,835	881,469
		=====	=====	=====	=====

THE UK CAREER ACADEMY FOUNDATION

STATEMENT OF FINANCIAL ACTIVITIES (including an income and expenditure account) for the year ended 31 March 2019

	Notes	Unrestricted Funds £	Restricted Funds £	TOTAL 2019 £	TOTAL 2018 £
INCOME FROM:					
Donations and legacies	4	799,091	1,557,717	2,356,808	1,687,720
Charitable activities:					
Support given to educational bodies to operate Career Academies	5	130,084	324,703	454,787	700,336
Investments	6	1,434	-	1,434	1,111
TOTAL		930,609	1,882,420	2,813,029	2,389,167
EXPENDITURE ON:					
Raising funds	7	(219,467)	-	(219,467)	(140,264)
Charitable activities:					
Support given to educational bodies to operate Career Academies	8	(849,244)	(1,714,642)	(2,563,886)	(2,228,520)
TOTAL		(1,068,711)	(1,714,642)	(2,783,353)	(2,368,784)
NET INCOME		(138,102)	167,778	29,676	20,383
Transfer between funds	15	(7,734)	7,734	-	-
NET MOVEMENT IN FUNDS		(145,836)	175,512	29,676	20,383
RECONCILIATION OF FUNDS					
Total funds brought forward at 1 April 2018		334,559	517,234	851,793	831,410
TOTAL FUNDS CARRIED FORWARD AT 31 MARCH 2019	15	188,723	692,746	881,469	851,793
		=====	=====	=====	=====

THE UK CAREER ACADEMY FOUNDATION

BALANCE SHEET as at 31 March 2020

Company Number: 04428178

	Notes	2020 £	2019 £
FIXED ASSETS			
Tangible assets	12	1,438	1,798
CURRENT ASSETS			
Debtors	13	636,041	447,645
Cash at bank and in hand		1,110,183	661,180
		<u>1,746,224</u>	<u>1,108,825</u>
LIABILITIES			
Creditors: Amounts falling due within one year	14	(365,827)	(229,154)
NET CURRENT ASSETS		<u>1,380,397</u>	<u>879,671</u>
TOTAL ASSETS LESS CURRENT LIABILITIES & NET ASSETS		<u>1,381,835</u> =====	<u>881,469</u> =====
THE FUNDS OF THE CHARITY			
Restricted income funds	15	502,611	692,746
Unrestricted income funds	15	879,224	188,723
TOTAL CHARITY FUNDS	16	<u>1,381,835</u> =====	<u>881,469</u> =====

The financial statements on pages 27 to 46 were approved by the Trustees and authorised for issue on 3 December 2020, and are signed on their behalf by



.....
Mr James Bardrick
Deputy Chair

3 December 2020

THE UK CAREER ACADEMY FOUNDATION

STATEMENT OF CASH FLOWS for the year ended 31 March 2020

	Notes	2020 £	2019 £
CASH FLOWS FROM OPERATING ACTIVITIES:			
Net cash provided by/(used in) operating activities	17	441,545	(202,606)
CASH FLOWS FROM INVESTING ACTIVITIES:			
Dividends, interest and rents from investments		7,458	1,434
Net cash provided by investing activities		<u>7,458</u>	<u>1,434</u>
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD		<u>449,003</u>	<u>(201,172)</u>
Cash and cash equivalents at the beginning of the reporting period		661,180	862,352
CASH AND CASH EQUIVALENTS AT THE END OF THE REPORTING PERIOD	18	<u>1,110,183</u> =====	<u>661,180</u> =====

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2020

1. ACCOUNTING POLICIES

Company information

The UK Career Academy Foundation (the charitable company) is a private company limited by guarantee incorporated in England and Wales. The registered office and principal place of business is 25 Canada Square, Canary Wharf, London E14 5LB.

The charitable company's principal activities are disclosed in the trustees' annual report.

Basis of accounting

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the U.K. and Republic of Ireland" and under the historical cost convention. The financial statements have been prepared with application of the FRS 102 Triennial Review 2017 amendments in full.

Within the definitions of FRS 102, the charitable company is a public benefit entity.

The financial statements have been prepared in accordance with the accounting policies set out below and comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association of the charitable company, and 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 2019).

The financial statements are prepared in Sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £1.

Going concern

The charitable company has prepared detailed financial projections which indicate that it can continue to operate as a going concern for a period of at least twelve months. These projections have taken into account the expected effects on the charitable company's income streams together with the cost saving measures that have been put in place.

Whilst there remains uncertainty regarding the global economic impact of the COVID-19 pandemic and the ability of the UK Career Academy Foundation to withstand its negative effects, nevertheless the Trustees have a reasonable expectation that the charitable company will continue in operational existence for the foreseeable future and be able to meet all of its financial obligations as they fall due for a period of at least twelve months from the date of approval of these financial statements.

Based on the charitable company's forecasts and action plans, the Trustees do not believe that there is a material uncertainty in relation to going concern and consider it is appropriate for the financial statements to be prepared on the going concern basis.

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2020

1. ACCOUNTING POLICIES (Continued)

Income

All income is included in the statement of financial activities when the charitable company is legally entitled to the funds, it is probable the income will be received, and the amount can be quantified with reasonable accuracy.

Income from grants, including government grants, where related to performance and specific deliverables, is accounted for as the charitable company earns the right to consideration by its performance.

Gifts in kind donated for distribution and/or utilisation are included at valuation and recognised as income when the related projects are undertaken. Gifts donated for resale are included as income when sold. Donated facilities are included at the value to the charitable company, where this can be quantified by the third party bearing the cost.

Expenditure

Expenditure is included in the statement of financial activities on an accruals' basis and is inclusive of irrecoverable Value Added Tax.

Expenditure is allocated to the charitable company's principal activity, to fund raising costs or to governance costs where the costs can be identified as being directly related to those activities. All costs that cannot be so identified are categorised as either staff costs or support cost. Staff costs and support costs are then allocated over the different categories of expenditure on the basis of estimated time spent by members of staff in those areas.

Grants payable are recognised in the period in which the approved offer is conveyed to the recipient except in those cases where the offer is conditional, such grants being recognised only when the conditions attaching to the award are fulfilled.

Governance costs are the costs associated with running the charity as a United Kingdom charitable company and specifically include the costs of the external audit.

Tangible fixed assets

All tangible assets purchased that have an expected useful economic life that exceeds one year are capitalised and classified as tangible fixed assets. Tangible fixed assets are stated at historical cost less depreciation. Depreciation is provided on all tangible fixed assets at rates calculated to write each asset down to its estimated residual value evenly over its expected useful life, as follows:

Office equipment - 20% on a reducing balance basis

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2020

1. ACCOUNTING POLICIES (Continued)

Pension contributions

The charitable company makes contributions into defined contribution pension schemes on behalf of certain employees. The assets of the schemes are held separately from those of the charitable company in independently administered funds. The amount charged to the statement of financial activities in respect of pension costs is the total contributions payable for the year. Differences between contributions payable and the actual amounts paid are carried in the balance sheet within other debtors or other creditors, as applicable.

Taxation

The charitable company is a registered charity and as such its income and gains falling due under section 471 to 489 of the Corporation Tax Act 2010 or section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporate tax to the extent that they are applied to its charitable objectives.

Liabilities

A contingent liability is disclosed for those grants, which do not represent liabilities, where the possible obligation, which arises from past events, will only be confirmed by the occurrence of one or more uncertain future events not wholly within the Trustees' control. Provisions are recognised for those grants where there is uncertainty as to the timing or amount, and any uncertainty regarding the amount is more than one of the determining factors as a basis for reasonable estimation of the liability arising from that constructive obligation.

Financial instruments

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial instruments are therefore classified and accounted for according to the substance of the contractual arrangement as financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the entity after deducting all of its liabilities.

Financial assets and liabilities

The charitable company's debtors and creditors that meet the definition of either a financial asset or a financial liability are initially recognised at fair value and thereafter are stated at amortised cost using the effective interest method.

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2020

1. ACCOUNTING POLICIES (Continued)

Fund accounting

The general fund comprises the accumulated surpluses of unrestricted income over expenditure, which are available for use in furtherance of the general objectives of the charitable company.

Designated funds are a particular form of unrestricted funds consisting of amounts, which have been allocated or designated for specific purposes by the Trustees. The use of designated funds remains at the discretion of the Trustees.

Restricted funds are funds subject to specific conditions imposed by donors. The purpose and use of the restricted funds are set out in the notes to the financial statements. Amounts unspent at the year end are carried forward in the balance sheet.

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the charitable company's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

In the opinion of the Trustees, the estimates and underlying assumptions in the application of accounting policies as detailed below were considered to be critical, because they either required a significant amount of management judgement or their results are material to the charitable company's financial statements:

- The Trustees assessment of going concern, particularly in the light of COVID-19, does always make use of forecasts about future financial outcomes for which there can never be any significant degree of certainty.
- During the current reporting period, the Trustees took the decision to recognise as expenditure the funding of information technology enhancements which had they been assessed as having longer useful economic life may well have been capitalised as intangible fixed assets.

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2020

3. DONATION AND LEGACIES – IFF TRANSFER

In August 2019, the charitable company entered into a formal agreement with The Inspiring Future Foundation (IFF), another charitable company registered in England and Wales with very similar objectives, under which The UK Career Academy Foundation acquired all the remaining activities and assets of IFF with a view to IFF itself being wound-up and struck-off during 2020.

Due to all the hard work undertaken by the former trustees of IFF, by August 2019, no significant activities were left to be transferred and the only remaining asset of IFF was cash with a book value and a fair value of £935,919. Accordingly, that cash was transferred to The UK Career Academy Foundation by way of an unrestricted donation.

The Trustees of The UK Career Academy Foundation have chosen to set-up the IFF Designated Fund to transparently set aside the one-off transfer of residual funds from IFF, so that the Trustees could be seen to be fulfilling their moral obligations to the former trustees of IFF and spending the money received over the course of three financial years (2019/20, 2020/21 and 2021/22) in accordance with the accelerated strategic development proposals as agreed with IFF and only possible with the support received from IFF.

4. DONATION AND LEGACIES – OTHER

	Unrestricted funds £	Restricted funds £	Total 2020 £	Total 2019 £
Donations from funders	425,883	1,529,195	1,955,078	2,161,271
Donations in kind	152,321	-	152,321	195,537
	578,204	1,529,195	2,107,399	2,356,808
	=====		=====	=====

5. INCOME FROM SUPPORT GIVEN TO EDUCATIONAL BODIES TO OPERATE CAREER ACADEMIES

	Unrestricted funds £	Restricted funds £	Total 2020 £	Total 2019 £
Schools and colleges	103,517	-	103,517	98,280
Public sector funding	-	184,727	184,727	105,116
Other supporters	34,241	182,450	216,691	251,391
	137,758	367,177	504,935	454,787
	=====		=====	=====

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2020

6.	INVESTMENTS	Unrestricted funds	Restricted funds	Total 2020	Total 2019
		£	£	£	£
	Bank interest receivable on short term cash deposits	7,458	-	7,458	1,434
		=====		=====	=====
7.	RAISING FUNDS	Unrestricted funds	Restricted funds	Total 2020	Total 2019
		£	£	£	£
	Staff costs (see note 9)	194,874	-	194,874	149,686
	Support costs (see note 10)	73,913	-	73,913	69,781
		268,787	-	268,787	219,467
		=====		=====	=====
8.	COSTS OF SUPPORT GIVEN TO EDUCATIONAL BODIES TO OPERATE CAREER ACADEMIES	Unrestricted funds	Restricted funds	Total 2020	Total 2019
		£	£	£	£
	Direct costs:				
	Student placements	-	164,571	164,571	150,318
	Student travel	-	5,832	5,832	35,766
	Grant funding provided	-	42,000	42,000	46,277
	Bursaries and awards	44	45,345	45,389	24,716
	Event costs	63,752	33,788	97,540	105,992
	Printing and publications	7,577	4,830	12,407	28,276
	Video production	(2,142)	6,103	3,961	14,021
	Marketing and public relations	7,260	2,125	9,385	10,414
	Subscriptions	2,040	150	2,190	2,610
	Travel and subsistence	5,979	73,742	79,721	96,861
	Staff welfare	-	75	75	363
	Website and internet costs	20,921	97,504	118,425	41,853
	Bank charges	4,959	3	4,962	4,697
	Bad debt	-	9,044	9,044	45,203
	Indirect costs:				
	Insurance	5,742	-	5,742	6,033
	Staff costs (see note 9)	353,373	1,583,061	1,936,434	1,698,815
	Support costs (see note 10)	143,623	20,694	164,317	189,384
	Governance costs (see note 11)	84,563	-	84,563	62,287
		697,691	2,088,867	2,786,558	2,563,886
		=====		=====	=====

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2020

9. STAFF COSTS	2020	2019
The average monthly number of persons working with the charitable company (excluding Trustees) during the year was:	No.	No.
Employed	51	46
Donated and seconded	-	1
	<u>51</u>	<u>47</u>
	=====	=====
	£	£
Staff costs for the above persons:		
Wages and salaries	1,856,734	1,596,854
Temporary staff costs	31,224	49,721
Social security costs	190,327	164,745
Health and other pension costs	95,395	78,822
	<u>2,173,680</u>	<u>1,890,142</u>
	=====	=====
Staff costs are allocated in the financial statements, as follows:		
Costs of generating voluntary income		
– <i>specific staff</i>	194,874	149,686
Support given to educational bodies to operate Career Academies		
Unrestricted funds – <i>balance of staff costs</i>	353,373	433,333
Restricted funds – <i>based on specific staff activity</i>	1,583,061	1,265,482
Governance costs		
– <i>based on specific staff activity</i>	42,372	41,641
	<u>2,173,680</u>	<u>1,890,142</u>
	=====	=====

During the year, one employee received emoluments in the range £70,001 to £80,000 (2018/19: two employees in the range £90,001 - £100,000). In respect of those employees, total pension contributions payable during the year amounted to £11,903 (2018/19: £9,083).

The total amount of employee benefits received by key management personnel for their services to the charitable company during the year amounted to £475,024 (2018/19: £465,435) and the charitable company incurred employers' national insurance contribution costs of a further £56,062 (2018/19: £52,121) in relation to the employment of these same members of staff.

The Trustees received no remuneration for their services to the charitable company during the current or previous year and were not reimbursed for any expenses incurred on behalf of the charitable company during the current or previous year.

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2020

9. STAFF COSTS (Continued)

The use of volunteers and donated services

The charity makes considerable use of the services of volunteers in order not only to manage the charity at Trustee level, but also to deliver services and other similar project outcomes and benefits to beneficiaries. The charity's programme is delivered through 4,000 active volunteers in addition to the volunteers acting as Trustees and board members. No attempt has been made to quantify the contribution made by those volunteers because any such valuation would be highly subjective and likely to be susceptible to material error.

The charity is also reliant upon donated services provided by its wide range of business and education supporters, and those donated services which can be quantified are recognised in the financial statements as donations in kind.

10. SUPPORT COSTS

Support given to educational bodies to operate Career Academies

	Raising funds £	Unrestricted funds £	Restricted funds £	Governance costs £	Total 2020 £	Total 2019 £
Accommodation costs:						
Based on staff activity	32,203	62,578	-	7,002	101,783	90,897
Other costs:						
Specifically allocated	5,932	11,526	20,694	1,290	39,442	74,691
Based on staff activity	35,664	69,298	-	7,755	112,717	97,438
Depreciation:						
Owned assets	114	221	-	25	360	450
	73,913	143,623	20,694	16,072	254,302	263,476
	=====	=====	=====	=====	=====	=====

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2020

11.	GOVERNANCE COSTS	Unrestricted funds £	Restricted funds £	Total 2020 £	Total 2019 £
	Staff costs (see note 9)	42,372	-	42,372	41,641
	Support costs (see note 10)	16,072	-	16,072	4,311
	Auditor's remuneration:				
	Accountancy and advisory	13,119	-	13,119	4,135
	Audit fees	13,000	-	13,000	12,200
		84,563	-	84,563	62,287
		=====		=====	=====
12.	TANGIBLE ASSETS				Office equipment £
	Cost:				
	1 April 2019 and 31 March 2020				10,550
	Depreciation:				
	1 April 2019				8,752
	Charge in the year				360
	31 March 2020				9,112
	Net book value:				
	31 March 2020				1,438
					=====
	31 March 2019				1,798
					=====
13.	DEBTORS			2020 £	2019 £
	Amounts falling due within one year:				
	Trade debtors			228,064	78,770
	Prepayments and accrued income			407,977	368,875
				636,041	447,645
				=====	=====

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2020

14. CREDITORS	2020 £	2019 £
Amounts falling due within one year:		
Trade creditors	61,198	69,576
Other taxes and social security costs	51,977	50,368
Pension contributions payable	25,474	9,369
Other creditors	-	1,741
Accruals	20,088	15,100
Deferred income	207,090	83,000
	<u>365,827</u>	<u>229,154</u>
	=====	=====
Deferred income relates to funding received in advance for specific future projects where performance criteria for entitlement have not yet been met:		
Deferred income brought forward	83,000	349,000
Deferred income released to the statement of financial activities	(83,000)	(349,000)
Income received in advance during the period	207,090	83,000
	<u>207,090</u>	<u>83,000</u>
	=====	=====

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2020

15. THE FUNDS OF THE CHARITY

	1 April 2019 £	Income £	Expenditure £	Transfers between funds £	31 March 2020 £
Restricted income funds:					
Awards Fund	10,462	54,822	(63,508)	-	1,776
Employability For All Fund	339,959	1,061,310	(1,165,272)	1,252	237,249
Parents Project Fund	21,329	10,000	(31,329)	-	-
Health Education England Fund	7,033	-	(7,033)	-	-
Student Placements Fund	-	157,538	(157,538)	-	-
Scotland Fund	112,647	502,752	(493,897)	-	121,502
STEM Fund	119,953	24,000	(64,303)	1,108	80,758
Think Logistics Fund	81,363	85,950	(105,987)	-	61,326
	<u>692,746</u>	<u>1,896,372</u>	<u>(2,088,867)</u>	<u>2,360</u>	<u>502,611</u>
Unrestricted income funds:					
General Fund	188,723	723,420	(497,984)	(2,360)	411,799
IFF Designated Fund	-	935,919	(468,494)	-	467,425
	<u>188,723</u>	<u>1,659,339</u>	<u>(966,478)</u>	<u>(2,360)</u>	<u>879,224</u>
	<u>881,469</u> =====	<u>3,555,711</u> =====	<u>(3,055,345)</u> =====	<u>-</u> =====	<u>1,381,835</u> =====

Transfers between funds – in situations where the individual restricted components of a wider restricted fund are satisfied but result in an overspend, those overspends are funded by a transfer of unrestricted income from the General Fund. In 2019/20, that was the case in respect of the £2,360 shown above.

The **Awards Fund** has grown from the Sir Winfried Bischoff Student of the Year Fund, to cover the full range of awards Career Ready now makes. Categories include regional and national Student of the Year, STEM Student of the Year in three disciplines – science, technology and engineering, Volunteer of the Year awards across all regions, Mentor of the Year, nominated by their students in England and regional and national Employability Champion of the Year for careers leaders in schools across the UK. The award sponsors for 2018/19 were Leidos, Astra Zeneca, Citi, Standard Life Aberdeen and Santander.

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2020

15. THE FUNDS OF THE CHARITY (Continued)

The **Employability for All Fund** was developed in England to meet the need for a scalable programme which could deliver impactful employer-led activities to students from 11-18. In its first year it was funded by the Careers & Enterprise Company in three identified 'cold spots' in England and exceeded targets by 400 per cent. It is now the basis of our three-year growth strategy for England, Wales and Northern Ireland. Included within this fund is a grant from Richard Reeves.

Parents – and particularly mothers – have been identified as the number one influence on children's career decisions. This impacts particularly on the ambition of young people from poorer backgrounds whose parents may lack knowledge of the opportunities available to their children. The **Parents Project Fund** was launched in January 2018 supported by the National Collaborative Outreach Programme (NCOP) in Essex to deliver a programme to parents of students from the most disadvantaged wards in the county to increase the number of children progressing into all forms of Higher Education.

The **Health Education England Fund** started in Yorkshire and Humberside and has spread to the North West regions. It supports internships for students in the health service to open their eyes to the breadth of careers and apprenticeships outside the familiar roles of nurse, midwife and doctor.

The **Student Placements Fund** was set up to recognise the restricted income received from various corporate supporters to cover the costs of students on internship. This activity and related funding has continued.

The **Scotland Fund** covers monies donated for Career Ready to deliver its programme in Scotland, with some funding dedicated to specific regions of the country. It was boosted by a long-term grant from the Esmée Fairbairn Foundation, now ended, which leveraged funding from corporate supporters in addition to funding from local authority areas.

The **STEM Fund** was created to support Career Ready's work in promoting the study of STEM subjects and STEM careers, particularly to girls, with Astra Zeneca the principal funder.

The **Think Logistics Fund** was created to promote opportunities and increase student awareness of professional careers in the logistics industry. It is now supported by seven companies and organisations across the sector.

The **IFF Designated Fund** was set-up during 2019/20 to transparently set aside the one-off transfer of residual funds from The Inspiring Futures Foundation (IFF), so that the Trustees could be seen to be fulfilling their moral obligations to the former trustees of IFF and spending the money received over the course of three financial years (2019/20, 2020/21 and 2021/22) in accordance with the accelerated strategic development proposals as agreed with IFF and only possible with the support received from IFF.

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2020

15. THE FUNDS OF THE CHARITY (Continued)

	1 April 2018 £	Income £	Expenditure £	Transfers between funds £	31 March 2019 £
Restricted income funds:					
Awards Fund	8,872	215,848	(216,338)	2,080	10,462
Employability For All Fund	211,194	733,411	(604,646)	-	339,959
Parents Project Fund	34,873	37,784	(51,328)	-	21,329
Health Education England Fund	-	46,760	(39,727)	-	7,033
Mentoring Fund	8,299	46,678	(94,291)	39,314	-
Student Placements Fund	-	22,170	(22,170)	-	-
Scotland Fund	22,086	512,182	(463,283)	41,662	112,647
STEM Fund	95,988	93,821	(69,856)	-	119,953
Think Build Fund	53,059	65,730	(43,467)	(75,322)	-
Think Law fund	-	5,000	(5,000)	-	-
Think Logistics Fund	82,863	103,036	(104,536)	-	81,363
	<u>517,234</u>	<u>1,882,420</u>	<u>(1,714,642)</u>	<u>7,734</u>	<u>692,746</u>
Unrestricted income funds:					
General Fund	334,559	930,609	(1,068,711)	(7,734)	188,723
	<u>851,793</u> =====	<u>2,813,029</u> =====	<u>(2,783,353)</u> =====	<u>-</u> =====	<u>881,469</u> =====

Transfers between funds – in situations where the individual restricted components of a wider restricted fund are satisfied but result in an overspend, those overspends are funded by a transfer of unrestricted income from the General Fund. In 2018/19, that was the case in respect of the £2,080, £39,314 and £41,662 shown above. In addition, and with the explicit agreement of the funders involved, the surplus funds arising on the Think Build Fund were transferred to the General Fund.

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2020

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Fixed assets £	Current assets £	Current liabilities £	Total £
As at 31 March 2020:				
Restricted income funds:				
Awards Fund	-	1,776	-	1,776
Employability For All Fund	-	237,249	-	237,249
Parents Project Fund	-	-	-	-
Health Education England Fund	-	-	-	-
Scotland Fund	-	121,502	-	121,502
STEM Fund	-	80,758	-	80,758
Think Logistics Fund	-	61,326	-	61,326
Unrestricted income funds:				
General Fund	1,438	776,188	(365,827)	411,799
IFF Designated Fund	-	467,425	-	467,425
NET ASSETS	<u>1,438</u> =====	<u>1,746,224</u> =====	<u>(365,827)</u> =====	<u>1,381,835</u> =====
	Fixed assets £	Current assets £	Current liabilities £	Total £
As at 31 March 2019:				
Restricted income funds:				
Awards Fund	-	10,462	-	10,462
Employability For All Fund	-	339,959	-	339,959
Parents Project Fund	-	21,329	-	21,329
Health Education England Fund	-	7,033	-	7,033
Scotland Fund	-	112,647	-	112,647
STEM Fund	-	119,953	-	119,953
Think Logistics Fund	-	81,363	-	81,363
Unrestricted income funds:				
General Fund	1,798	427,079	(240,154)	188,723
NET ASSETS	<u>1,798</u> =====	<u>1,119,825</u> =====	<u>(240,154)</u> =====	<u>881,469</u> =====

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2020

17. RECONCILIATION OF NET INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES	2020 £	2019 £
Net income for the reporting period	500,366	29,676
Adjustments for:		
Dividends, interest and rents from investments	(7,458)	(1,434)
Depreciation charges	360	450
Increase in debtors	(188,396)	(31,194)
Increase/(decrease) in creditors	136,673	(200,104)
Net cash used in operating activities	<u>441,545</u> =====	<u>(202,606)</u> =====
18. ANALYSIS OF CASH AND CASH EQUIVALENTS	2020 £	2019 £
Cash at bank and in hand	1,110,183 =====	661,180 =====

19. POST BALANCE SHEET EVENTS

In the early months of 2020, the global economic impact of the COVID-19 pandemic started to have a significant effect upon the operating environment of the charitable company and the risks to which it was exposed.

The charitable company responded to these risks by:

- Revisiting its provisional expenditure budget for 2020/21 and removing £100,000 of discretionary spend;
- Closing its London office and cancelling its annual awards and launch events;
- Proactively communicating with all key stakeholders outlining steps being taken to protect staff, young people and volunteers;
- Instigating conversations with all funders and partners ensuring full commitment to funding agreements;
- Launching an 'Investment Ask' to generate additional support, both financial and in-kind, from existing partners and funders;
- Placing 15 members of the team into furlough to utilise the Governments' Coronavirus Job Retentions Scheme; and
- Transitioning to an on-line delivery model to ensure young people were supported and funding agreements delivered.

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2020

20. PENSION COMMITMENTS

The charitable company makes contributions into defined contribution pension schemes on behalf of certain employees. The assets of the schemes are held separately from those of the charitable company in independently administered funds. The amount charged to the statement of financial activities in respect of pension costs (as shown in note 9) is the total contributions payable for the year, and the amounts of contributions payable to the pension schemes at the balance sheet date are current liabilities (as shown in note 14).

21. RELATED PARTY TRANSACTIONS

During the year, the charitable company received the following donations from Trustees and organisations in which Trustees are involved:

- Freshfields Bruckhaus Deringer LLP, a partnership of which Mr D Trott is a partner, provided a donation of £15,000 (2018/19: £15,000) and supplied legal services free of charge, which would otherwise have cost £24,041 (2018/19: £59,724). No amounts were outstanding at the balance sheet date (31 March 2019: None).
- Citigroup Global Markets Limited, an organisation of which Mr J Bardrick is an employee, contributed £88,528 (2018/19: £74,460) through the provision free of charge of office space within its London building. No amounts were outstanding at the balance sheet date (31 March 2019: None).
- Standard Life Employee Services Limited, a company of which Mr A Begbie is a director, provided a donation amounting to £178,200 (2018/19: £166,000), as well as £8,670 (2018/19: £13,000) as prizes for award winners and £4,400 of donated office space and printing services (2018/19: £7,775). At the balance sheet date, £178,200 was included within debtors (31 March 2019: £Nil).
- BP Global Investments Limited, a company of which Mr D Bucknall is a director, provided a donation amounting to £35,099 (2018/19: £32,800). No amounts were outstanding at the balance sheet date (31 March 2019: None).
- One (2018/19: One) of the Trustees provided an individual donation amounting to £25,000 (2018/19: £25,000). At the balance sheet date, £25,000 was included within debtors (31 March 2019: £25,000).